

Houston Community College System
Procurement Operations



REQUEST FOR PROPOSALS (RFP)

FOR

IT BUSINESS TRANSFORMATION
SERVICES

PROJECT NO. 06-21



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1 Introduction

The Houston Community College System (“HCC”) seeks to contract with an experienced professional services or vendor company to provide program management support and technical expertise to deliver much needed business capabilities. The HCC IT group has a vision established, and the selected firm will work in conjunction with the organization’s leadership to realize this vision in the most cost-effective and forward-thinking way. The six broad strategies to support the IT vision consist of the following points:

1. Reinvigorate the Network Infrastructure to Accommodate Current Programs and Future Growth
2. Lead and Support Continuous Business Process Improvement
3. Transform Organizational Model to Internal Service Company Model
4. Provide Access to Educational Opportunities and Services Anywhere, Anytime
5. Develop Human Capital Strategy that Builds Skills Quickly and Effectively
6. Maximize Value of Technology Investments

HCC consists of the System Office, located at 3100 Main Street in Houston, Texas; five existing Colleges: Central, Northeast, Northwest, Southeast, Southwest; and the newly approved Coleman College. There are approximately 22 campuses in the five existing and the newly approved college. HCC serves approximately 50,000 active students and 7,000 employees. The System will soon kick-off the initial construction projects to support a voter approved \$150 million bond offering. This offering will increase classroom space and increase the number of campuses to over 23 locations.

1.1 Contract Approval

This procurement is subject to approval by HCC Board of Trustees. Subsequent to Board approval, the only person authorized to commit HCC contractually is the Chancellor or his designee.

1.2 Pre-Proposal Conference, Proposal Due Date and Time

HCC has scheduled a pre-proposal conference for April 13th@ 11:00am (CDT). The location of the pre-proposal conference is: 3100 Main Street Room, Houston, Texas (Room# 11A07). Attendance is recommended.

HCC shall accept sealed proposals to provide IT Business Transformation Services until 4:00 p.m. CDT on **April 20, 2006**. Proposals shall be received in the Purchasing Department, Attn: Michael Kyme, 3100 Main Street (Room 11A06), Houston, Texas 77002.



1.3 Contract Term

HCC seeks a performance based contract for this solicitation. The initial term for contract(s) awarded resulting from this solicitation shall be a thirteen (13) month period beginning June 30, 2006 through August 31, 2007. Subsequent one (1) year annual renewal options shall be determined strictly by performance. As such, HCC executives and authorizing parties shall work closely with the selected vendor to identify deliverables and deliver on a scope of work that demonstrates successfully new business capabilities that shall contribute to increasing student enrollment, improve business process performance and other fiscal factors.

HCC is an equal opportunity/educational institution, which does not discriminate on the basis of race, color, religion, national origin, gender, age or disability. HCC reserves the right to accept or reject all or any part of any proposal, waive any technicalities or irregularities in the proposal documents and consider the proposal for award.

This Request for Proposal (RFP) does not obligate HCC to award a contract or to pay any costs incurred by a proposer in the preparation or submission of a proposal.

1.4 Purpose

The purpose of this solicitation RFP is to identify a short list of qualified vendors/professional services firms to assist the Houston Community College System (HCC) transform the Information Technology department into a high performing group that helps drive more efficient business performance of the System as a whole. The outcome sought for this procurement is to identify a qualified firm with whom HCC can *partner* that possesses both the financial strength and intellectual capital to bring fresh and relevant approaches to advancing HCC. For this relationship to be an empowering experience for the System, we encourage and expect that the firm or company selected will demonstrate and provide evidence of the following factors in their proposal responses:

- Develop Knowledge Sharing Capabilities
- Pleasant and Open Communications with Staff and Administrators
- Create an Atmosphere of Teamwork and Collaboration
- Improving Business Performance that Improves Financial Performance
- Flexible, Adaptive and Open Technology Architectures



1.5 Historical Context

The information technology (IT) department at HCC has been without a permanent full-time equivalent as the IT leader since the departure of the Executive Director of IT in July 2004. Since that time, both individuals serving as “interim” leaders from within and external contractors have led the System’s IT group resulting in fragmented leadership, and weak business relationships with administrators.

To address this gap, HCC recognized there were fundamental gaps in how IT provisioned services, combined with the level and quality of those services and overall lack of governance. The System issued a request for information (RFI) in December 2003 to vendors to conduct an organization assessment; three vendors responded to this RFI. Two of the vendors were nationally recognized firms that recommended outsourcing the IT function. The third vendor recommended that HCC establish IT Governance and develop a strategic technology plan to align the expectations of what administrators, faculty and students expect regarding technology. HCC chose to undertake the IT Governance Implementation project, which started in October 2004 through November 2005. A local consultant who served as the program manager and implementation expert to guide and facilitate this governance process led the project.

Because of this effort, the consultant delivered the Strategic Technology Roadmap 2015 to senior executives for review and approval. The Board of Trustees has since approved this plan. The document is a living plan that is designed to serve as a guide rather than a detailed recipe prescribing exact amounts of technology and organization change. Rather, the Strategic Technology Roadmap 2015 makes the business and technology case for why certain projects should take place. The Chancellor approved the document and a full version of the Strategic Technology Roadmap 2015 accompanies this RFP to provide firms with a complete understanding of the current business and technology situation.



1.6 Anticipated Solicitation Timeline

- Advertise Request for Proposal (RFP) 4/02/2006
- Closure Date For Receipt of Acknowledgements 4/07/2006
- Pre-Proposal Conference: Preferred Attendance 4/13/2006
- Closure of Proposal Questions and Inquiries (optional) 4/14/2006
- Send Responses to Vendor Questions 4/18/2006
- Proposal Due-Date 4/20/2006
- Review Proposal Responses 4/24/2006
- Conduct Interviews and Presentations 5/03/2006
- Complete Proposer Scoring and Reference Checks 5/12/2006
- Present Recommendation to Committee of Whole 5/18/2006
- Board of Trustees Award Approval 5/25/2006
- Vendors Notified 5/29/2006
- Initiate Vendor Negotiations 5/30/2006
- Finalize Contract Terms and Performance Targets 6/14/2006
- Commence Contract Delivery of Services 6/30/2006

1.7 Proposal Questions

Respondents to this RFP are encouraged to submit questions about this solicitation. HCC shall make every effort to respond to each question. Written questions shall be submitted electronically to: **Michael Kyme** michael.kyme@hccs.edu. HCC shall reply *only* to electronic requests to the email listed above. Please do not call with questions or submit questions via facsimile, as they shall not receive a response and shall not be considered.

The deadline for submission of questions is **April 14, 2006**. To ensure that all questions are timely routed and responded to, the subject line should read: *IT Business Transformation Solicitation Proposal Questions Project No 06-21*

Please be sure to include all relevant contact information from submitter(s) of questions and to whom should receive answers to questions. The system shall compile the questions and provide a response to the questions and post the answers on the procurement web site only.



2 Proposer Preparation and Submission Instructions

Proposing firms are encouraged to provide the most relevant information about the firm that will help assess the capabilities and track record of the proposing firms. In doing so, please adhere to the guidelines set forth below:

Offeror's technical proposals should be straightforward, clear, well organized, easy to understand, and concise to include the following sections. The technical proposal responses shall be submitted in the order as requested below. (1-14). **Note: Proposed pricing must be included in a separate, sealed envelope clearly marked "Fee Proposal". No other sections may be submitted with the fee proposal.** Original hardcopy proposals should be bound with tabs delineating each section. The minimum font size is 11 on 8.5 x 11 size paper, and the minimum/maximum numbers of pages for each section is provided below. Offeror shall provide six (6) original hardcopies and (1) softcopies on individual CD-ROMs that clearly indicate the contents and the proposing firm. Offerors' qualifications substantially impact the evaluation process, and shall be evaluated based on how well they address the following requirements:

A) Technical Proposal

- 1) Table of Contents
- 2) Understanding the IT issues facing HCC (four (4) page maximum)
- 3) Strategic partnerships with similar organizations (one (1) page maximum) - Proposer should describe their ability, willingness, and flexibility to establish strategic relationships with subcontractors, and minority and small business enterprises as needed.
- 4) Corporate Background and Experience (six (6) page maximum) - Offeror should include information on their corporate organization (history, years in business, size, financial soundness, etc.), experience and skills regarding the offerors' track record, reputation and past client performance that indicates the capabilities for successful completion of the consulting and advisory services. Provide examples of similar major transformation projects that demonstrate Offerors' experience, qualifications, innovative solutions, and skill sets to meet and perform the tasks, as outlined in Attachment A, Strategic Technology Road Map 2015.



- 5) Demonstrate expertise and innovative solutions specific to examples with similarly situated clients, developing the strategy and structure to evaluate projects that have different scopes of work, establishment of financial benchmarking, technical expertise and service delivery improvement. Five (5) page maximum. Offeror may offer other suggested areas. Sample resumes may be included by the offeror in an appendix that will not count in this five (5) page maximum requirement.
- 6) Demonstrate expertise and innovative solutions specific to examples of governance structure development and sourcing framework analysis for review, implementation and monitoring of large scale sourcing projects. (Three (3) page maximum.)
- 7) Describe approach and experience in providing a transfer of knowledge to IT staff employees (two (2) pages maximum).
- 8) Describe process by which you will obtain feedback from HCC employees to determine if HCC expectations and deliverables were successfully or unsuccessfully met and provide such information in a report to the HCC Contract Administrator (to be provided upon contract award). (One (1) page maximum.)
- 9) Describe your organization's task order management methodology (general description or name, not complete copy), including resource management (one (1) page maximum).
- 10) Explain your organization's policy on replacing personnel on a job when immediate replacement is requested and your commitment to satisfy the request (one (1) page maximum).
- 11) Describe your organization's experience with large, complex organizations in both the public and private sector, in particular experience with large enterprise transformations, including change management.
- 12) Describe the communication plan and implementation structure to support large complex project and process change. (one (1) page maximum)



13) Describe the general organization of the Account Management Team (no names) (two (2) page maximum) that the Offeror will commit to HCC for the term of this agreement. HCC realizes that the size and structure of the team may vary depending upon the final provisions of the agreement. Therefore the Offerors are encouraged to provide a “benchmark” organization from which specific services or functions can be found in the proposal, where applicable, to satisfy RFP requirements. The organization description should address the following:

- a. Team organization
- b. Description of team positions and functions
- c. Indicate number of staff to be assigned on a full or part-time basis.
- d. Define location of team members
- e. Provide “blind” (no name) resumes for all members.

14) Describe your organization’s qualifications and experience in providing strategic analysis with recommendations for efficient/effective delivery of IT services. (two (2) page maximum).

B) Fee Proposal:

- The fee proposal is to be provided on a separate CD marked “Fee Proposal”.
- Pricing Options (no page requirements): Provide pricing options that should include solutions such as hourly rates, project based rates, discounted rates for extended timeframes on projects that would vary in size and might be based on hours and hourly rates, fixed price, or innovative pricing solutions. Example of creative solution might be a reduction in normal rates for a project over a certain number of hours or reduction in cost if brought in after due date, or reduced rates for extended times on site, etc. HCC is seeking flexibility and not fixed rates. At a minimum, Offeror shall provide a range of rates for a minimum to maximum pricing schedule for these consulting services.
- Financing Options (no page requirements): Provide financing or pricing options which should include innovative financing arrangements between HCC and the consulting organization which could provide for cost-sharing, results-oriented financing, supplier provided financing, etc.



3 Statement of Work

This is a unique opportunity to shape the future of an organization's IT department that will have a direct and lasting impact on attracting new students as well as the ability to partner with other educational institutions. The selected vendor could focus on many areas for this project and each response would have merit. There is plenty of work to do to transform the IT department to become a service-oriented delivery organization. Thus, an important element of this statement of work is for the vendor to describe their transformation process, and describe how HCC will look differently at specific milestones. For example, what new business capabilities will HCC be able to perform in 12 months that cannot be done today? Thus, proposing firms should set forth a timeline that outlines what will be done, why, the business case for doing and the associated costs to execute.

3.1 Background

The IT Department is at a cross roads that will require important decisions of potentially large investments in technology combined with sweeping organizational change that will have far reaching impact. The IT group has been without a permanent, full-time HCC employee since July 2004.

The IT Department completed an upgrade of the PeopleSoft ERP in February 2005. To date, virtually all of the business requests received by IT go unfulfilled, with a large number of requests approach 3-4 years with no action. The applications development group operates almost exclusively in support mode with limited new business capabilities. There is significant concern on the direction of the Oracle Fusion platform that is being promoted since the acquisition of PeopleSoft. HCC is concerned about future upgrade investments, combined with the lack of certainty about the Fusion strategy.

The network infrastructure does not provide sufficient bandwidth to meet the needs of students today. In addition, the infrastructure has experienced significant problems with external viruses, trojans and security breaches at critical periods—most notably during peak registration periods. The System has taken steps to upgrade the network security and implemented Enterasys switches and routers. This technology co-exists with older Cisco switches across the campus also.



The current trend for many higher education institutions is to implement a portal environment to provide a common look and feel to access applications. More importantly, by providing a portal environment will allow development resources to focus more on building capabilities that will benefit the System rather than silo-driven needs. HCC does not use a portal platform today; there are investments in three (3) portal solutions, but none of these are in use despite the financial outlays.

3.2 Current Situation Summary

Below we provide a summary of current expectations from various perspectives. The full set of information is in **Attachment A**, which contains the link to the Strategic Technology Road Map 2015.

Senior Management Perspective

- HCC is implementing the student financial aid disbursement card for net financial aid (initially). JP Morgan Chase is the provider of services. The ERP system should be flexible enough to handle any future application related to financial aid disbursement.
- Have every conceivable interaction online for students; make their experience transparent and enjoyable whether in-person or online.
- Provide everything on the Web: For example: Implement installment contract online for student approval: today, students do this manually. Competitors have this capability today.
- Allow 'dual-credit' students to pay online. Basic customer service issues and ease of doing business; today, HCC has 1,300 out of district dual credit students.
- Automate Financial Aid: nothing is electronic; students get their check 6-8 weeks after the semester starts. Competing institutions allow the student to get their check the next day.
- Students should be in learning communities with instructors playing a more substantial role in facilitating rather than being a "sage on stage".
- Technology should play an important role regardless of location regardless of the city, state or country
- Need business intelligence capabilities; there is lack of ability to access meaningful information from core systems and difficult to report accurate information.
- Have a vision with each classroom being completely wired in the new facilities



College Perspective

Based on hands-on experiences at the colleges, new learning technologies and methods of distribution have not been successful at the colleges due to the current network infrastructure. Specifically, the Instructional Design Coordinators (IDCs) paint a compelling picture that shows how the industry challenges cited above are haunting HCC today and prevent them from doing business in a mode that is preferred by today's student.

- **Capital Planning:** HCC is currently upgrading the network system as part of the Capital Improvement Plan; therefore, the firm engaged will work with the CIP general contractors and IT Master Plan consultants to ensure successfully upgrading of network system.
- **Video Streaming:** the bandwidth issue still plagues all video streaming protocols as well as video downloads. Instructors can never be sure whether students are going to be able to access video material on our servers because of bandwidth restrictions or because some campuses have a much smaller "pipe" than others.
- **File Transfer Protocol (FTP):** FTP is commonly used to manage and transmit large files for classroom projects most notably computer science. Frustrating delays and service outages caused by lack of bandwidth are common.
- **WebCT - Whiteboard - Chat:** Distance education and hybrid class students have a difficult time using these tools simultaneously at some campuses due to bandwidth restrictions, especially during peak periods, and they are often nearly unusable for students attempting to work from outside the LAN.
- **Horizon Live:** This software package is optimized for online delivery of instruction. It works fairly well, but often there are delays and interrupted service, especially when application sharing and video presentations are in use. Sometimes the connection from one campus will lag far behind that of another campus, causing confusion and frustration among students.
- **Classroom to Classroom Collaboration:** Collaboration in teaching, with two or more classrooms working under the instruction of one or more professors but able to communicate in real time, has been tried several times and consistently fails. The reason is usually lack of quality and lack of reliability due to the inability of the HCC network to sustain video and audio links.
- **Real-Time Connections to Super Computer Centers:** Running calculations and programs by directly linking to supercomputing centers is possible, and some schools, even some high schools, do it routinely. When the colleges have tried, the limitation of the existing bandwidth prevents direct connections, so the program or activity is queued to run overnight rather than in real-time.



Business Applications

HCC employs an application development group that is organized around the functional modules that comprise the PeopleSoft system. The functional modules in use at HCC include:

- Student Administration
- Finance
- Human Resources

The applications development group operates predominantly—almost 100% in a support mode today. On project related opportunities, the group continues to operate in functional silos and thus tends to have a myopic view of the applications rather than a holistic view of how to work across business functions to better integrate data and develop new business capabilities. The applications development group works on building new business capabilities or functionality based on department-driven interests. This is the crux of the challenge for the application development function at HCC to improve the ability to meet the needs of business users and students successfully.

Network Infrastructure

The various components and overall architecture that comprise the HCC network are not up to the task to meet the demands that are being placed on the network, today. For example, 38% of the existing switches in use are greater than five years and should be replaced in order to deliver on a higher bandwidth network. The need to replace this becomes even more urgent with the construction of new facilities and building upgrades to existing structures. This is important because these older switches do not accommodate higher bandwidth applications and do not possess the security features that a far flung college operation requires.

3.3 Performance Expectations

This project is described as an IT Business Transformation Services engagement. As such, the deliverables and expectations for the statement of work are broad. To be clear, however, this is not a license to include every conceivable activity or deliverable. Rather, HCC seeks the guidance of what activities will provide immediate value and thus allow for HCC staff to participate in contributing to the overall success of the institution. Below, we include the following statement of work deliverables and capabilities that are in need to improve the IT Department's overall performance.



Performance Capabilities

- Project Management - experience and expertise managing large information technology projects. Includes PMI, or equivalent, certification, as well as experience in establishing Project Management Offices and providing multiple levels of PM expertise, such as in the roles of Project Directors, Sr. Project Managers, Project Managers, and/or Project Coordinators.
- Experience and expertise in System Development Life Cycle/methodology for IT projects.
- Knowledge and experience with using modern and emerging technologies.
- Proven methodologies, policies and procedures for the following project aspects:
 - 1) Budgeting.
 - 2) Deadline management.
 - 3) Deliverables.
 - 4) Staff.
 - 5) Training.
 - 6) Risk management.
 - 7) Change management.
 - 8) Project management.
 - 9) Responsibility and accountability.
- Ability to provide personnel with the skills necessary to perform major projects successfully.
- Ability to accept full responsibility for major project implementations.
- Provide a minimum of three (3) client engagements demonstrating the existence of the skill sets necessary to accomplish the task associated with the above-described Service areas. Include client contact name and telephone number should additional information be needed.



3.4 Scope of Work Deliverables

The scope of work that HCC expects the Prime contracting firm and its subcontractors to fulfil is set forth in broad terms in the Strategic Technology Vision and Roadmap 2015. HCC expects that the IT Business Transformation Outsourcing project will involve multiple years. However, it is the expectation of the Offeror's proposal to outline what they envision the sequence of activities, the timeline for completion, organizational impacts, cost and other variables that HCC should be aware of, based on the experience of the proposing firms. Omission of information or failure to disclose risks or relevant information in the determination of which activities should process will not be viewed favourably by HCC. Therefore, please make every effort to be complete in your recommendations for the various work streams and the resources required to complete; HCC must have a budget estimate that is reliable and relatively simple to manage in working with the winning proposal.

HCC expects the proposing firms to help the HCC IT Department improve its overall ability to deliver new business capabilities and functionality in a timely and efficient manner. HCC also expects honest and candid guidance with supporting options and their impact regarding database design and integration issues; staff skills and leadership maturity; analysis and impacts of a particular technology direction; and guidance based on best practices of similarly situated higher education institutions. The following outlines HCC sequence of events:

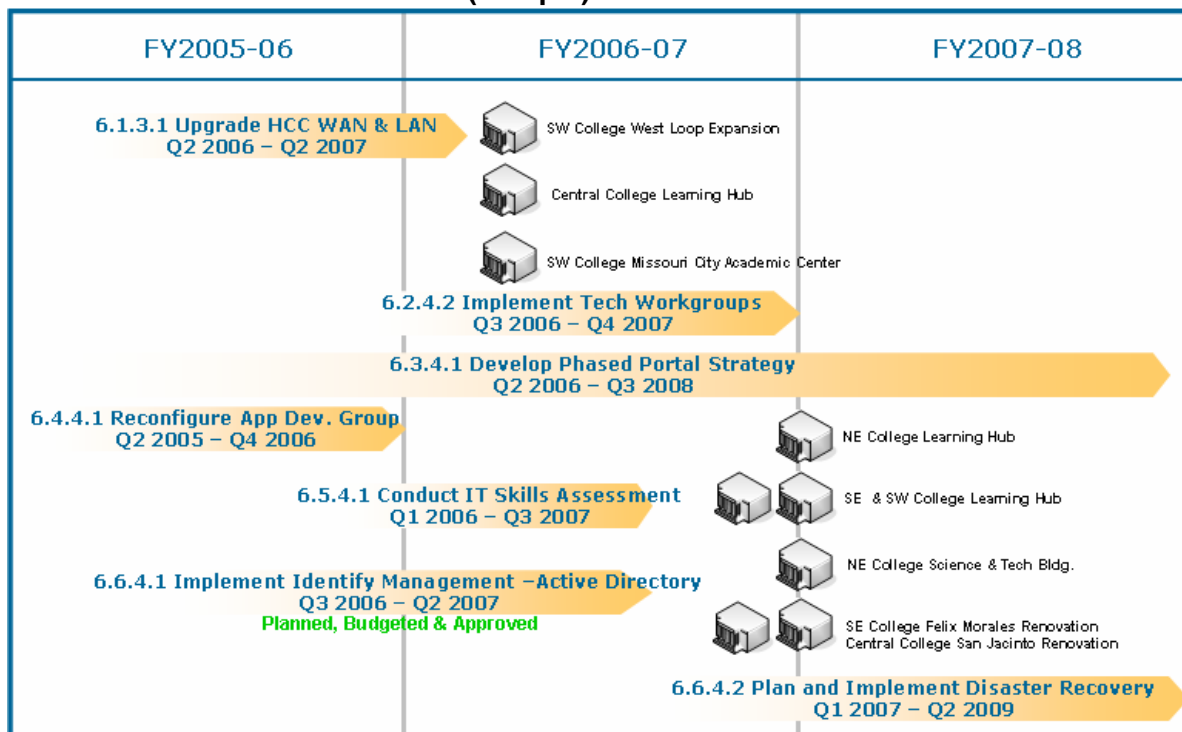
The proposing firms should view this as a starting point and not a definitive scope of services. To be clear, we expect demonstrable value to be evident in the performance of this contract. HCC is not in a position to wait 12-18 months for results; therefore, the proposing firms should employ *Rapid Results* techniques that develop new business capabilities that take full advantage of the PeopleSoft ERP system, or other areas of performance in relatively short time frames (3-9 months).

Completion of tasks is important to HCC, but it is not as important or as relevant as achieving specific, demonstrable and quantifiable results. For example, HCC experiences inordinately slow system performance during peak periods of enrolment where students cannot complete the transaction successfully and in a timely manner. The task of examining this customer service issue is important, but performance will be based on the proposing firm's ability to resolve this issue and implement permanent and lasting technical changes that make enrolment a pleasant experience for students and administrators. Below we provide an outline of the strategic projects/initiatives and their relative timeline for execution; this represents, the broad parameters that comprise the scope of work for this solicitation.



3.5 Execution Timeline



Short-Term 2005-06 thru 2007-08 (Sample)





HOUSTON COMMUNITY COLLEGE SYSTEM

Medium-Term 2005-06 thru 2007-08 (Sample)

FY2008-09	FY2009-10	FY2010-11
<p>Annexation - Potential</p> 	<p>6.1.3.2 Network Refresh & Upgrade Q3 2007 – Q4 2011</p>	
	<p>6.1.3.3 Enhance Communication and Collaboration Services - Phased Q2 2008 – Q3 2012</p>	
	<p>6.1.3.4 Upgrade Phone System to VoIP Q2 2008 – Q2 2009</p>	
	<p>6.2.4.1 Implement Enterprise IT Planning Group Q1 2008 – Q4 2009</p>	
	<p>6.2.4.3 Investigate Outsourcing Alternatives Q1 2008 – Q2 2009</p>	
	<p>6.4.4.2 Develop Contingent Staffing Plan Q1 2008 – Q2 2010</p>	
	<p>6.4.4.3 Consolidate Technical Support Staff Q1 2008 – Q4 2010</p>	
	<p>6.5.4.2 Implement Project Mgmt. Certification Program Q2 2009 – Q2 2010</p>	
		<p>Bond Election - Potential</p> 

Long-Term 2005-06 thru 2007-08 (Sample)

FY2011-12	FY2012-13	FY2013-14
	<p>6.1.3.2 Network Refresh & Upgrade - Ongoing Q3 2007 – Q4 2014</p>	
	<p>6.1.3.3 Enhance Communication and Collaboration Services - Phased Q2 2008 – Q3 2012</p>	
	<p>6.3.4.4 Initiate Enterprise Reengineering Q1 2010 – Q4 2014</p>	
	<p>New ERP System Replacement of PeopleSoft - PLANNING Q2 2008 – Q2 2011</p>	
	<p>New ERP System Implementation Project – Phased Approach w/Reengineering Q2 2012 – Q2 2015</p>	



In response to this execution timeline, we seek original thought and successful experiences in guiding higher educations to successfully execute on similar programs as ambitious as this one. We recognize that HCC cannot achieve its entire objective overnight, while building the necessary staff ability. It is equally important for the proposing firms to take into account that we want to partner with a firm and not simply bring in an army of people for an open-ended purchase agreement. Therefore, please make every attempt in your questioning to extract as much information as possible that allows proposing firms to provide a solid return on investment to HCC with performance-based milestones along the way. The IT Department at HCC should be stronger and better at each stage of progress and it is expected that proposing firms will demonstrate their ability to accomplish this.

- The personnel of the winning firm or firms shall not be permitted to commence work on any project until a written Statement of Work Order by HCC has been issued. Any work performed by the firm awarded this contract prior to the effective date of the Statement of Work Order shall not be billed and/or accepted by HCC.
- If any individual(s) employed by the Contractor is unable to perform at an acceptable level within a reasonable length of time, as determined in HCC sole judgment, HCC will have the right to terminate that individual's services. Notice of termination may be as little as one (1) week. If it can be shown that an individual did not make productive use of his/her time, HCC may, at its sole option, refuse payment for any hours billed against that individual for that period of time.
- The winning firm or firms shall be responsible for start up costs on time and materials basis, as negotiated by HCC, to train replacement staff to bring them up to the point of where the previous individual left off whenever the Offeror's personnel are replaced at the Offeror's request.
- HCC shall provide proper working facilities and consumable supplies commensurate with the task(s) to be performed.
- HCC shall provide access to project documentation as well as familiarization briefings on requirements. HCC shall also make available executive staff, and other personnel for purposes of evaluating business and technical requirements.
- The Offeror's personnel shall be expected to adhere to established directives and policies of the System during the performance of assigned tasks. (e.g. adherence to holidays, internal E-mail, and security, Board approval process, etc).



3.6 Invoicing and Payment

- Invoices for items ordered, delivered and accepted shall be submitted by the Prime contracting firm directly to the payment address shown on the purchase order or contract.
- All invoices shall show the contract number and/or purchase order number; project number, or the federal employer identification number (for proprietorships, partnerships, and corporations).
- Unreasonable Charges. Under certain emergency procurements and for most time and material purchases, final costs cannot be accurately determined at the time orders are placed. In such cases, the firm should be put on notice that final payment in full is contingent on a determination of reasonableness with respect to all invoiced charges. Charges that appear to be unreasonable will be researched and challenged, and that portion of the invoice held in abeyance until a settlement can be reached. Upon determining that invoiced charges are not reasonable, HCC shall promptly notify the Offeror, in writing, as to those charges which it considers unreasonable and the basis for the determination. A Contractor may not institute legal action unless a settlement cannot be reached within thirty (60) days of notification.
- Where performance is longer than one (1) month, the Prime contracting firm shall invoice monthly in arrears.
- Contractor shall invoice HCC for the full amount of the Task Order at the completion thereof.
- Invoices shall provide at a minimum the following information:
 - Proposing Firm's tax identification number
 - Invoice date
 - Invoice number
 - Order number
 - HCC contact name
 - Project name
 - Brief description of services provided for previous month
 - Amount billed (versus total project cost if applicable)
- A maximum of fifteen percent (15%) of each invoice may be withheld pending completion and acceptance of the total project and meeting overall performance expectations.



3.7 Subcontractors

The prime contracting firm awarded a contract under this solicitation is hereby obligated:

1. To pay the subcontractor(s) within seven (7) days of the Prime firm's receipt of payment from HCC for the proportionate share of the payment received for work performed by the subcontractor(s) under the Contract;
2. To notify the subcontractor(s), in writing, of the Prime firm's intention to withhold payment and the reason.
3. The Prime firm is obligated to pay the subcontractor(s) interest at the rate of one percent per month (unless otherwise provided under the terms of the Contract) on all amounts owed by the Contractor that remain unpaid seven (7) days following receipt of payment from HCC, except for amounts withheld as stated in above.
4. The date of mailing of any payment by U. S. Mail or the date of the electronic funds transfer (EFT) is deemed to be payment to the addressee. This applies to each subcontracting firm performing under the Prime contracting firm.
5. The prime contracting firm's obligation to pay an interest charge to a subcontractor may not be construed to be an obligation of HCC.

4 Small Business Vendor Participation

HCC has a small business development program to encourage prime contractors in bringing small business subcontractors to a level of being able to provide goods and/or services as prime contractors. The program is designed to prevent discrimination by ensuring that small, underutilized and disadvantaged businesses are informed and prepared to compete for HCC procurements. HCC will neither discriminate nor select vendors on the basis of race, color, national origin, religion, gender, age or disability in its procurement selection process. The small business goal for this project is **35%** participation. The proposing firms are required to complete **Attachments C, D, and K** to indicate their willingness to identify and engage Small Business enterprises from the local Houston area to participate in the delivery of services for this solicitation.



5 Evaluation and Award Criteria

HCC reserves the right to make more than one award, if appropriate, because of this solicitation. HCC shall determine in its sole discretion which proposal presents the most optimal overall “total” solution and best overall value for use in the evaluation and review of proposals, based upon the factors identified in Section 2 (Submission Instructions), Section 3.3 (Performance Capabilities), Attachment B (Skill Sets), and the criteria listed below:

- Program Management Methodology for:
 1. Managing the partnership with HCC
 2. Providing broad range of consulting and sourcing advisory sources and expertise to HCC
 3. Obtaining regular feedback on service quality and client interaction
 4. Recruiting and retaining skilled staff
 5. Project management methodology
 6. Staffing replacements
 7. Knowledge transfer and process development (e.g. application development)
 8. Task order “stage-gating” processes
- Demonstrated qualifications and experiences of Offeror in providing strategic operational, functional and technical business solutions to clients. This includes systems integration, data integration and portal development for higher education customers.
- Strategic methodology, qualifications, and experience of Offeror in providing strategic analysis with recommendations for efficient/effective delivery of higher education services.
- Ability to deliver a range of solutions specific to consulting, application development and systems integration, and sourcing alternatives to meet HCC business objectives.
- Price and creativity in pricing alternatives that are based on value received and performance milestones

It is the intent of HCC to award to those offeror(s) who propose the most comprehensive and broadest solution (“total” solution), and overall best value. HCC shall make the selection and award to the Offeror(s) whose proposal(s) provides the optimal financial, technical consulting, and advisory solutions, and with the overall assessed best value for planning, evaluation, and analysis and implementation skills needed for proposal activities.



HOUSTON COMMUNITY COLLEGE SYSTEM

HCC shall conduct negotiations with the Offerors selected, determine, in its opinion, the best proposals, and award the contracts to those Offerors. If HCC determines in its sole discretion that only one Offeror is fully qualified or that one offeror is clearly more highly qualified than the others under consideration, then a contract may be negotiated and awarded to that Offeror. Price will be considered, but is not the sole determining factor to be considered in the contract award. HCC may make multiple awards, HCC may cancel this RFP, or may reject proposals at any time prior to an award, and is not required to furnish a statement of the reasons why a particular proposal was not deemed the most advantageous.

An Evaluation Committee (“Committee”) shall review all proposals to determine which proposers have qualified for consideration according to the criteria stated herein. The committee’s evaluations shall be based on all available information, including qualification statements, subsequent interviews, if necessary, reports, discussions, reference checks, and other appropriate checks. The highest rated proposers evaluated by the Committee **may** be invited to make an oral presentation of their written proposal to the Committee and/or the HCC Board of Trustees. **Please note: Fee proposals shall be evaluated, however they must be submitted separately, and must not appear in the body of the technical proposal.**

Selection of the most highly qualified firm(s) shall be made on the basis of demonstrated competence and qualifications to perform the required services. The factors to be used in the evaluation process are listed below. **Note:** *Each weight shall be applied to the corresponding factor and may not reflect the overall available points.*

Factor	Weight
Program Management Experience Project Methodology & Understanding Performance Capabilities <i>Section 2 Technical Proposal, Section 3.3 and Section 5 (exclusive of price)</i>	40
Required Skill Sets (Attachment B)	25
Firm’s Implementation Approach (Section 6.1)	15
Small Business Commitment	10
Fee Proposal (sealed)	10
Total Weight:	100

Internship Program: All vendors are encouraged to make a commitment to utilize certain HCC student(s) in an internship capacity with the company under any resulting contract for services required under this solicitation. The selected contractor shall be expected to pay the student(s) at least the minimum wage required by law. HCC shall provide the selected contractor with the name of student(s) eligible to participate in the internship program. Please contact Dr. Freddie Wade @ (713) 718-7596 for additional information regarding this program.



6 Proposing Firm Implementation Approach

The objective of this section is for the proposing firms to describe their respective implementation approach. This includes the tools and techniques that will be used, proprietary methodologies that the firm would employ, the staffing model and other elements the Offeror deems relevant for this project.

6.1 Approach

List the information required to provide the evaluation team with a detailed understanding of the approach to be taken by the proposing firm towards implementation of the services and other deliverables. The following types of information are required:

- The method for service delivery (e.g. on-site, remote access, etc)
- The activities involved with training, documentation and support.
- The activities involved with undertaking other project deliverables.

6.2 Timeframes

Provide information to offer the evaluation team with a detailed understanding of the timeframes proposed by the proposing firm for the delivery of the services being recommended. The following types of information may be required:

- Likely start and end dates for the delivery of each milestone and other deliverables proposed within the above solution
- The date the service or product must be in place by to ensure that it meets the timeframes required.



7 Attachments

ATTACHMENT A

**Strategic Technology Vision and Road Map 2015: IT Strategic Plan
Electronic Version Can Be Downloaded at**

[http://www.hccs.edu/system/financial_operation/purchasing/ITStrategic Roadmap](http://www.hccs.edu/system/financial_operation/purchasing/ITStrategic_Roadmap)



ATTACHMENT B

Operational and Business Process Skills

This specialty area addresses the skills for fulfilling duties, responsibilities and work tasks necessary to perform the business and administrative functions to assist HCC in addressing the challenges associated with change management, project delivery, business process reengineering, and organizational design and management.

- a. Provide documentation of experience in providing skills in the functional areas referenced above.
- b. Provide at least three (3) clients where personnel with skills representative of those listed above have been provided. Include contact name and telephone number should additional information be needed.
- c. Provide the number of higher education clients.
- d. Provide detail and quantify the number and size of community college clients.
- e. Provide detail descriptions of both higher education and community clients the Offeror has worked with in the last five years and over the last 12 months.

Technology Advisory Consulting Skills

This specialty area addresses the skills, experience and capabilities for providing advice and solutions on a wide range of issues, areas, concepts, trends, best practices, products, etc., related to the comprehensive review and analysis this type of engagement.

- a. Provide documentation of extensive knowledge in one or more of these areas as it relates to large organization and specifically higher education institutions.
- b. Provide at least three (3) clients for which technology advisory services have been provided. Include contact name and telephone number should additional information be needed.
- c. Describe the various ERP systems the Offeror maintains and/or has direct systems and data integration experience.



ATTACHMENT B continued

Major Project Implementation to include Project Management Skills

This specialty area addresses the skills and disciplines required for technology project implementations using modern and emerging technologies. The Offeror will need to demonstrate substantial depth and breadth of knowledge and expertise in major technology and transformative project implementations. Major projects are typically large-scale, significant investment endeavors. In addition, they offer technical, business, and political complexities. It is crucial that these initiatives be delivered on-time, within-budget, and provide the results expected. Subject matter experts by specialty for major IT implementations must have demonstrated the following abilities and capabilities:

A. Project Management - experience and expertise managing large information technology projects. Includes PMI, or equivalent, certification, as well as experience in establishing Project Management Offices and providing multiple levels of PM expertise, such as in the roles of Project Directors, Sr. Project Managers, Project Managers, and/or Project Coordinators.

B. Experience and expertise in System Development Life Cycle/methodology for IT projects.

C. Knowledge and experience with using modern and emerging technologies.

D. Proven methodologies, policies and procedures for the following project aspects:

- 1) Budgeting
- 2) Deadline management
- 3) Deliverables
- 4) Staff
- 5) Training
- 6) Risk management
- 7) Change management
- 8) Project management
- 9) Responsibility and accountability

E. Ability to provide personnel with the skills necessary to perform major projects successfully

F. Ability to accept full responsibility for major project implementations. Provide a minimum of three (3) client engagements demonstrating the existence of the skill sets necessary to accomplish the task associated with the above-described Service areas. Include client contact name and telephone number should additional information be needed.



ATTACHMENT C
ASSURANCE OF SBDP GOAL

The undersigned certifies that he/she has read, understands and agrees to be bound by the small business provisions set forth in this Solicitation. The undersigned further certifies that he/she is legally authorized to make the statements and representations in the Solicitation and that said statements and representations are true and accurate to the best of his/her knowledge. The undersigned will enter into formal agreement(s) for work identified on the **CONTRACTOR AND FIRST TIER SUBCONTRACTOR PARTICIPATION** form conditioned upon execution of a contract with HCC. The undersigned agrees to attain the small business utilization percentages of the total offer amount as set forth below:

Small Business Participation Goal = **35%**

The undersigned certifies that the firm shown below has not discriminated against any small business or other potential subcontractor because of race, color, religion, gender, age, veteran's status, disability or national origin, but has provided full and equal opportunity to all potential subcontractors irrespective of race, color, religion, gender, age, disability, national origin or veteran status.

The undersigned understands that if any of the statements and representations are made knowing them to be false or there is a failure to implement any of the stated commitments set forth herein without prior approval of the HCC Chancellor or the duly authorized representative, the Bidder may be subject to the loss of the contract or the termination thereof resulting from this bid and could be ineligible for future HCC contract awards.

Signature _____

Title _____

Date of Signing _____

Firm Name _____

Address _____

Telephone Number _____



ATTACHMENT D

DETERMINATION OF GOOD FAITH EFFORT

Proposer _____

Address _____

Phone _____ Fax Number _____

In making a determination that a good faith effort has been made, HCC requires the Proposer to complete this form and submit supporting documentation explaining in what ways the Proposer has made a good faith effort to attain the goal. The Proposer will respond by answering “yes” or “no” to the following and provide supporting documentation.

_____ (1) Whether the Proposer provided written notices and/or advertising to at least five (5) certified small businesses or advertised in general circulation, trade association and/or small businesses focus media concerning subcontracting opportunities.

_____ (2) Whether the Proposer divided the work into the reasonable portions in accordance with standard industry practices.

_____ (3) Whether the Proposer documented reasons for rejection or met with the rejected small business to discuss the rejection.

_____ (4) Whether the Proposer negotiated in good faith with small businesses, not rejecting qualified subcontractors who were also the lowest responsive bidder.

NOTE: If the Proposer is unable to meet the solicitation goal or if any of the above items (1-4) are answered “no”, the Proposer must submit a letter of justification.

Signature of Proposer

Title

Date



**ATTACHMENT E
SMALL BUSINESS DEVELOPMENT QUESTIONNAIRE**

Note: Vendors are to complete this form along with a **copy** of the Contractor and First Tier Subcontractor/Supplier Participation Form and return it in a separate envelope to:

**Houston Community College System
Economic Development Office
Post Office Box 667517
Houston, TX 77266-7517**

FIRM NAME: _____

FIRM ADDRESS: _____

TELEPHONE: _____

FAX NUMBER: _____

EMAIL ADDRESS: _____

CONTACT PERSON'S NAME AND PHONE NO. _____

SIGNATURE OF FIRM'S AUTHORIZED OFFICIAL: _____

NAME AND TITLE (Type or Print): _____

COMPANY MAJORITY OWNERSHIP (Check one in each column)

<u>ETHNICITY</u>	<u>GENDER</u>	<u>LOCATION</u>
<input type="checkbox"/> African American (AA)	<input type="checkbox"/> Male	<input type="checkbox"/> Houston (H)
<input type="checkbox"/> Asian Pacific American (APA)	<input type="checkbox"/> Female	<input type="checkbox"/> Texas (T)
<input type="checkbox"/> Caucasian (C)	<input type="checkbox"/> Out of State (O) Specify State _____	
<input type="checkbox"/> Hispanic American (HA)		
<input type="checkbox"/> Native American (NA)		
<input type="checkbox"/> Publicly Owned (PO)		
<input type="checkbox"/> Other (O) Specify _____		

BUSINESS CLASSIFICATION

<input type="checkbox"/> DBE Disadvantaged Business Enterprise	<input type="checkbox"/> SB Small Business
<input type="checkbox"/> WBE Women Owned Business Enterprise	<input type="checkbox"/> MBE Minority Business Enterprise
<input type="checkbox"/> HUB Historically Underutilized Business	<input type="checkbox"/> Other: _____

Please provide information regarding certifying agency (if any)

Name of Agency	Certificate Number	Expiration Date
_____	_____	_____
_____	_____	_____
_____	_____	_____



ATTACHMENT F

NON-DISCRIMINATION STATEMENT

The undersigned certifies that he/she will not discriminate against any employee or applicant for employment or in the selection of subcontractors because of race, color, age, religion, gender, national origin or disability. The undersigned shall also take action to ensure that applicants are employed, and treated during employment, without regard to their race, color, religion, gender, age, national origin or disability. Such action shall include, but shall not be limited to the following: employment, upgrading or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other compensation, and selection for training, including apprenticeship.

Name/Title: _____
(Type or Print)

Signature: _____ Date: _____

Company Name: _____
(Type or Print)

Address: _____

Telephone Number: _____



ATTACHMENT G

CERTIFICATION AND DISCLOSURE STATEMENT

A person or business entity entering into a contract with HCC is required by Texas Law to disclose, in advance of the contract award, if the person or an owner or operator of the business entity has been convicted of a felony. The disclosure should include a general description of the conduct resulting in the conviction of a felony as provided in section 44.034 of the Texas Education Code. The requested information is being collected in accordance with applicable law. This requirement does not apply to a publicly held corporation.

If an individual: YES or NO
Have you been convicted of a felony? _____

If a business entity: YES or NO

Has any owner of your business entity been convicted of a felony? _____

Has any operator of your business entity been convicted of a felony? _____

If you answered yes to any of the above questions, please provide a general description of the conduct resulting in the conviction of the felony, including the Case Number, the applicable dates, the State and County where the conviction occurred, and the sentence.

I attest that I have answered the questions truthfully and to the best of my knowledge.

By: _____ Date: _____

Name: _____

Title: _____

Business Entity: _____

Signature of Firm's Authorized Official: _____

State of Texas

sworn to and subscribed before me at _____

Texas, this the _____ day of _____, 2005

Notary Public for the State
of _____



ATTACHMENT H

STATE OF TEXAS AFFIDAVIT

This company, contractor, or subcontractor agrees to refrain from discrimination in terms and conditions of employment on the basis of race, color, religion, sex, physical handicap, or national origin, and agrees to take affirmative action as required by Federal Statutes and Rules and Regulations issued pursuant thereto in order to maintain and ensure non-discriminatory employment practices.

Signed: _____

Name of Company: _____

Address of Company: _____

State of Texas

Sworn to and subscribed before me at _____

Texas, this the _____ day of _____, 2005.

Notary Public for the State

of _____



ATTACHMENT I

INSURANCE REQUIREMENTS

The insurance coverage and limits listed below are the minimum requirements that the vendor/contractor shall carry during performance of the contract for Active Directory Design and Implementation Services, Project No. 05-33.

1. **Commercial General Liability for Bodily Injury/Property Damage Limits:**
 - Occurrence/Personal Injury/Advertising/Products/Completed Operations \$1,000,000.CSL
 - Annual Aggregate \$2,000,000. CSL
 - Products Aggregate \$2,000,000. CSL
 - Fire, Lightning or Explosion \$1,000,000. CSL
 - Medical Expense \$5,000 Per Person
2. **Automobile Liability:**
 - Bodily Injury/Property Damage \$1,000,000. CSL
3. **Workers' Compensation:**
 - Part A - Statutory
 - Part B - \$1,000,000. Each Accident
\$1,000,000. Policy Limits
\$1,000,000. Each Employee

4. **Professional Liability:**
Professional liability coverage is required when a professional liability exposure is present. A minimum limit of \$5,000,000. CSL will be required.

5. **Endorsements:**

The following endorsements and other stated information is required on the original certificate of insurance:

- 90 days Notice of Cancellation;
- Houston Community College System be named as Additional Insured on all policies except Worker's Compensation;
- Waiver of Subrogation on all policies;
- The assigned project number and/or purchase order number.

6. **Submission of Certificate of Insurance:**

The original certificate of insurance, indicating the coverage, limits and endorsements stated herein, shall be furnished to Houston Community College System within fourteen (14) calendar days after receipt of a written purchase order or some other duly executed contractual document. Mail the original certificate of insurance to:

Houston Community College System
Risk Management Office
Post Office Box 667517 (MC-1119)
Houston, Texas 77266



ATTACHMENT J

CONFLICT OF INTEREST QUESTIONNAIRE FORM CIQ
For vendor of other person doing business with local government entity

This questionnaire is being filed in accordance with Chapter 176 of the Local Government Code by a person doing business with the government entity.

OFFICE USE ONLY
Date Received

By Law this questionnaire must be filled with the records administrator of the local government not later than the 7th business day after the date the person becomes aware of facts that require the statement to be filed. See Section 76.006, Local Government Code.

A person commits an offense if the person violates Section 176.006, Local Government Code. An offense under this section is a Class C misdemeanor.

1 Name of Person doing business with local government entity.

2 Check this box if you are filing an update to a previous questionnaire. (The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than September 1 of the year for which an activity described in Section 176.006(a), Local Government Code, is pending and not later than the 7th business day after the date the originally filed questionnaire becomes incomplete or inaccurate.)

3 Describe each affiliation or business relationship with an employee or contractor of the local government entity who makes recommendations to a local government officer of the local government entity with respect to the expenditure of money.

4 Describe each affiliation or business relationship with a person who is a local government officer and who appoints or employs a local government officer of the local government entity that is the subject of this questionnaire.



CONFLICT OF INTEREST QUESTIONNAIRE FORM CIQ
For vendor of other person doing business with local government entity PAGE 2

5 Name of local government officer with whom filer has affiliation or business relationship.
(Complete this section only if the answer to A, B, or C is YES.)

This section, item 5 including subparts A, B, C, & D, must be completed for each officer with whom the filer has affiliation or business relationship. Attach additional pages to the Form CIQ as necessary.

A. Is the local government officer named in this section receiving or likely to receive taxable income from the filer of the questionnaire?

Yes No

B. Is the filer of the questionnaire receiving or likely to receive taxable income from or at the direction of the local government officer named in this section AND the taxable income is not from the local government entity?

Yes No

C. Is the filer of this questionnaire affiliated with a corporation or other business entity that the local government officer serves as an officer or director, or holds an ownership of 10% or more?

Yes No

D. Describe each affiliation or business relationship.

6 Describe any other affiliation or business relationship that might cause a conflict of interest.

7

Signature of person doing business with the government entity

Date



Project No. 06-21

ATTACHMENT K

CONTRACTOR AND FIRST TIER SUBCONTRACTOR/SUPPLIER PARTICIPATION

Bidder/offerer presents the following participants in this solicitation and any resulting Contract. All bidders / offerers, including small businesses bidding as prime contractors, are required to demonstrate good faith efforts to include eligible small businesses in their bid submissions as subcontractors and/or suppliers.

CONTRACTOR	Type of Work to be Performed or Materials Supplied	Indicate if Small Business, DBE, HUB, MBE, etc.	Percentage of Contract Effort	Price
Business Name:				
Business Address:				
Telephone No. :				
Contact Person:				
SUBCONTRACTORS				
Business Name:				
Business Address:				
Telephone No. :				
Contact Person:				
Business Name:				
Business Address:				
Telephone No. :				
Contact Person:				
SUPPLIERS				
Business Name:				
Business Address:				
Telephone No. :				
Contact Person:				
Business Name:				
Business Address:				
Telephone No. :				
Contact Person:				

Submitted by: _____ Business Name: _____

TOTAL \$ _____

Address: _____

Contractor \$ _____

Telephone/Fax: _____ Date: _____

Subcontractor(s) \$ _____

