Questions and Answers
Project#06-21

1. Is the local contractor that served as the program manager and implementation expert bidding on this RFP?
RESPONSE: No.

2. Is it possible to contact this contractor to gain additional information?
RESPONSE: No. Additional information may be found on hcc website @ www.hccs.edu

3. We are interested in fulfilling the Small Business Vendor suggestion in the RFP. Would you have a list of these possible local small businesses that we may contact?
RESPONSE: Yes, please visit procurement website @ www.hccs.edu, click business and community, click vendor information, click search vendors.

4. Once a short list is qualified, what are the next steps and timetables for final selection?
RESPONSE: The RFP explains the anticipated timeline. While the timeline is a guide, external factors such as competing Board priorities, vacations may impact the timeline.

5. Though it is mentioned that HCC selected the IT Governance route, would an Outsourced Model be an acceptable solution for HCC's overall strategy and goals?
RESPONSE: HCC would expect any solution to contain governance practices to ensure the right projects are being done at the right time and for the right cost. Therefore, regardless of the approach (e.g. outsourcing) recommended, good governance means good business and HCC would expect that this would play a role in how the winning firm does business.

6. Could you provide information on the 3 portal solutions that have been purchased?
RESPONSE: Vignette was purchased and to date has not been implemented. PeopleSoft Portal was purchased and to date has not been implemented. Oracle portal and is in use. The full scope of this will be disclosed to the winning firm.

7. What additional information is available regarding Cyber (IT) Security, scope, assessment of risk, architecture (existing/new), etc.
RESPONSE: Cyber (IT) security is an important part of HCC's goal to provide students and administrators with a safe environment to learn and conduct business. This area has been addressed to a limited degree, and there is a multi-phase plan to enhance HCC's security. This plan is owned by the Director of Infrastructure and the winning firm will have full access to plans and security efforts

8. Unless I missed it, I did not see mention of Cyber (IT) Security related issues/concerns.
RESPONSE: Please response to previous question.

9. Could we get numbers on the following: Student head count, Student FTE, Faculty Staff, PC's - total and by location, Servers:?

RESPONSE: HCC's student headcount is approximately 50,000 students annually. Faculty and staff number over 3,500 people. The PC total by location is not readily available and for purposes of this RFP should not adversely impact the quality of a vendor's response. The number of servers is not readily available and for purposes of this RFP should not adversely impact the quality of a vendor's response. Please view HCC Fact books at HCC web site.

10. Could we get the IT organization chart and the instructional technology organization chart?

RESPONSE: The IT organization consists of approximately 100 staff at 3100 Main. There are additional IT staff for support and networking located at the campuses. The high level structure consists of: Director, Applications Development; Director, Infrastructure Services; Director, Enterprise Services and Director for entire department who is an interim role. A complete organization chart will be provided to the winning firm.

11. Are there any constraints on the vendor that created the Strategic Roadmap to submitting a response to this RFP?

RESPONSE: The vendor that created the Strategic Roadmap will not submit a proposal in response to this RFP.

12. An "Internal Service Company Model" is an organizational model. The statement "Transform Organizational Model to Internal Service Company Model" does not make sense. Please clarify the distinction between the current organizational model and what is envisioned to be the future organizational model in terms of governance and management, services and functions, service delivery internal to the HCC enterprise and service delivery in federations / communities of practice HCC participates in.

RESPONSE:The intended objective is to behave and respond as an external service provider would. This means, organizing, have the appropriate levels of skills and leadership to transform the current IT group to be more like a 3rd party professional services firm.

13. One of the six broad categories to support the IT vision is "Lead and Support Continuous Business Process Improvement".. Does this refer to the business of education or the "business of IT"? If the former, then the RFP implies that the IT group will assume the leadership role in continuous business process improvement which is generally fulfilled by business people. Is this true and if so what is the compelling reaon for going against best practices?

RESPONSE: The IT vision assumes that the IT group would work as an integral *partner* since many of the needs to improve business are driven by IT. It is not an either/or approach for how IT should serve the business.

14. Does HCC currently have Value Models or is it expected that the selected vendor develop these models?

RESPONSE: No.

15. The existence of a Strategic Technology Roadmap implies the existence of target enterprise architecture documents at the levels of architecture planning horizons and strategic planning horizons. Do enterprise / federation architecture documents and models exist? If not, is it expected that the vendor create models for the current and / or target systems? If not, how was the Strategic Roadmap created without architecture?
RESPONSE: There is no target "architecture" but rather a target way of doing business and how HCC wants to grow and serve students with the new buildings. The planning takes into account the current technology platform that is in use. The roadmap also assumes that planning will be done to guide the organization on whether or not the PeopleSoft ERP is the most sound decision for long-term stability and reliability.

16. Given that enterprise architecture artifacts are / will be created, how does HCC envision the relationship between project governance and product (HCC as the product) governance?
RESPONSE: We are looking for helpful communications and do not fully understand the content of this question. This should not interfere with the quality of your response.

17. The Roadmap identifies governance functions / organizations to be developed in the future, and this is actually a very small subset of an IT governance structure. What is the current state of IT governance - what CMM level is it at?
RESPONSE: The IT Governance process has been in place since June 2005. It would be considered to be at CMM level 1.

18. The RFP seems to imply that work activity is contained within HCC as opposed to working within the federation of State government. How does HCC envision collaborating with State partners to, for example, share costs on common needs (e.g. infrastructure)?
RESPONSE: If there are approaches to sharing costs or new operating models for shared services these should be included in your proposal responses.

19. The RFP focuses on network / application technology and business process but says very little about data and data quality (e.g. not on the roadmap). Is it expected that the selected vendor identify, characterize, design and implement data quality and semantics solutions?
RESPONSE: If the work that needs to be done requires this level of activity, then yes. If this type of activity is not needed, then no. This is a performance-based contract and HCC desires work tasks that have immediate impact and logically build on each other to reach the next milestone as determined by HCC representatives and the chosen partner.

20. Security has been mentioned briefly in a couple of spots but is not on the roadmap. Does HCC envision that security will be addressed on an on-going ad hoc basis with network and application transformation or is it expected that the selected vendor address security and privacy as a separate track. Please clarify HCCs position on security and the priority it places on security particulary in context of the roadmap.
RESPONSE: Security is an important part of HCC's goal to provide students and administrators with a safe environment to learn and conduct business. This area has been addressed to a limited degree, and there is a multi-phase plan to enhance HCC's security. This plan is owned by the Director of Infrastructure and the winning firm will have full access to plans and security efforts.

21. It is noted that use of Microsoft's Active Directory has already been planned, budgeted and approved. To what degree is HCC committed to Microsoft middleware and the .Net platform? Will the evaluation and selection criteria, processes for evaluation and selection and results that lead to this decision be available to the selected vendor?
RESPONSE: Yes. We would expect an inventory of existing projects to be made available and selection criteria.

22. It is noted that many of the tasks / activities in the strategic roadmap are out of sequence due to the nature of the dependencies between tasks and activities. Please clarify the role of this roadmap. Are the sequences fixed or can the vendor modify the roadmap to account for the dependencies.? E.g. Disaster Recovery, with Security and Privacy, and should lead in time all technology / application data enhancements.
RESPONSE: The purpose of the roadmap is to put a stake in the ground to provide strategic guidance and direction. The Roadmap was never meant to be an exact sequence of events or prescription of what should happen. Rather, the firms responding to this RFP, based on their experience are now in a much better position to respond given their depth of experience in higher education to know which areas to focus on and which areas are less of a priority.

23. The RFP requests proposing vendors to "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)", and states "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." Does HCC have arbitration / mediation policies and if so what are these? Will HCC work with the selected vendor on measures and evaluation criteria for performance?
RESPONSE: This is a performance-based contract and HCC does not want to pay for poor performers. Mediation and arbitration is not and would not be necessary as the staff performance is monitored by the vendor who is awarded this contract. HCC will provide input on performance and evaluation criteria as this is a performance-based contract.

24. The RFP states "This project is described as an IT Business Transformation Services engagement. As such, the deliverables and expectations for the statement of work are broad." How does HCC distinguish between project, program and portfolio?
RESPONSE: These are interrelated concepts and there is no official point of view on how HCC distinguishes these concepts.

25. The RFP states "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" Does HCC expect detailed descriptions to include activities through 2015? Does HCC expect a detailed budget through 2015?
Please clarify this statement in the context of a performance-based contract where the contract may be renewed on a yearly basis.
RESPONSE: HCC does not expect a description of activities through 2015. Nor does it expect a detailed budget through 2015. This is our timeline to help guide our future with a 10 year horizon. When we discuss risks or relevant information, we are suggesting that the vendor will be forthcoming and honest in advising HCC.

26. On reading the RFP there seems to be a serious disconnect between the sense of urgency for moving forward and the timeline in the strategic roadmap. Why 2015? What was involved in the reasoning for presenting this timeline?
RESPONSE: There *is* a sense of urgency, but there is also a vision for how we should be moving. We are looking for a partner who can guide us. We cannot do everything that we would like to do in a 2 year window.

27. In regard to the 15 new facilities mentioned in the pre-proposal meeting. Could you please provide a list of the firms (per building) who are designing the technology systems? Specifically the:

- Voice and Data Systems

- Security Systems

- And Audio Visual Systems

If these firms have been selected when was the RFP/RFQ released? If no firms have been selected when will the RFP be released?
RESPONSE: HCC is working with a program manager to oversee construction and design of the technology infrastructure. There is no list of firms to provide at this point of the construction process.