The following response(s) is provided per question(s) submitted by Bidder(s):

1. **Question:** We understand that a system has already been built by Internal IT team and an external vendor, that is to be enhanced, as part of scope for this RFP. What is level of involvement (role, duration) of internal IT, business teams, that we have to consider in our project proposal?

   **Answer:** You can anticipate that IRP and ITS will be active participants in the development of the project. IRP and ITS will coordinate meetings with other stakeholders as necessary and appropriate. It would be a good idea to anticipate bi-weekly meetings of 60-90 minutes between IRP, ITS, and the selected vendor. Meetings with other stakeholders will be scheduled as needed.

2. **Question:** Does existing external contractor/vendor, continue to be involved in proposed project? If not, can they also bid?

   **Answer:** See item 14 of Bulletin No. 1.

3. **Question:** Can District provide detailed documentation (scope, architecture) of what has already been accomplished and what is left to be done in proposed project scope?

   **Answer:** The district has a foundational data warehouse in place along with FME data pipeline. Tableau data visualizations have been built in several areas. These visualizations are refreshed daily from the data warehouse. The district seeks to add additional data tables to its data warehouse as well as incorporate information from Campus Logic (a third party vendor) to support development of its financial aid data visualizations.

4. **Question:** Please share details of different data sources, data volumes to be considered for integration.

   **Answer:** The district seeks to be able to integrate program information, in the form of Excel data sheets (these are primarily lists of students so that these students can be matched to their existing records in the Banner system). The district seeks to integrate information from Campus Logic in support of its financial aid data visualization. Additionally, the district seeks to integrate information from Curricunet and TaskStream. These are in the form of excel spreadsheets.

5. **Question:** Is data warehouse design complete or is this part of proposed project scope?

   **Answer:** The data warehouse overall structure in terms of the design is complete. We are seeking to add tables and integrate information from outside the Banner system. By integration, we mean pulling
data into tableau and/or the ability to extract data from the warehouse to conduct research studies that are outside of the scope of Tableau data visualizations.

6. **Question:** Has District finalized the Dashboard KPIs, mockups? If so, can that be shared, to be used for our understanding? If not, should we consider requirement analysis, interviews of key stakeholders as part of scope?

   **Answer:** This information will be provided to the selected vendor.

7. **Question:** What are the roles of District's staff? Is there going to be a dedicated PM or SME/Analyst? Is there a formal signoff committee for all deliverables? What's the turnaround time for these signoffs?

   **Answer:** The Dean of IRP serves as the PM for the project. ITS provides support in terms of access to the district's IT resources, including servers. The PM is the formal signoff for deliverables. Turnaround for signoff varies but is typically completed within one to two weeks.

8. **Question:** What is expected start date of project after award?

   **Answer:** The District goal is to submit recommendation for award of the RFP at the District's board meeting on October 13, 2021. If approved, earliest start date for awarded Consultant is October 14, 2021.

9. **Question:** Is this fixed bid or T&M? Some place in the bid document says we have to submit best & final offer implying a fixed bid, while another place we're to give proposed hours & resources along with activities up to May 31 2022, implying T&M. e.g. Financial Proposal states "A Cost Loaded Schedule showing the proposed hours of the proposed project team aligned with the activities/events and number of work-based learning activities (from date of award to May 31, 2022)."

   **Answer:** Proposers are requested to submit a lump sum for the scope of the RFP. The cost loaded schedule will show how the lump sum cost proposal is broken down.

10. **Question:** Is there a specific significance to May 31 date? Do we have to finish all work by that date?

    **Answer:** This is the deadline given by the federal government to expend the funds. There is a possibility that the deadline could be extended, but that has not been confirmed as of this response.

11. **Question:** Can you confirm if May 31, 2022 is the final project completion deadline or if funds must be encumbered by that date? If the latter, is there a specific project completion deadline?

    **Answer:** The deadline given by the federal government to expend the funds is May 31, 2022. There is a possibility that the deadline could be extended, but that has not been confirmed as of this response. If an extension is granted, the district may choose to work with an extended timeline that would be mutually agreed upon by the district and the selected vendor.

12. **Question:** Given that a.) answers to these questions could greatly impact how we structure our proposal and b.) the tight turn-around time due to the requirement to physically mail our response, is it possible to extend the deadline of the RFP to September 21st?

    **Answer:** No. See Addendum No. 1 for the change in proposal submission date.
13. **Question:** The RFP states that the District seeks to "continue the development of its data warehouse". Could you provide a list of the fact tables and dimensions that currently exist in the data warehouse?

   **Answer:** There are 151 fact tables and 455 dimension tables that are part of the data warehouse. The list of dimension tables is attached.

14. **Question:** Was the warehouse built a.) in-house by District staff, b.) by external consultants, or c.) is it a product purchased from a vendor, e.g. Ellucian Banner’s EDW?

   **Answer:** The warehouse was built by external consultants.

15. **Question:** If the initial data warehouse was built by external consultants, are those consultants eligible to bid on this project?

   **Answer:** See item 14 of Bulletin No. 1.

16. **Question:** Must data (where appropriate) be pulled from the Banner ODS or may a vendor extract data directly from Banner transactional tables (preferably a synched copy of production)?

   **Answer:** The information in the data warehouse is extracted by RHC IT into a set of staging tables. The vendor will not be given direct access to the production tables.

17. **Question:** What 3rd party data sources are you looking to integrate for financial aid? And for other areas of analysis (e.g. learning management system data)?

   **Answer:** For Financial Aid it is Campus Logic. For learning management, we are working with Curricunet and TaskStream.

18. **Question:** What visualizations exist today for financial aid and what additional data visualizations are desired?

   **Answer:** Currently we have a full complement of analytics for financial aid as well as maps. We are seeking to add functionality that will allow us to identify issues and challenges with FAFSA and permit us to reach out to students and assist them in completing their FAFSA.

19. **Question:** The required timeline may be aggressive depending on what existing structures can be leveraged and what needs to be built. Is the District open to a phased approach that may go beyond the May 2022 timeline? Or is there a specific financial requirement driving that timeline, e.g. a grant?

   **Answer:** See responses to items 10 and 11 above.

20. **Question:** Please confirm that - during the COVID pandemic situation - an electronic submission via email would be a valid submission.

   **Answer:** See item 15 of Bulletin No. 1.

21. **Question:** Please confirm that there is no page limit to the submission.

   **Answer:** There is no page limit to the submitted proposal.
22. **Question:** Please confirm that the winning contractor will not need to supply Tableau licenses to the District’s end users.

**Answer:** The District will supply its end users with necessary Tableau licenses.

23. **Question:** Please confirm the District’s security requirements for data hosting.

**Answer:** This system is being hosted within the District’s data center and is secured using the District’s standard procedures. There are no special requirements for the purposes of the RFP related to the “security requirements for data hosting.”

24. **Question:** Please confirm which existing data visualizations already exist.

**Answer:** The District has many data visualizations, however not all of them are connected to the data warehouse. The existing data visualizations include: student success measures, financial aid, dual enrollment, enrollment management, academic/profession probation, and educational plans.

25. **Question:** Please provide the database technology (i.e., Oracle, SQL Server) used for the data warehouse. Also, does RHC have licenses for enhanced analytical capabilities such as the Advanced Analytics option in the Oracle database?

**Answer:** The data warehouse is in an Oracle database. The ETL process for creating dimension and fact tables is performed by the FME product from Safe Products, Inc. Tableau is used as the data visualization tool. The District is licensed for Advanced Analytics (now called Machine Learning), but the District is not using this Oracle option.

26. **Question:** Does RHC require predictive and machine learning models to support aid leveraging and academic success initiatives as part of this engagement?

**Answer:** No.

27. **Question:** Is expertise to include Ellucian Degree Works data on student plans, progression (i.e., fall through courses that do not count towards their degree) required?

**Answer:** This is beyond the scope of this RFP.

28. **Question:** What technologies does RHC use for learning outcomes assessments and student opinion of instruction surveys?

**Answer:** The District uses TaskStream to store results of outcomes assessments. Outcomes assessments are the purview of faculty. There is no uniform system to assess student learning outcomes. Assessment of student learning outcomes is beyond the scope of this RFP. This RFP seeks to automate reporting of student learning outcomes from existing platforms.

29. **Question:** Does RHC currently or plan to allow faculty and staff to view data on individual students for proactive aid leveraging and student success strategies, or reports primarily developed for managers and above?

**Answer:** The District intends to develop some reporting functionality to view data on individual students in order to manage progress toward completion. However, much of the functionality the District is seeking is at the aggregate level.
30. **Question:** Does RHC currently track academic intervention efforts, tutoring, or other academic support insights? If so, which technologies do you use to track these data?

   **Answer:** The District does track some usage of interventions. Often this is in the form of Excel spreadsheets and/or third-party vendor software.

31. **Question:** Will student involvement or data related to high-impact practices be included with this engagement?

   **Answer:** Integration of these data sources could be a component of this project; however, the focus will be on developing the materials referenced within the RFP. Student engagement data would be a value-added component rather than a required component.

32. **Question:** Regarding intervention efforts, does RHC require automatic alerts or notifications to advisors and support staff when students get identified for proactive interventions?

   **Answer:** As this is a value-added component of the RFP it is not required at this time.

33. **Question:** Are you looking at seeking input from various stakeholders regarding the data analytic strategy? If so, how many stakeholders are you looking surveying/interviewing?

   **Answer:** The primary stakeholders are IRP and ITS. Other stakeholders will be from student services, academic affairs, and the district's executive team. The PM will coordinate stakeholder input to the project.

34. **Question:** What tools are you current leveraging for data movement (Extract/Transform/Load)?

   **Answer:** The District is using FME from Safe Software, Inc. to perform ETL on the Oracle data tables.

35. **Question:** Do you own the Banner Enterprise Data Warehouse (EDW) today and if the answer is yes, will the awarded vendor enhance the EDW?

   **Answer:** The District does not license the Banner EDW product.

36. **Question:** Do you have an established communication plan for analytic initiatives?

   **Answer:** This is beyond the scope of this RFP.

37. **Question:** Are you looking for the selected firm to develop the Visualizations noted in Exhibit A.A or mentor the Tableau Creators to develop?

   **Answer:** The vendor will develop the visualizations and mentor existing IRP/ITS staff in maintenance of these visualizations.

38. **Question:** What is the current status of your data governance efforts?

   **Answer:** Data governance efforts are nascent.

39. **Question:** Has Rio Hondo College already defined data analytics vision, strategy and roadmap? If so, are you interested in the selected firm reviewing current status and providing feedback?

   **Answer:** This would also be a value-added item to this RFP.
40. **Question:** What is the skill level of your data team? Visualization team?

   **Answer:** The data team has high level quantitative research skills and emerging data visualization skills; particularly in working with and connecting visualizations to data that is refreshed daily.

41. **Question:** Are you seeking to have these staff upskilled with formal training sessions? How many staff are you seeking to have these staff upskilled with formal training sessions or mentoring?

   **Answer:** Yes. We would like to see staff upskilled in the area of data visualizations. Approximately 8 - 10 staff.

42. **Question:** Are you seeking support in training your report consumers with access to the Tableau dashboards and navigation?

   **Answer:** This would be value added.

43. **Question:** Due to the need to have these questions answered prior to finishing our response, coupled with the fact that we would need to have hard copies in the mail by this Friday, we would like to formerly request an extension to submit. Would Rio Hondo College be open to extending the due date?

   **Answer:** Yes. See Addendum No. 1.

   Sincerely,

   [Signature]

   Felix G. Sarao
   Director - Contract Management and Vending Services