Request for Competitive Proposals

Request for Competitive Proposals:
Information Technology Managed Services
Columbia Gorge Community College

Issuing Date: 12/1/2023

Submission deadline: 12/15/2023

Issuing Office:
Columbia Gorge Community College
Dr. Lorelle Davies, Vice President of Finance / CFO
400 East Scenic Drive
The Dalles OR 97058-3434
(541) 506-6050

<u>Legal Advertisement</u>
Columbia Gorge Community College Request for Proposal IT
Managed Services

Proposals Due, End of business day

12/01/2023

The Request for Proposal package with minimum specifications and required proposal documents may be obtained at https://www.cgcc.edu/purchasing/bid-announcements by contacting Dr. Lorelle Davies, Vice President of Finance / CFO (541) 506-6050, or email at ldavies@cgcc.edu

Proposal Closing Date and Time is by the end of business 12/01/2023 after which time Proposals will not be accepted.

Minority-owned, Women-owned, and Emerging Small Business enterprises are encouraged to submit Proposals in response to this solicitation and will be afforded full opportunity and will not be discriminated against on the grounds of race, color, or national origin in consideration for an award of any contract entered into pursuant to this advertisement. (ORS 279A.110)

The College Board of Education reserves the right to reject any and all Proposals and to waive irregularities. The College may cancel the procurement or reject any or all proposals in accordance with ORS 279B.100 or if the College determines that doing so is in the public interest. Untimely or non-compliant proposals will be rejected.

There will be no pre-proposal conference or pre-qualification required.

Proposals must be delivered via email or Hand delivery to the following office:

<u>Email Submission:</u> cgccrfp@cgcc.edu

<u>Mail Submission:</u>
Attn: Dr. Lorelle Davies
Vice President of Finance / CFO
Columbia Gorge Community College
400 East Scenic Drive
The Dalles, Oregon 97058

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A. Overview

1. Introduction

Columbia Gorge Community College ("COLLEGE" or "the COLLEGE") is using this Request for Proposals (RFP) to solicit Proposals from respondents regarding Information Technology (IT) managed services for higher education. The goal of the process is to identify from among those firms submitting Proposals ("Offerors") a partner able to provide comprehensive IT managed services that provide improved value and service quality to the COLLEGE and its stakeholders. The COLLEGE seeks to conduct an open and highly competitive RFP process that will allow it to examine options for the future and determine which will be most beneficial to the COLLEGE and its stakeholders.

2. COLLEGE Background

The college began in 1977 when its roots were established as Wasco Area Education Service District, and shortly thereafter was named Treaty Oak Education Service District. The college operated in leased facilities in downtown The Dalles for 16 years. In 1989 a vote of the people changed the college's designation from service district to community college, and later the name was changed to Columbia Gorge Community College. In 1993 a bond election allowed the purchase and remodeling of the current campus facility overlooking the beautiful Columbia River Gorge. Today, Columbia Gorge Community College serves students from all over the Mid-Columbia region, in both Oregon and Washington.

In 2001 the citizens of Hood River County and Wasco County voted to annex Hood River County into the college's district, allowing the college the opportunity to increase its presence in the Hood River area. In 2013, the college became independently accredited by the Northwest Commission on Colleges and Universities. Prior, the college was accredited under Portland Community College.

3. Scope of Services

A DRAFT Scope of Services is included in this RFP. The DRAFT Scope of Services should form the basis of the Offeror's Proposal, subject to its proposed modifications of such.

4. Current IT Environment

The current IT environment is understaffed and in need of a skilled Chief Information Officer to guide resource planning and management. Implementation of several systems and applications over the last 3 years has furthers stressed the existing infrastructure. Several of the software applications have lingering challenges that require strategic leadership and follow through to resolve. There are a few outstanding applications still to be implemented including data analytics and reporting modules. Backup strategy needs documentation and testing. The department needs documented systems, process, and operational plans to ensure optimal performance of

services to the COLLEGE.

5. Staffing

As of October 1, 2023, the COLLEGE IT organization contains the following personnel:

Position	# Filled	# Open[1]
Executive Director of IT Infrastructure	x	
Network and Systems Engineer	x	
Computer Tech III	2x	
Technology Support Coordinator	X	

6. Budget

The COLLEGE's fiscal year 2023-24 baseline summary budget was as follows.

Budget Category	2023-24 Expense
Salaries/Wages	$247,000
Benefits	$155,200
Expense – Membership, Supplies, etc.	$1,000
Travel/Expense	$6,000
Equipment	65,000
Contracts	$65,000
Equipment Maintenance and Lease	$135,000
Software & Licenses	$400,000
Total	$1,074,200

7. Existing Applications

Selected major applications include the following.

Application	Provider	Function
Microsoft AD & AAD	Microsoft	Authentication and domain
Google GSuite	Google	Email and applications
vSphere & VMWare	VMWare	Server virtualization
DeepFreeze	Faronics	Computer management
Anthology Nexus Student	Anthology	Student Information System
Anthology Nexus Finance	Anthology	Enterprise Resource Planning
Anthology Reach	Anthology	Customer Relationship Management
Moodle	Open LMS	Learning Management System

Transact Integrated Payment System & Point of Sale	Transact	Payment acceptance billing, and register system
PaperCut	PaperCut	Print Management Software
25Live	25Live	Room Reservation System

8. Objectives

COLLEGE seeks to partner with a qualified service provider or providers through a comprehensive IT managed services contract to enable the COLLEGE to improve overall IT services and to spend the COLLEGE's IT investments in the most cost-effective way – all in the interest of furthering its educational mission.

The COLLEGE seeks Proposals to achieve several key goals related to its IT services, including:

- Engaging a firm to provide an experienced Chief Information Officer (CIO) to direct the IT managed services provided to the COLLEGE;
- Providing key IT skillsets and capabilities through an efficient model;
- Improving integration and coordination within the IT organization;
- Reducing the organization's dependence on software customization and increasing utilization of and value from core applications;
- Improving proactive communication between the IT function and COLLEGE stakeholders (employees, students, and vendor partners);
- Implementing an appropriate IT equipment refresh cycle;
- Modernizing key network infrastructure elements; and
- Strengthening IT processes and progressing towards industry best practices, including improving security and mitigating long-term costs.

9. Agreement Term

The COLLEGE envisions that the agreement resulting from this RFP process, if any, will be for a five-year term with one, five-year renewal period. Offerors are expected to build exit plans into their structure.

10. Reserved Rights and Options

The COLLEGE reserves and holds, at its sole discretion, the right to:

- Suspend, discontinue and/or terminate the RFP process at any time, for any reason;
- Terminate consideration or evaluation of any Proposal at any time, for any reason;
- Request and/or receive additional information regarding any response;

- Conduct research with respect to the qualifications and experience of each firm submitting a Proposal;
- Evaluate alternative operational and financial models; and
- Take any other action affecting the RFP process that is in the best interests of the COLLEGE.

Offerors acknowledge that they may not recover any costs that they may incur in preparing a Proposal and that they are without recourse as against the COLLEGE, its officials, directors, employees, advisors, or representatives in responding to this RFP.

11. Accuracy of the RFP and Related Documents

While the COLLEGE has endeavored to provide the most up-to-date information available, the COLLEGE assumes no responsibility for the completeness, or the accuracy of specific technical and background information presented in this RFP or otherwise distributed or made available during this RFP process.

No person has been authorized by the COLLEGE to give any information other than the information contained in this RFP, and, if given, such other information should not be relied upon as having been authorized by the COLLEGE.

B. RFP Process

1. Inquiries and Communication Restrictions

All e-mailed questions should contain the phrase "COLLEGE – IT Managed Services – Request for Proposals" in the subject line. All questions received and corresponding answers will be distributed to all registered firms prior to the deadline for submitting Proposals. Questions and answers shall become part of the RFP process.

Neither firms nor their representatives should communicate about this RFP or the RFP process with COLLEGE officials or employees, unless contacted by the COLLEGE or its advisors to discuss a matter.

2. Due Diligence Site Visits

The COLLEGE understands that both Offerors and the COLLEGE would benefit from an in-person campus visit and discussions with key COLLEGE personnel. The COLLEGE, at its sole discretion, may schedule due diligence site visits, interviews, or other informational meetings. Selected firms will receive advance notice of any due diligence site visit (in-person or virtual) or interviews that are scheduled.

3. Other Discussions

The COLLEGE may enter into discussions with any Offeror for the purpose of clarification to

assure full understanding of and responsiveness to the RFP requirements.

4. Schedule

The tentative schedule for the major activities included in the overall RFP process follows. Firms should anticipate that these dates may be amended from time to time as needed.

Milestone	Date
RFP Release	12/01/2023
Questions Due	12/06/2023
Target Questions and Answers Distribution	12/08/2023
Proposals Due	12/15/2023
Target Effective Contract Date	01/02/2024

5. Submitting Proposals
 Proposals must be delivered via email or Hand delivery to the following office:

Email Submission: cgccrfp@cgcc.edu

Mail Submission:
Attn: Dr. Lorelle Davies
Vice President of Finance / CFO
Columbia Gorge Community College
400 East Scenic Drive
The Dalles, Oregon
97058

No late responses will be accepted.

6. Review Committee

The COLLEGE may appoint a Review Committee to evaluate all Proposals received. A presentation to the Review Committee may require Offerors or a subset of shortlisted Offerors.

7. Possible Best and Final Offer Process

The COLLEGE's Review Committee may learn things during this RFP process or as a result of the Proposals submitted that cause Committee members to determine that it is in the best interest of COLLEGE to revise the Scope of Services outlined in Attachment A to this RFP. In the event that the Scope of Services is meaningfully modified, some or all firms submitting Proposals *may* be asked to submit a Best and Final Offer (BAFO) proposal to the COLLEGE based on the revised Scope of Services. The conditions of the BAFO (e.g., timing, scope, process, number of firms

asked to participate) are solely at the discretion of the COLLEGE.

Based on the Offerors' BAFO responses, the COLLEGE may tentatively select its preferred Offeror and seek to finalize a service agreement with that firm.

8. Confidential Information

All Proposals and related materials are the property of the COLLEGE and will not be returned. At the end of the procurement process, the COLLEGE may dispose of all materials received from Offerors in whatever manner it deems appropriate. In no event will the COLLEGE assume liability for any loss, damage or injury that may result from any disclosure or use of proprietary information.

By submitting a Proposal, each Offeror acknowledges and agrees that any ideas, intellectual property, improvements, or other suggestions to provide the IT managed services included in any Proposal will not be confidential nor subject to any restrictions on use by the COLLEGE or any other firm.

9. Proposal Evaluation

The Review Committee may use the following factors and criteria to evaluate the proposals. The expected relative importance of price and other evaluation factors are described in the tables. However, any determination as to the scoring and ranking of the Proposals is at the sole determination of the COLLEGE.

Criteria	Evaluation Weight
Firm Experience and Qualifications	20 points
Service Delivery Approach	20 points
Staffing Development Plan	20 points
Transition Plan and Timeline	15 points
Pricing	25 points

Additionally, COLLEGE may ask that the leadership – including the proposed account CIO - of a shortlisted group of Offerors interview with a group of COLLEGE senior leaders as part of the evaluation process.

10. Response Format Requirements

The subsections that follow provide an overview of the Proposal format. Offerors are encouraged to be concise and to respond directly to the RFP.

Proposals are limited to thirty-five (35) pages in length not including the following sections:

- The Letter of Transmittal
- The Table of Contents
- A resume for the Offeror's proposed CIO (to be attached)
- Any "redlined" version of Attachment A - DRAFT Scope of Services (to be attached)
- A sample service agreement that the Offeror proposes for the COLLEGE's consideration (to be attached)
- The firm's benefits plan (to be attached)

Pages used to separate sections will not count against the page limit. Pages should be numbered consecutively from 1 through 35.

Proposals should be in an 8 ½" x 11" format with standard text no smaller than 11 point. The margins on each page should not be less than 1 inch and the line spacing should not be less than 1.1, excluding charts and graphics. Pre-produced collateral need not be reformatted.

Proposals should be organized and numbered in the format described below, including major section titles.

11. Letter of Transmittal

Include the Offeror's name and contact person for the Proposal (with name, address, telephone number, and e-mail address).

12. Table of Contents

Indicate significant elements of the Proposal by subject and page number. If the Proposal contains appendices, include a listing of those items included.

13. Executive Summary (Proposal Section 1)

Provide an executive summary of the Proposal, focusing specifically on how the Proposal addresses the COLLEGE's objectives (**Section A.8**).

14. Firm Experience and Qualifications (Proposal Section 2)

The COLLEGE seeks information on Offeror's experience and qualifications relevant to a future IT managed services agreement.

15. Overview (Proposal Subsection 2.1)
Provide an overview of the firm including identifying the leadership team, the approximate number of employees, the location of the firm's headquarters, and the firm's number of years in the business of providing IT managed services to higher education institutions. Identify any higher education contracts cancelled or terminated for cause prior to the contract term in the last three (3) years.

16. Distinctives (Proposal Subsection 2.2)

Describe the firm's approach to the IT managed services industry, including how it differentiates itself from competitors. Provide general information on the firm's experience and notable successes in delivering IT managed services to institutions of similar size and complexity. Indicate the number of higher education institutions for which similar IT managed services are <u>currently</u> provided.

17. References (Proposal Subsection 2.3)

Provide summary case studies for at least three (3) and no more than five (5) referenceable accounts of comparable size and complexity. Include reference to the size of the project, services provided, project duration, similar complexities and challenges, measurable customer satisfaction levels, and measurable improvements made (including specific levels and amounts of cost savings, if available). Describe parallels to the COLLEGE situation. For each institutional reference included, provide a contact name and contact information.

18. Service Delivery Approach (Proposal Section 3)

The goal of this RFP process is that the COLLEGE enters into an agreement for IT managed services in which the selected firm bears the responsibility and expense for all the leadership, staffing, and day-to-day operation of the COLLEGE's IT functions within the proposed Scope of Services.

19. Proposed Scope of Services (Proposal Subsection 3.1)

With reference to the Scope of Services listed in this RFP, identify any proposed significant changes to the DRAFT Scope of Services, including additions or deletions. If there are significant proposed changes to the DRAFT Scope of Services, a redlined version should be attached to the Proposal, not to count against the Proposal page limit. <u>Firms responding to this RFP should not just submit their preferred "clean" Scope of Services</u>; all significant changes from the DRAFT Scope of Services - including additions and deletions - should be explicitly identified in the Offeror's Proposal.

20. Service Plan (Proposal Subsection 3.2)

Describe in detail how the firm intends to provide the Scope of Services (Attachment A, as modified by the Offeror) with reference to the COLLEGE's objectives (**Section A.8**). Describe particular approaches, personnel, proposed subcontractor relationships, and technologies and how such will address COLLEGE's IT challenges. Describe which services will be provided remotely, if any. Describe the approach to providing after-hours service and disaster recovery. If it is proposed that any IT services be provided in another way (such as retained by the COLLEGE or subcontracted to another provider), clearly indicate so. Describe how the COLLEGE's current IT agreements will be managed. Describe the on-going strategic and oversight roles that the COLLEGE will play as well as any on-going IT responsibilities that the COLLEGE would have.

21. Special Topics of Focus (Proposal Subsection 3.3)

The COLLEGE seeks the Offeror's input on particular topics:

- Anthology SIS/ERP Support – The COLLEGE is currently optimizing Anthology CNF/CNS. Describe the Offeror's experience with supporting the Anthology SIS/ERP environment including technical and functional areas of support.
- Community College Focused- In addition to an expectation of Higher Education experience COLLEGE will require that the Offeror has a proven focus on the unique needs of community colleges, ideally in Oregon.
- Vendor Agnostic: Offeror should work for the interest of the COLLEGE and not maintain formal partnerships to Enterprise Resource Systems.
- Business Process Optimization – The COLLEGE is in transition from many legacy systems and seeks support to improve business processes that can improve student outcomes. Explain how the Offeror could be helpful in encouraging improvements.

22. Proposed Service Levels and Metrics (Proposal Subsection 3.4)

Propose service level agreements (SLAs) and describe the process and frequency by which such will be monitored and reported.

23. Staffing (Proposal Section 4)

The quality and customer service approach of the Offeror's personnel who would be assigned to the COLLEGE account is of great importance to the COLLEGE.

24. Staffing and Leadership (Proposal Subsection 4.1)

Describe the Offeror's proposed organization, leadership personnel, and support activities for the COLLEGE account. Provide an organization chart. Describe how leadership and personnel are to be trained and incentivized when it comes to delivering superior customer service. Identify a proposed SLA for filling open positions. Identify the individual who will serve as the CIO for the account (subject to the approval of the COLLEGE) and provide a resume (not to count against the 35-page limit) and explanation of why the individual is well-suited to serve in such a role. At a minimum, the CIO needs to be on campus for the first 12-18 months of the engagement. Any subsequent move to a remote CIO arrangement must be approved by both parties and include a tangible benefit to the COLLEGE (such as cost savings) from any relocation. Identify other key individuals who will play significant roles in delivering on the contract and their relevant qualifications.

25. Employee Transition (Proposal Subsection 4.2)

It is a requirement that all current COLLEGE IT employees as of the effective date of the contract will receive a position with the selected firm on the COLLEGE account at comparable pay and benefits (except those represented by the COLLGE Union). Describe the firm's approach to offering employment to all current COLLEGE IT personnel at comparable pay and benefits. Identify proposed positions for the transitioned individuals and generally describe future career development opportunities. Provide the firm's benefits plan as an attachment.

26. Transition Plan and Timeline (Proposal Section 5)

Consistent with the DRAFT Scope of Services (Attachment A, as modified by the Offeror), provide a detailed transition plan and timeline, including key tasks, parties responsible, and timing for initiating the IT managed services. Describe major transition risks and how they will be mitigated. Explain how the firm will minimize the impact of the of the transition on stakeholders. Identify information and accesses needed from COLLEGE.

27. Pricing (Proposal Section 6)

While COLLEGE has chosen at this time <u>not</u> to mandate a specific pricing structure in this RFP, the COLLEGE values straightforward, inclusive pricing models that are transparent and easily understood, calculated, and audited. Any proposed variation to the annual pricing should be clearly explained (such as for inflation or scope adjustments). The COLLEGE encourages pricing models that best align the firm's interests with COLLEGE's. The COLLEGE is open to "shared savings" approaches that benefit both parties, where appropriate.

28. Annual Cost (Proposal Subsection 6.1)

Offerors should submit a detailed annual cost for a five-year term to provide the Scope of Services (Attachment A, as modified by the Offeror). The detailed pricing submitted should include both the COLLEGE's payment to the firm, as well as a description and estimate of any remaining COLLEGE IT direct expenses over the term, if any. The detailed pricing submitted should indicate how travel expenses are to be handled. <u>The selected firm will be responsible for all costs related to the fulfillment of the Scope of Services except for any expenses explicitly identified by the Offeror and accepted by the COLLEGE as remaining with the COLLEGE</u>.

29. Out-of-Scope Project Pricing (Proposal Subsection 6.2)

Offerors should provide hourly pricing, by position, for major IT-related projects that may emerge over the course of the five-year period that are <u>not</u> within the proposed Scope of Services included in the RFP, as modified. Provide examples of the types of projects that the Offeror envisions would be out-of-scope. These hourly rates will be valid for the entire five-year term.

30. Proposal Attachments

Offerors should include as attachments to their Proposals:

- A resume for the Offeror's proposed CIO for the account
- A "redlined" version of the DRAFT Scope of Services (Attachment A to this RFP) if the Offeror is proposing significant changes
- A sample service agreement that the Offeror proposes for the COLLEGE's consideration
- The firm's benefits plan

These documents will <u>not</u> count against the 35-page limit.

C. Protest or Request for Clarification of RFP Specifications or Contract Terms Pursuant to OAR 137-047-0430 or Substitution Requests

Protest Procedure: A Proposer who believes that a specification or other provision of this RFP is unclear, conflicts with another section of the RFP, or otherwise requires clarification, or who believes RFP terms and conditions or specifications are unnecessarily restrictive or limit competition may submit a protest or request for clarification, in writing, to Dr. Lorelle Davies, Vice President of Finance/ Chief Financial Officer, Columbia Gorge Community College, 400 East Scenic Drive, The Dalles, OR 97058, (541) 506-6050. Request or protests may be submitted via email to cgccrfp@cgcc.edu. Such protest or request for change shall include the reasons for protest or request, and any proposed changes to specifications or conditions.

The College shall promptly respond in writing to each written protest, and, where appropriate, issue all revisions, substitutions, or clarification via addenda to all interested Proposers. All changes or clarifications shall be done by written addendum. Proposers may not rely on verbal or informal clarifications.

All questions, protests of specifications or requests for clarifications must be submitted in writing no later than 5:00 pm, Friday, December 15, 2023. All issues with regard to clarification of objection to specifications in the RFP must be raised pursuant to this section. Such issues that could have been raised pursuant to this process, but were not, shall not be grounds for protest of an award.

D. Notice, Protest of Award OAR 137-047-0610, 137-047-0740

The College shall email notice of award to all Proposers. The notice of award of the contract shall constitute a final decision of the College to award the contract if no written protest of the notice of award is within seven (7) calendar days of the notice of award is mailed. If a protest is timely filed, the notice of award is a final decision of the agency only upon issuance of a written decision denying the protest and affirming the award. The notice of award and any written decision denying or approving a protest shall be sent to every Proposer.

Any actual Proposer who is adversely affected or aggrieved by the College's notice of award of the contract to another Proposer on the same solicitation shall have seven (7) calendar days after notice of award to submit to the College a written protest of the notice of award. The College shall not entertain a protest submitted after the time period established in this rule. A Proposer adversely affected or aggrieved only if the Proposer is eligible for award of the contract as the next highest-ranked responsible Proposer and is next in line for award, i.e., the protester must claim that all higher-ranked Proposers are ineligible for award because they are nonresponsive or non-responsible.

Proposers must submit written protest of award to Dr. Lorelle Davies, Vice President of Finance / Chief Financial Officer, Columbia Gorge Community College, 400 East Scenic Drive, The Dalles, OR 97058, Phone (541) 506-6050, within seven (7) calendar days after notice of award. The written protest must specify the grounds upon which the protest is based. An issue that could have been,

but was not, raised as a request for clarification or protest of a specification shall not be grounds for a protest of award.

E. Addenda to RFP

If it becomes necessary to revise or clarify any part of this Request for Proposal, written addenda will be provided to all Proposers. Proposers shall acknowledge receipt of all addenda in the appropriate area of the Proposal Form, which shall be returned as part of the Proposal. All addenda issued during the RFP period shall be incorporated into any resultant contract. Addenda will be posted to ORPIN. The College reserves the right to extend any deadlines at its sole discretion; any extension will be published as an addendum.

F. Ownership, Public Records

All Proposal materials received will become the property of the College. This RFP and each original Proposal response, together with copies of all documents pertaining to the award of a contract, shall be kept by the College for a period of six years and shall be made part of a file or record, which shall be open to public inspection. If a Proposal contains proprietary information or trade secrets that the Proposer does not want disclosed to the public or used by the College for any purpose other than evaluation of Proposer's offer, each sheet of such information must be marked with the following legend:

"This data shall not be disclosed outside the College or be duplicated, used or disclosed in whole or in part for any purpose other than Proposal evaluation. If a contract is awarded to the Proposer as a result of, or in connection with, the submission of such information, the College shall have the right to duplicate, use or disclose this information to the extent provided in the contract. This restriction does not limit the College's right to use information contained herein if it is obtained from another source."

The above restriction shall not include cost or price information, which must be open to public inspection.

G. Duration of Proposals

Each Proposal shall be irrevocable for a period of 60 days from date of submission deadline. An award of a contract to any Proposer shall not constitute a rejection of any other Proposal.

H. Conflict of Interest

A Proposer filing a Proposal thereby certifies that no officer, agent or employee of the College who has a pecuniary interest in this Proposal has participated in the contract negotiations on the part of the College, that the Proposal is made in good faith without fraud, collusion or connection of any kind with any other Proposer of the same call for Proposals, and that the Proposer is competing solely in its own behalf without connection with, or obligation to, any undisclosed

person or firm.

Reservation of Agency Rights

The Board of Education of Columbia Gorge Community College expressly reserves the following rights:

a. To reject all Proposals.
b. To reject any Proposal or Proposals not in compliance with all prescribed public Proposal procedures and requirements.
c. To reject any Proposal or Proposals not meeting the specifications set forth herein.
d. To waive any or all irregularities in Proposals submitted.
e. To award any or all items or services contained in the Proposal document.
f. To consider the competency and responsibility of Proposers in making any award.
g. In the event any Proposer or Proposers to whom a contract is awarded shall default in executing said formal contract, to re-award the contract to another Proposer or Proposers.
h. The College reserves the right to obtain Proposals from other firms for specific jobs and to select any firm for a given job.
i. The final award is contingent on funding approval from the State of Oregon.
j. The College reserves the right to supply or specify materials, equipment and subcontracting. The Contractor shall provide material and warranty transfers for Owner Furnished Contractor installed materials. The College also reserves the right to reject any materials it determines are unsatisfactory in quality, texture and/or content.

I. Warranty and Guarantee

Unless otherwise specified herein, all goods shall be guaranteed and warranted for a minimum period of twelve (12) months from date of Owner acceptance, including parts, labor, transportation, technician mileage, service calls, etc., except for damage caused by misuse, vandalism or act(s) of God.

J. Affirmative Action

Columbia Gorge Community College Board Policy is as follows:
a. The College Board of Education is committed to ensuring that women and members of ethnic minority groups are represented and employed in College public works contracts. College may ask Proposers for such projects to specify to what extent they intend to subcontract with or employ members of ethnic minority groups or women.
b. In addition, College pledges to assist all Proposers in identifying ethnic minority or women subcontractors or potential employees. Any Contractor who is recommended for contract award must be prepared to demonstrate that a good faith effort has been made to include qualified subcontractors and members of minority groups in the project team.

K. Immigration Reform and Control Act

All Proposers shall comply with the provisions of the Immigration Reform and Control Act of 1986 regarding the verification of employment eligibility.

L. Miscellaneous

1. The College shall not be responsible for the proper identification and handling of any Proposal not submitted with the required information clearly marked on the envelope. Any Proposal received after the due date and time specified in the RFP will not be considered.
2. The Proposal sheets of the specifications shall be signed in ink, as follows:
   a. In the case of an individual Proposer, by such individual Proposer.
   b. In the case of a partnership, the name of the partnership must appear upon the Proposal, and be signed in the name of such partnership by at least one partner. In addition to such signature, the names of all partners shall be stated in such Proposal.
   c. In the case of a corporation, the corporate name shall be subscribed to by the president or other managing officer, and there shall be set forth, under the signature of such officer, the name of the office he holds or the capacity in which he acts for such corporation.
3. Proposals shall not contain any erasures or corrections unless each change is initialed by the Proposer.
4. Proposer's signature on the Proposal form also certifies that the Proposer has read and fully understands all RFP specifications, terms and conditions. No consideration will be given to any claim resulting from proposing without comprehending all requirements of the RFP documents.
5. Proposals that do not provide all required information may be rejected.
6. The college reserves the right to investigate references, including customers other than those listed in a Proposers submission. This inquiry may include without limitation investigation of past performance of any Proposer with resend to its successful performance of similar projects, completion on schedule, and compliance with regulations and accounting principles.

M. Conformance to RFP Requirements

Proposals must conform to the requirements of the RFP. All necessary attachments, as stipulated in the RFP document, must be submitted with the Proposal and must be in the required format. Failure to substantially comply with all requirements may result in Proposal rejection.

N. Proposal Withdrawals

Proposals may be withdrawn in writing on company letterhead signed by an authorized representative and received by the College prior to Proposal closing. Proposals may also be withdrawn in person prior to Proposal closing upon presentation of appropriate identification.

O. Worker's Compensation.

As required by ORS 656.017, subject employers must provide workers' compensation coverage in accordance with ORS Chapter 656 for all subject workers. Contractor and all subcontractors of Contractor with one or more employees must have this insurance unless exempt under ORS 656.027. Contractors that are statutory subject employers must submit a certificate of insurance to College showing proof of coverage. If Contractor is not a subject employer, does not have coverage, and claims to be exempt, Contractor must complete Section 31, Workers' Compensation Exemption Certificate, in lieu of providing the above certificate of insurance.

P. Professional Liability / Errors & Omissions (E&O).

In order to cover Contractor damages caused by error, omission, or negligent acts related to the services provided under this Contract, Contractor shall maintain professional liability / errors & omissions insurance coverage. This policy must provide extended reporting period coverage for claims made within two years after this Contract is completed and have a combined single limit of not less than: ☐ $500,000, ☒ $1,000,000, ☐ $2,000,000 each claim, incident, or occurrence, with an annual aggregate limit of ☐ $500,000, ☐ $1,000,000, ☐ $2,000,000.
☒ Required by College ☐ Not required by College.

Q. Commercial General Liability.

Contractor shall maintain commercial general liability insurance on an occurrence basis with a combined single limit of not less than: ☐ $500,000, ☒ $1,000,000, ☐ $2,000,000 each occurrence for bodily / personal injury and property damage, with an annual aggregate limit of ☐ $500,000, ☐ $1,000,000, ☐ $2,000,000. This insurance must include contractual liability coverage.
☒ Required by College ☐ Not required by College

R. Commercial Automobile Liability.

Contractor shall maintain commercial automobile liability insurance with a combined single limit, or the equivalent of not less than: ☐ $500,000, ☐ $1,000,000, ☐ $2,000,000 each occurrence for bodily injury / personal injury, and property damage, including coverage for owned, hired, or non-owned vehicles.
☐ Required by College ☒ Not required by College

S. Additional Requirements.

All insurance coverage must be provided by an insurance company having an A.M. Best rating of at least A- and/or licensed to do business in Oregon. Contractor alone is responsible for paying all deductibles and retentions. A cross-liability clause or separation of insureds condition must be included in all commercial general liability policies required by this Contract. Contractor's

coverage shall be primary in the event of loss.

T. Certificate of Insurance.

Upon College request, Contractor shall furnish to College a current certificate of insurance for each of the above coverages within 48 hours of College request. Each certificate must provide that there shall be no cancellation, termination, material change, or reduction of limits of the insurance coverage without 30 days' prior written notice from Contractor or its insurer to College. Each certificate must also state the relevant deductible or retention level. For commercial general liability coverage, the certificate must also provide that College, its agents, officers, and employees are additional insureds with respect to Contractor's services provided under this Contract. If requested by College, Contractor must also provide complete copies of insurance policies to College.

U. Indemnify and Hold Harmless

Consultant shall defend, indemnify, and hold harmless, the College and its officers, agents and employees from and against all claims, losses, damage, injury, and liability for damages arising from, or alleged to have arisen from, errors, omissions, negligent or wrongful acts of the Consultant in the performance of its services under this Agreement, regardless of whether the College has reviewed or approved the work or services which has given rise to the claim, loss, damage, injury or liability for damages. This indemnification shall extend for a reasonable period of time after completion of the project as well as during the period of actual performance of services under this Agreement. The College's acceptance of the insurance certificates required under this Agreement does not relieve the Consultant from its obligation under this paragraph.

V. Conformance to Applicable Laws

Consultant shall comply with all applicable Federal, State, and Municipal laws, rules, and ordinances. No discrimination shall be made by Consultant in the employment of persons to work under this contract because of race, color, national origin, ancestry, sex or religion of such person.

W. Rights and Remedies of College for Default

In the event any item furnished by the vendor in the performance of the agreement or purchase order shall fail to conform to the specifications herewith, the College may reject the same and it shall become the duty of the vendor to reclaim and remove the property, without expense to the College. Additionally, it shall be the duty of said vendor to immediately replace any such rejected items with items conforming to these specifications. Should the vendor fail, refuse or neglect to replace such item, the College shall thereupon have the right to purchase on the open market, in lieu thereof, an item meeting all specifications, and to deduct from any monies due or that thereafter may become due to the vendor, the difference between the price named in the contract or purchase order and the actual costs thereof to the College.

X. Ownership of Proposals

Upon delivery, all RFP's will become the property of the Columbia Gorge Community College.

Y. Public Disclosure of All Proposals

All proposals received in response to this RFP shall become the property of the College. All proposals shall become a matter of public record, and shall be regarded as public records except for those parts of each proposal which are defined by the proposer as business or trade secrets, provided that said parts are submitted in a sealed envelope and clearly marked as "trade secret", "confidential" or proprietary."

Z. Reasonable Inquiry

The College may conduct any reasonable inquiry to determine the responsibility of the proposer. The submission of a proposal constitutes permission by the proposer for the College to verify all information contained therein. If the College deems it necessary, additional information may be requested from any proposer. Failure to comply with any such request may disqualify a proposer from consideration.

Attachment A – DRAFT Scope of Services

This Scope of Services (SOS) details the IT managed services (the "Services") to be delivered by SELECTED FIRM. COLLEGE ("COLLEGE" or "the COLLEGE") and SELECTED FIRM each have tasks, responsibilities, and deliverables required to realize the operations, outcomes, and improvements desired of this contractual relationship. The committed roles for SELECTED FIRM and COLLEGE are set out below.

All tasks, responsibilities, and deliverables of SELECTED FIRM that are described in this SOS relate specifically to the use of the technology and infrastructure environment that will be under SELECTED FIRM's leadership team who will provide IT managed services for the COLLEGE.

SELECTED FIRM'S approach will transition COLLEGE to a best practice, high service technology organization while providing stability, improved services, lower costs, and a strategic approach to technology adoption and use that optimizes the COLLEGE's investments.

1. **Transition services**
    During the initial 90-120 days of this agreement, SELECTED FIRM will deploy the staff, technology, and methodologies to achieve the following tasks and to perform the following services.

    1.1.   Conduct an effective transition in information technology services leadership and operations from the current COLLEGE-led team to a SELECTED FIRM-led team.
    1.2.   Complete successful onboarding of identified COLLEGE staff to SELECTED FIRM to ensure a seamless transition of incumbent COLLEGE IT employees.
    1.3.   Transition to an on-site location the permanent CIO who will mesh with the COLLEGE culture and leadership team.
    1.4.   Develop and execute the approved start-up project plan detailing high priority initiatives, pending projects, and planned collaboration between SELECTED FIRM and COLLEGE.
    1.5.   Provide experienced leadership to provide day-to-day coordination and management for the transition to ensure service operations continuity.
    1.6.   Provide appropriate start-up SELECTED FIRM staff to lead the troubleshooting and resolution of identified high priority initiatives.
    1.7.   Review all vendor hardware, software, and services contracts and make recommendations on potential cost savings and optimized service requirements.
    1.8.   Establish communication and working relationships with identified COLLEGE department heads and key staff in order to provide continuous support of the respective COLLEGE functions.
    1.9.   Participate in COLLEGE cabinet and other executive meetings as requested to provide strategic leadership and tactical direction for COLLEGE's IT office.
    1.10.   Review the current network design and provide recommendations for improved service, redundancy, and access, as required.

1.11.   Capture and document appropriate baseline IT service delivery metrics (pretransition) to serve as a point of reference, for future comparison, and to help measure improvements against the baseline over time.

2. IT Leadership

SELECTED FIRM'S focus is on institutional transformation and performance improvement in addition to day-to-day operational support. SELECTED FIRM will provide on-site IT leadership to address the needs of students, faculty, and staff. These leaders will ensure that technology is aligned with the COLLEGE's overall strategic focus and will ultimately position the COLLEGE for stronger student success outcomes.

With the approval of the COLLEGE, SELECTED FIRM will designate a post-transition and steady-state CIO to provide the day-to-day leadership responsibility for the COLLEGE's IT function to perform the following tasks and to achieve the identified outcomes.

2.1.   Report to the COLLEGE's Vice President of Finance and Administration.

2.2.   Facilitate the development of an IT Assessment Findings Roadmap within 90-120 days of completing the transition.

2.3.   Facilitate the development of a multi-year COLLEGE IT Strategic Plan.

2.4.   Lead and execute COLLEGE IT Strategic Plan activities.

2.5.   Establish and align new IT leadership and IT governance teams.

2.6.   Understand the COLLEGE's total spend on IT and Total Cost of Ownership (TCO).

2.7.   Establish data governance and develop data standards, data stewardship, and a data dictionary.

2.8.   Research the potential savings on licensing and cloud services costs by joining consortiums and/or identifying other procurement-related cost savings.

2.9.   Implement core IT Service Management (ITSM) methodologies (Incident Response, Change Management and Problem Management) approach.

2.10.   Lead the continuous improvement efforts detailed in each section herein to facilitate COLLEGE performance improvement.

2.11.   Provide an annual IT maturity model dashboard detailing IT maturity level progress, alignment to IT annual strategic and tactical plans, and expected outcomes to improve maturity level.

2.12.   Continually re-assess the roles, responsibilities, and outcomes to ensure continued maturity level growth as measured by the IT maturity model.

2.13.   Adjust staffing positions and capabilities as needed to meet evolving maturity level and need of the IT function at COLLEGE through a mix of on-site, project-based, and cloud resources.

2.14.   Provide day-to-day tactical leadership of all areas within IT to anticipate, plan, budget, and manage the organization in collaboration with the COLLEGE cabinet and governance committees.

2.15.   Manage all personnel and contractors providing IT services to the COLLEGE.

2.16.   Review, monitor, and assist in determining COLLEGE-wide IT priorities through consultation with COLLEGE leadership and stakeholders.

2.17.   Deploy IT best practices methodologies to improve service operations and to mature the IT processes provided on behalf of COLLEGE.

2.18.   Provide oversight, direction, guidance, and coordination for all IT projects.

2.19.   Assess staff roles and responsibilities and lead the implementation of the streamlined IT organization, to include the current IT employees of COLLEGE.

2.20.   Establish a culture of service designed to enable IT to focus on proactive achievement of outcomes and institutional enablement rather than reacting to issues that arise.

2.21.   Develop and, following COLLEGE review and approval, implement an annual COLLEGE IT Operations Plan detailing planned projects, budget, and alignment with the strategic goals of COLLEGE.

2.22.   Ensure alignment of day-to-day IT operations with the enablement/achievement of the institutional goals.

2.23.   Provide staff mentoring, professional growth plans, and identification of training and peer resources through routine engagement with industry and SELECTED FIRM experts.

2.24.   Meet with IT staff regularly to set expectations with regard to communication, prioritization, escalation, and meetings.

2.25.   Provide status reports to designated COLLEGE leaders, detailing progress to plan, pending issues, and recommendations for action.

2.26.   Provide monthly reporting, to include system availability, project status updates including percent complete and estimated time to completion, helpdesk support information, and other information deemed appropriate by COLLEGE leadership. This report will be adjusted and modified as agreed upon by the contract administrator and CIO.

2.27.   Provide professional development plans for all IT staff to identify potential knowledge and skill development.

2.28.   Provide day-to-day strategic leadership of all areas within IT to anticipate, plan, budget, and manage the organization in collaboration with the COLLEGE cabinet and governance committees.

2.29.   Mentor IT leadership team members for professional growth and development.

2.30.   Develop an IT governance structure to engage a cross-section of COLLEGE key stakeholders in recurring prioritization of projects and IT activities.

2.31.   For any residual COLLEGE IT expenses and responsibilities, lead the annual budgeting process aligned to the overall strategic initiatives of COLLEGE and supported by input from the COLLEGE IT Governance committees.

2.32.   Identify opportunities for efficiencies and cost improvements (for example, negotiating agreements with vendors to provide services to the COLLEGE in higher quality, more cost-effective manner, evaluation of buying consortiums, etc.).

2.33.   Develop and maintain a multi-year technology budget aligned to the COLLEGE Strategic Plan, IT function transformation, and IT function maturity model growth.

2.34.   Support the COLLEGE's efforts to reduce the long-term costs associated with IT operations and management.

2.35.   Provide the COLLEGE with appropriate ROI analyses so that the COLLEGE can invest its limited IT-related resources in the most effective way.

2.36.   Support the COLLEGE in its decision-making process as it balances limited resources with the need to modernize its IT operations and management.

2.37.   Provide the COLLEGE with an assessment and long-term technology replacement plan.

3. **Administrative and Application Services**

SELECTED FIRM supports COLLEGE administrators and staff in carrying out their respective service functions for institutional management and student services. This function provides the means to apply technical expertise to administrative problems and provides on-going technical and staff support for effective and efficient data and process operations. SELECTED FIRM staff will provide on-site and remote services to address the following tasks aligned to achieve the identified outcomes.

3.1.   Establish data governance and develop data standards, data stewardship, and a data dictionary.

3.2.   Develop and establish reporting strategies and retire unnecessary "shadow systems" as part of annual administrative systems projects.

3.3.   Establish enterprise architecture and align new technology implementations.

3.4.   Transition the focus, capacity, and capabilities from a technical focus to a business analyst focus for the Administrative services team to support the improving maturity of the COLLEGE's IT applications and systems.

3.5.   Provide day-to-day leadership and technical support for the COLLEGE's administrative applications and all third-party software.

3.6.   Provide planning and development of day-to-day policies and procedures to promote the COLLEGE's successful performance of administrative functions.

3.7.   Support departmental staff and administration with the technical and functional support and maintenance of enterprise solutions

3.8.   Augment the on-site SELECTED FIRM'S IT team with just-in-time administrative applications expertise, as needed.

3.9.   Provide oversight, leadership, and technical support, including but not limited to:

    3.9.1.   Provide Anthology programming services, Anthology configuration, and troubleshooting support.

    3.9.2.   Provide report writing, data dictionary creation, cookbook creation, SOP documentation, and configuration changes.

    3.9.3.   Provide Anthology database administration services not provided by Anthology Cloud application management services.

    3.9.4.   Lead the testing and upgrade scheduling of Anthology applications, middleware, and servers, including installing of new software releases and system upgrades in coordination with Anthology Cloud application management services.

    3.9.5.   Evaluate and direct the installation of patches in coordination with functional office review testing.

3.9.6. Plan, design, and develop web servers and application servers in a multi-instance environment.

3.9.7. Implement and maintain the architecture necessary for Anthology integration with other application systems.

3.9.8. Ensure the performance and reliability of Anthology systems by monitoring Anthology cloud systems for high availability, load balancing, and satisfactory response time and working with Anthology cloud services to resolve performance issues.

3.10. Maintain database tables, including maintenance, tuning, patching, etc.

3.11. Perform backup recovery analysis to validate and ensure the reliability of backups.

3.12. Provide basic operating support of database servers, including patching, printers, users, compilers, etc.

3.13. Recommend implementing and executing reports, data extracts, and automated routing from the Anthology and other enterprise application systems, as needed, to support daily functional office utilization.

3.14. Perform complex configuration, change management, and testing activities to support a service-oriented architecture and integration between all applications.

3.15. Provide planning and development of day-to-day policies and procedures to promote the successful performance of enterprise systems.

3.16. Support departmental staff and administration with the technical and functional support and maintenance of enterprise solutions.

3.17. Consult with software and hardware vendors and others to solve COLLEGE problems.

3.18. Establish technical and programmatic standards to promote the long-term, cost effective management, and support of the currently installed administrative applications.

3.19. Provide systems analysis, problem-solving support, and necessary programming support to provide efficient and effective use of supported administrative information systems.

3.20. Recommend the implementation and execution of reports, data extracts and automated routing.

3.21. Provide system configuration and usage guidance to the administrative user community for supported software applications.

3.22. Propose IT projects to address the adequacy of existing infrastructure and recommend the purchase of new equipment and software as required.

3.23. Manage maintenance contracts for hardware and software and make recommendations to the COLLEGE's contract administrator and/or other COLLEGE leadership as appropriate.

3.24. Prepare project status reports and keep management, contract administrator, and others informed of project status and related issues.

3.25. Implement defined processes and quality assurance methodologies covering test plans, change management, and problem management.

3.26. Provide functional and technical support for all supported administrative applications and third-party software.

3.27.   Deploy an administrative and applications governance model designed to align SELECTED FIRM and COLLEGE administrative, academic, and staff personnel in support of improving processes, and information.

3.28.   Develop an annual administrative and applications development plan aligned to the COLLEGE's IT function and institutional strategic plans.

3.29.   Implement project plans, charters, and reports to successfully align administrative and application projects with institutional strategic goals.

3.30.   Lead and coordinate the implementation of the Anthology-related recommendations from the SELECTED FIRM start-up services that have been accepted and prioritized by the COLLEGE governance committees.

3.31.   Provide leadership to facilitate improvements to Anthology and other key applications that are aligned to the Strategic Plan and institutional goals.

3.32.   Support the de-customization of previous ERP platform by providing leadership to assist COLLEGE moving to a baseline implementation of Anthology.

3.33.   Facilitate the development of user knowledge and skills relative to Anthology to grow business analyst functions to support COLLEGE departments.

3.34.   Function as the lead on projects to architect, implement or enhance, and test Anthology systems and applications to meet the COLLEGE's business needs.

3.35.   Develop an administrative systems governance structure to engage a cross-section of COLLEGE key stakeholders in recurring prioritization of projects and IT activities.

3.36.   Engage COLLEGE's administrative applications governance teams to review, identify and prioritize administrative projects.

3.37.   Develop project plans specifying scope, goals and objectives, strategy, schedules, risks, contingencies, and allocation of available resources for administrative and applications projects.

3.38.   Assist with the evaluation of new third-party application software and hardware to determine usefulness and compatibility with existing technology.

3.39.   Provide leadership to support the research, implementation, and support of new software, hardware, and services.

3.40.   Support the COLLEGE in rationalizing its technology footprint (reducing technology proliferation and unneeded customization) as a way to lower costs, simplify processes, and enhance sustainability/resiliency.

3.41.   Regularly nominate cost-effective technology solutions (including business process solutions) that will reduce costs, enhance service, and support the COLLEGE's overall educational objectives.

4. **Information Security Support**

SELECTED FIRM'S information security support focuses on reviewing, managing, and deploying a cybersecurity framework to deliver a robust and secure methodology for protecting COLLEGE's assets. SELECTED FIRM will provide the leadership and staff to perform the tasks detailed in this section that are aligned to achieve the identified outcomes. The majority of this work will be completed as soon as practical, but in no instance later than Year 1, positioning SELECTED FIRM IT services team with the knowledge needed to maintain a secure environment with regular oversight, engagement, and evaluation.

4.1. Establish a Cybersecurity role and adopt a cybersecurity framework to support the alignment of COLLEGE's cybersecurity posture to industry best practices and appropriate standards.

4.2. Develop and execute an information cybersecurity framework and implementation plan customized to the unique needs and requirements of the higher education arena.

4.3. Lead on-going management of information security compliance efforts.

4.4. Deploy an information cybersecurity awareness training curriculum and framework for all COLLEGE faculty and staff.

4.5. Conduct a high-level information security assessment (at or near the time of transition) of the current state of COLLEGE's security posture and detail findings and recommendations to the COLLEGE executive leadership.

4.6. Based on the security assessment findings and direction from the COLLEGE's executive leadership, identify, detail, and oversee the implementation of an industry-recognized cybersecurity framework aligned to the unique needs of higher education institutions.

4.7. Provide overall responsibility for information security best practices, security audits, ongoing mitigations efforts, and user awareness training.

4.8. Lead information security practice at COLLEGE by setting and maintaining standards and practices to manage the confidentiality, integrity, and availability of COLLEGE assets and data.

4.9. Investigate, analyze, and review security breaches and prepare the recommendations report for appropriate control improvements.

4.10. Lead risk and vulnerability assessments for information systems applications and network infrastructure environments.

4.11. Assess and recommend appropriate security best practices in support of day-today infrastructure management.

4.12. Identify threats to the confidentiality, integrity, availability, accountability, and relevant compliance of the COLLEGE's information systems and ensure the appropriate response to vulnerability information, including the use of forensics.

4.13. Provide expertise and guidance on the application and operation of all types of security controls, including legislative and/or regulatory requirements, such as data protection and software copyright law.

4.14. Develop and deploy an initial information security report card/risk register detailing progress on improving security posture at COLLEGE.

4.15. Refresh regularly the COLLEGE information security scorecard detailing activities and outcomes related to the overall security posture of the COLLEGE's systems and data.

4.16. Provide strategic leadership to formulate policies, assess security risk, and establish cybersecurity strategic direction.

4.17. Provide guidance, evaluation, and advocacy on institutional audit responses.

5. **Network, Infrastructure, and Data Center Service Operation and Management** SELECTED FIRM will provide the leadership, staff, and services to promote effective use of the COLLEGE's current and future network, infrastructure, and data centers. Tasks and goals include the following.

5.1.   Facilitate, lead, and execute on the IT Assessment Findings Roadmap activities.

5.2.   As directed by the COLLEGE, lead the process for developing recommendations on updating or replacing the COLLEGE's core network infrastructure, including increased use of wireless connectivity as well as redundancy or cloud system utilization to support improved business continuity/disaster recovery.

5.3.   Provide for the day-to-day tactical, strategic, and technical direction to support all infrastructure, servers, and data center operations, including:

5.3.1. Manage the efficiency of the operations of the current network infrastructure.

5.3.2. Review, develop, and maintain standard documentation for the COLLEGE's network infrastructure.

5.3.3. Implement COLLEGE-approved improvement projects for the COLLEGE 's technical infrastructure.

5.3.4. Review network and Internet bandwidth utilization trends and provide regular reporting.

5.3.5. Create and/or update disaster recovery and business continuity plan for the COLLEGE.

5.3.6. Lead the implementation of defined processes and quality assurance methodologies covering test plans, change management, and problem management.

5.3.7. Plan and manage data storage and archival operations and solutions.

5.3.8. Oversee the management of maintenance contracts for network equipment and software and make recommendations as appropriate.

5.3.9. Consult with software and hardware vendors and others to solve problems.

5.3.10. Plan and develop day-to-day policies and procedures to promote the successful performance of computer operations.

5.3.11. Evaluate and implement a controlled, monitored, and secure network access as can be commercially reasonably supplied to support access to core COLLEGE applications.

5.3.12. Provide advance notification of scheduled network downtime to COLLEGE users.

5.3.13. Provide monthly network statistics for capacity planning and outcomes measurement.

5.3.14. Analyze network performance and make configurations adjustments as necessary.

5.3.15. Publish a monthly maintenance schedule for equipment and software which minimizes systems downtime.

5.3.16. Monitor and maintain network and desktop virus protection and implement within approved funding and priorities.

5.3.17. Maintain backups of network servers' operating systems and configuration settings.

5.3.18. Implement and maintain network access per COLLEGE's policies and subject to funding made available by the COLLEGE for enhancement and remediation of security features and systems.

5.3.19. Monitor the COLLEGE's network for viruses and take corrective action.

5.3.20. Work with the Help Desk to resolve network-related problems and issues.

5.3.21. Create, modify, and manage the network-printing environment.

5.3.22. Provide a balanced network security monitoring, management, and reporting approach using existing COLLEGE software and services.

5.3.23. Comply with applicable state and federal regulations, including but not limited to those related specifically to higher education.

5.4. Manage network software license compliance in accordance with COLLEGE guidelines and funding, reporting any non-compliance to the contract administrator immediately.

5.5. Implement initiatives to support the reduction of operational activities in network, infrastructure, and data center service management.

5.6. Provide continuous recommendations on consolidating campus servers or moving applications into the cloud to manage costs, improve services, and expand COLLEGE capacity.

5.7. Make recommendations regarding student technology needs.

5.8. Identify opportunities to improve student network access and effectiveness through new models of use, improved documentation, and improved deployment of equipment and software.

5.9. Assess, evaluate, and determine cost-effective telecom/infrastructure practices to help reduce COLLEGE expenses where plausible and support technology aligned to vendor maintenance cycles.

5.10. Lead the development of the COLLEGE's future state network, data center, and service management activities, including but not limited to:

5.10.1. Evaluate proposed information technology projects to assess the adequacy of existing infrastructure and hardware and recommend the purchase of new equipment and software, as required.

5.10.2. Develop appropriate budgets and monitoring expenditures for technical operations.

5.10.3. Meet with COLLEGE administrators, governance committees, and key stakeholders to determine the impact of proposed changes to hardware and the network.

5.10.4. Evaluate new software and hardware to determine usefulness and compatibility with existing technology and the possibility of cloud migration.

5.10.5. Recommend projects, tasks, resources, and timelines for network stabilization and implementation of new hardware, software and services as funded by COLLEGE IT budgets.

6. **Help Desk, Classroom, Lab, and Desktop/Mobile Device Support**
   SELECTED FIRM will provide the leadership, staff, technology, and processes to support desktop, mobile, lab, and classroom environments for all COLLEGE-owned desktop, laptop, and mobile devices. Goals and tasks shall include the following.

6.1. Deploy ITSM service desk, service catalog, and service level agreements (SLAs) to support IT maturity model growth and to provide a single approach to service delivery.

6.2. Provide leadership and front-line support for resolution of all technical issues encountered in offices, classrooms, labs, and desktop/laptop systems, A/V, smart classrooms, and for other supported COLLEGE technology solutions.

6.3. Deploy a support model to troubleshoot, proactively engage, and deliver services in support of all COLLEGE technologies and services, including:

6.3.1. Assist with troubleshooting and configuring of access to wireless access points.

6.3.2. Troubleshoot and fix printer and copier interfaces/connectivity.

6.3.3. Install appropriate software and hardware.

6.3.4. Connect personal computers and peripherals to the campus network and provide network troubleshooting.

6.3.5. Assist in application upgrade projects, collaborating with users in the construction of testing procedures to ensure the accuracy and integrity of data.

6.3.6. Support users in the development of procedures and suggest procedural changes when necessary.

6.3.7. Maintain a standard set of hardware configurations for desktops, laptops, and other mobile devices as approved by the COLLEGE governance committees.

6.3.8. Lead the day-to-day tactical and technical support for all lab and classroom management and desktop workstation applications, including handling all desktop software upgrades.

6.4. Make annual recommendations regarding an approved list of client-supported desktops, laptops, and other mobile devices.

6.4.1. Procure within COLLEGE-approved budget allocations desktop, laptop, and mobile device hardware, selecting long-term, cost-effective purchasing options to meet the COLLEGE's needs.

6.4.2. Create and maintain a budget-based lifecycle replacement plan for COLLEGE owned devices.

6.5. Continuously improve help desk operations, including:

6.5.1. Lead, grow, and evolve a client-focused end-user services team.

6.5.2. Implement and maintain a client-first culture to support students, faculty, and staff success.

6.5.3. Ensure continuous operational management of end-user services environments to limit the disruption to day-to-day services.