Chancellor's Office
California Community Colleges

Digital Innovation and Infrastructure Division

Request for Applications

Digital Innovation and Infrastructure Technical Assistance Providers (DII TAP) Fiscal Agent Grant

RFA Specification No. 18-0086

2018-2019 Funding Fiscal Year

2018-2019 Program Years

Instructions, Terms and Conditions

Application Deadline: Applications must be received at the Chancellor's Office by 5:00 p.m. on May 25, 2018

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Chancellor's Office
California Community Colleges

Request for Applications Specification No. 18-0086

The grant awarded through this Request for Applications (RFA) Specification is for the initial year of a continuing project, the Digital Innovation and Infrastructure Technical Assistance Providers (DII TAP) Fiscal Agent Grant. The grantee shall provide evidence of progress before seeking additional funding in succeeding years. Continued funding is contingent upon the approved completion of the prior year's objectives and defined milestones, the receipt of monthly progress against the approved work plan, and the submittal and approval of an approved workplan and budget.

RFA Specification

RFA Specification Number:	18-0086
Program Division:	Digital Innovation and Infrastructure
Funding Source:	Authority Item 6870-101-0001, Sched.(15), Integrated Technology (5675098)
RFA Title:	Digital Innovation and Infrastructure Technical Assistance Providers (DII TAP) Fiscal Agent
Funding Category:	Integrated Technology Program (verify from budget spreadsheet)
Funding Period:	July 18, 2018 – June 30, 2019
Grant Timeframe	July 18, 2018 – June 30, 2019 (Possible renewals up to 4 years for a total of 60 months)
Maximum Funds Available:	Not to exceed $2,094,000 annually.
Match Requirement:	0%
Number of Awards:	One (1)
RFA Release Date	April 18, 2018
Application Deadline	Applications must be received electronically (PDF format) at the Chancellor's office via email to DII_RFA@cccco.edu by 5:00 pm on May 25, 2018
Questions Deadline	Written questions concerning the specification in this Request for Application must be submitted by May 9, 2018, via e-mail to DII_RFA@cccco.edu
Bidders Conference	April 25, 2018 @ 3:00 pm https://cccconfer.zoom.us/j/327817617

Background

There are links to relevant websites, files, etc. within the Reference Materials section at the end of the RFA. The Chancellor's Office has undergone a significant transformation in the past five years to better respond to its mission. This restructuring has included a significant Workforce and Economic Division turnaround, from an afterthought to a policy priority, growing from $100 million to $900 million in funding over the past six years under Doing What MATTERS for Jobs and Economy (a.k.a., DWM). The transformation has also included a significant Guided Pathways Initiative to provide defined educational pathways for students; the simplification and integration of various categorical funding plans (to include the Basic Skills Initiative, the Student Equity plan, and the Student Success and Support Plan) into the Integrated Plan; and the Institutional Effectiveness and Planning Initiative to support the colleges in improving their operational practices. This transformational effort continues with the Metrics Simplification Initiative and the Performance Funding Initiative.

In the face of these transformational efforts, the need for more robust data and metrics to support decision-makers has increased dramatically. In addition, the need for connecting the data created from various student support applications such as CCCApply and career and major planning tools has become increasingly more critical in providing customized experiences for our students in the form of timely information, nudges, nods, and support alerts.

Furthermore, in 2017, the system adopted Vision for Success under Chancellor Oakley and set aspirational quantitative goals for the California Community Colleges. Accurate and timely availability of data aggregation, analysis, presentation and dissemination are needed to support Vision for Success.

In August of 2017, the CCCCO initiated an evaluation of the educational technology portfolio to confirm the current state of the education technology portfolio and the alignment to the new strategic vision, the structure and organization of related technology programs, the effectiveness of supporting processes, and the grantees' performance in delivering programmatic outcomes.

The evaluation results confirmed gaps in functional disciplines that are foundational to architecting and delivering high-quality, interoperable technology solutions with properly managed cybersecurity risks, which if left unaddressed, would limit the CCCCO and its colleges in serving to its mission.

As part of the new Educational Technology Strategy, the CCCCO developed a new Operating Model to better manage and improve performance of technology initiatives and vendors across the Educational Technology (EdTech) Ecosystem.

Edtech Operating Model & Ecosystem
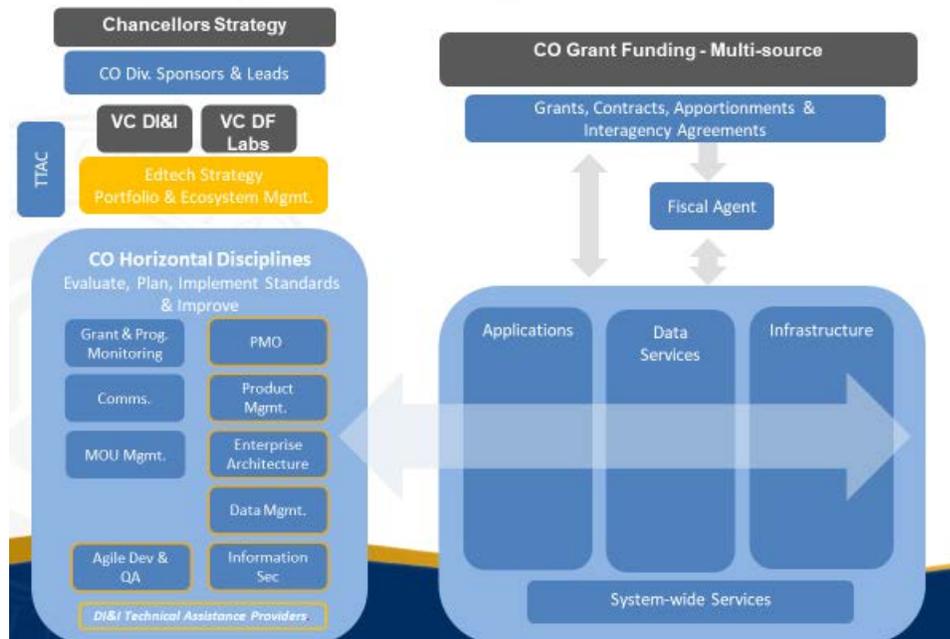
Within this new operating model, the CCCCO's DII Division will leverage Technical Service Providers to evaluate, plan, implement and/or mature CCCCO's baseline functional frameworks and standards, train and coach resources, and manage continual improvement efforts across the EdTech portfolio relative to specific functional disciplines including but not limited to:

- Information Security
- Project Management Office (PMO)
- Data Management (Governance)
- Enterprise Architecture
- Others as defined

The fiscal year 18-19 budget, which was announced in January of 2017, reflected the streamlined funding model for CCCCO Educational Technology, including new categorical language and provision for evaluation, planning and continual improvement.

Scope of Work

DII Fiscal Agent scope of work (no more than 4% of total funding or $83,780)

- Provide a Fiscal Agent Specialist as the single point of contact to oversee the financial details of this RFA, to process transitions, and to monitor/audit funds.
- The Fiscal Agent Specialist will be 25% allocated to the work and act as a team with the DII Vice Chancellor and Grant Monitors.
- While other processes will determine which person(s) or vendor(s) will serve the Technical Assistance Provider (TAP) role, once decided, the Fiscal Agent Specialist shall establish subcontracts to retain the person(s) or vendor(s). In some cases, the person(s) retained as

Technical Assistance Providers will reside within colleges/districts, whose time will be secured and bought-out at 100% allocation (insourced talent). In other cases, person(s), like contractors, consultants or 3rd party service providers, will be retained to fulfill Technical Assistance Provider roles at 1%-100% allocation, according to terms and conditions established by the Chancellor's Office.

- The maximum value of the subcontracts for DII Technical Assistance Providers are centrally set by the Chancellor's Office and the Fiscal Agent will have no ability to modify those amounts.
- All Technical Assistance Provider subcontracts, where existing persons are continuing on in their role, must be executed within 30 days of approval of award of this RFA by the Board of Governors. The remaining subcontracts can be executed within 60 days of approval of award by the Board of Governors.
- District must be able to execute on new subcontracts to procure Technical Assistance Providers within 30 days after formal notification.
- Insourced Technical Assistant Provider subcontracts will cover salary/benefits and some discretionary budget for travel expenses. The subcontract can move the discretionary budget to the person(s) college/district for processing. Or, in some cases where their college/district has unsupportive business processes, the Fiscal Agent Specialist will set-up an account whereby DII TAPs can draw upon their allowable discretionary budgets *without additional layers of approval* to commission work, process mini-grants, and undertake other efforts related to their workplan.
- The Fiscal Agent Specialist may be tasked to augment these accounts (or set up additional accounts) as funds become available from the Authority Item 6870-101-0001, Schedule (15), Integrated Technology (5675098), Provision (12) (a) (10), and other sources, if required, to braid resources in support of DII.
- The Fiscal Agent Specialist shall have responsibility to monitor and audit use of funds, and raise to the Chancellor's Office and supervisors of record issues of fraud or risk management should they arise. The Fiscal Agent Specialist shall work on remedies to these issues at the request of the Chancellor's Office.
- A part-time Fiscal and Contracting Coordinator shall be retained with funding from this grant to ensure timely service and turn-around as well as appropriate monitoring. This individual must not, during the term of the grant, hold a "DII TAP" capacity in any other grant of the state in order to avoid conflicts of interest.
- The DII TAP Administrator will attend all Chancellor's Office Extended Operations Meetings of the Chancellor's Office and standing Administration & Fiscal Agent portfolio (either weekly, bi-weekly or monthly) meetings with the Chancellor's Office where the Fiscal Agent Specialist will review each DII TAP budgets, projections vs actuals, contracting status, payment status, risks and mitigation strategies, etc.

A qualified district must be able to perform the above scope of work and should possess the following attributes:

- Experienced in achieving a rapid and effective start up and implementation of fiscal agent responsibilities for grants/contracts.
- Experienced in achieving timely and efficient management and payment of subcontracts and mini-grants for projects.
- Experienced in administering subcontracts and mini-grants with multiple project stakeholders and subcontractors.
- Possess district rules and procedures that provide the administrative flexibility to retain existing CCCCO contractors to ensure current programs and initiatives are not disrupted.
- Possess district rules and procedures that permit the fiscal agent to enter into contracts for goods and services that are responsive to the needs of this CCCCO grant.

- District has processes to inform Chancellor's Office representatives and subcontractors/payees regarding the status of payments, fiscal requirements, barriers to payment, and any other grant-related information
- District has an effective problem-solving mechanism to address any issues related to timely payments, contract issues, and other fiscal matters

Technical Assistance Providers Scope of Work (funding not to exceed $2,010,720)

A high-level scope overview of each TAP functional discipline area has been provided below, including role descriptions, approximate funding amounts, and associated requirements and objectives. Actual scope, roles and objectives will be defined within each subcontract. Projected funding amounts for each TAP have been generally estimated. However, the CCCCO may adjust the funding amounts according to the actual subcontracted fees, with overall total not to exceed $2,010,720.

Any subcontractor selected to fulfill functional expert roles will operate as an extension of the Chancellor's Office with the following expectations:

- The functional experts will be expected to build strong relationships and collaborate with a high level of competency and influence with the Executive Vice Chancellor (EVC), VCs, and Deans within the CCCCO as well as Executive Directors, Directors, Program and Project Managers within grantee and subgrantee organizations.
- As an advocate of the CCCCO, the functional lead has a fiduciary responsibility to act in the best interest of the Chancellor's Office, facilitate transparency and the flow of information up & down program and project structures, escalate critical issues and risks to CO leadership and to facilitate the conversations required to mitigate risk, and drive the decisions required to enable programmatic outcomes (more detail found in Appendix E).
- DII TAP resources may periodically be asked to participate in cross-project and system-wide architecture and planning workshops, and in doing so, will be expected to collaborate neutrally without lobbying for current or future scopes of work (more detail found in Appendix E).

IT Project Management Office - IT PMO (approximate funding $400,000)

In FY16-17, CCC Tech Center developed a baseline framework for project management and a set of standard templates to be utilized within CCC Tech Center project management across grants awarded to CCC Tech Center. In FY18-19, the CO wants to mature and improve the framework and implement a standard project management discipline and process across all projects funded through the CO, regardless of grant, or grantee.

Under the strategic direction of the VC-DII, the PMO functional expert will:

- Evaluate the current state of PMO processes across the EdTech portfolio
- Using the latest project management strategies and methodologies, develop, document, and continually improve the PMO strategy, operational framework, processes, and templates
- Design a project management collaboration portal, develop project portfolio metrics and dashboard(s)

- Create a change-management plan, which includes development of training materials, communications, and implementation plan
- Monitor and evaluate project performance to established goals
- Execute to the change-management plan
- Develop and implement a continual improvement process
- Create a standard cadence for PMO meetings for which all project managers will be required to attend
- Create and maintain a project portfolio and high-level project portfolio roadmap
- Support the CO in scoping, staffing, and launching projects
- Support the CCCCOs efforts to mature Product Management practices by ensuring the following outputs are delivered within the scope of each IT program and project, as applicable, such as:
  - Product strategy and system-wide strategic value (system and data)
  - Long-range product roadmap (12-18 month, rolling)
  - Functional capabilities and features by user group
  - Workflow and user roles/permissions
  - Data flow diagram
  - Entity relationship diagram
  - Data model
  - Architecture diagrams
  - Release plan (12-18 month, rolling)
  - Prioritized epic and user story inventory (sprint plan)
  - User training and product marketing materials
- Support the CCCCOs efforts to mature Information Security practices by ensuring control outputs are delivered within the scope of each it program and product, as applicable, such as:
  - System Development Document
  - Integration Document
  - Test Plan & Analysis Report(s)
  - Data Conversion Plan
  - System Implementation Plan
  - Operations Manual, Run Book or Systems Administration Manual
  - System Release Notes
  - Security Scan Certification Report
- Participate in weekly Digital Futures (DF) Operations (Ops) Review Meetings to report progress, risks and issues tied to the portfolio
- Provide ongoing coaching to improve the performance of project managers, and
- Other duties as assigned

Additionally, program, project and/or product managers and/or analysts may be engaged for the purpose of strategic and detailed project and product planning, and/or to conduct audits of programs, projects, products and/or vendor performance.

Data Management (Governance) (approximate funding $500,000)

In FY18-19, the CCCCO will develop the baseline framework and standards for data management which would apply across all projects funded through the CCCCO, regardless of grant or grantee. Based on the new strategy, the CO has created a project charter for a Year 1 Proof-of-Concept (POC) as related to data management. The structure of the data management team will include a functional lead and a small, but representative POC core project team which includes CO and CCC data owners and custodians. This team will leverage the CO sponsor and Technology and Telecommunications Advisory Committee (TTAC) for cross-constituency advice and to steer direction and remove barriers to progress.

The Data Management functional expert will work under the strategic direction of the VC-Digital Futures Labs and collaborate closely with Data Services Grantee, Research & Analytics Grantee, and Personalization Services Grantee to fulfill the following Year 1 data management objectives:

- Evaluate the current state of data management processes across the EdTech portfolio; assess and map current data management framework, policies, process and tools across in-scope data sets & owners
- Develop and document the data management strategy
- Collaboratively define a lean, scalable functional framework, designed for sustainable utility, privacy & security
- Baseline definition of core data management standards, processes, roles and decision authority
- Model and operationalize the functional benefit and KPI metrics
- Create data management functional charter and framework diagram
- Design the data management framework
- Generate a decision authority hierarchy diagram, and role and responsibility definitions (RACI)
- Develop data flow diagram, data model, data definitions, access rules and authorized parties for each in-scope data set (centralized)
- Develop data quality and master data management protocols
- Implement and operationalize within POC, learn and adjust
- Define, measure and report functional value and efficacy against expected system-wide benefits
- Provide options, considerations, risks and recommendations to scale for years 2 and 3
- Draft a change management plan, which may include development of training materials, communications, and implementation plan
- Draft high-level roadmap & budget to implement and scale
- Participate in weekly DF Ops Review Meetings to report progress, risks and issues tied to the portfolio, and
- Develop and implement a continual improvement process
- Provide ongoing coaching to improve the performance of the data management process
- Other duties as assigned

Additionally, data management managers and/or analysts may be engaged for the purpose of strategic and detailed data modeling, data mapping, and/or to evaluate and document current to future state data processes and/or master data management solutions.

Enterprise Architecture (approximate funding $500,000)

Under the strategic direction of the VC-DII, the Enterprise Architecture lead (EA) will evaluate, plan, implement and continually improve the EdTech system-wide architecture strategy to enable the CCCCO to realize the Vision for Success and agilely respond to future disruptive forces.   The EA functional lead will:

- Execute a deep-dive evaluation of the current state architecture of the EdTech portfolio.
- Provide recommendations for adjusting policies and projects to achieve strategic outcomes
- Develop a blueprint for the optimal placement of resources and assets in the IT environment for the ultimate support of the Student, Staff and CCC system, which includes:
    - Business architecture
    - Information architecture
    - Application system architecture
    - Infrastructure technology architecture
- Map IT assets and business processes and to EA governance principles, to drive an ongoing discussion about business strategy and how it can be expressed through IT. Define a unified IT environment (standardized hardware and software systems) across the EdTech portfolio, key stakeholder groups and organizations and CCCCO strategy.
- Promote the alignment, standardization, reuse of existing IT assets, and the sharing of common methods for EA, agile software development and quality assurance across the portfolio and ecosystem, to increase efficiency, responsiveness and quality solution delivery.
- Define, measure and report functional value and efficacy against expected system-wide and EdTech benefits
- Draft a change-management plan, which may include development of training materials, communications, and implementation plan
- Draft high-level roadmap & budget to implement and scale
- Evaluate architecture toolsets and current and prospective technology vendors
- Participate in weekly Digital Futures (DF) Operations (Ops) Review Meetings to report progress, risks and issues tied to the portfolio, and
- Develop and implement a continual improvement process
- Provide ongoing coaching to improve the performance of the EA discipline
- Other duties as assigned

Additionally, other architecture analysist, consultants and/or managers may be engaged for the purpose of strategic and detailed architectural planning, modeling, and/or document current to future state architectural design.

Information Security (funding approximately $300,000)

In FY17-18 the CCC Tech Center (CCCTC) began providing information security services with the launch of the CCC Information Security Center, with the objective of assisting CCCs to understand cyber security vulnerabilities, protect student data and promote information assurance.   In FY18-19, the CCCCO wants to mature the framework and standards for

information security initiated through the CCCTC, and more broadly socialize and apply the standards within infosec services within the CCC system, and across the EdTech ecosystem.

Under the strategic direction of the VC-DII, the Information Security expert (CISO) will evaluate, plan, implement and continually improve the Information Security strategy and service offering to reduce risk and increase protection of critical data assets across the CCC system and EdTech portfolio, including but not limited to the following:

- Evaluate the current state information security strategy, standards, policies, procedures and IT controls
- Evaluate the current vulnerability scanning protocols and tools, and review the scan results for CCCs and CCCCO EdTech assets and recommend and map data assets by value/criticality and risk
- Review current and proposed information security certification training and information security control artifacts within the IT project methodology
- Create a master listing of recommended improvements and a risk mitigation plan management plan
- Develop or refactor the CCCCO information security strategy standards, policies, procedures, IT controls, vulnerability testing protocol and other IT project-based artifacts, as appropriate
- Define, measure and report functional value and efficacy against expected system-wide breaches and EdTech benefits
- Draft a change management plan, which may include development of training materials, communications, and implementation plan
- Collaborate closely with CCCCO leadership and functional leads, and grantee/subgrantee leadership within the EdTech ecosystem to affect needed change
- Draft high-level roadmap & budget to implement and scale
- Participate in weekly Digital Futures (DF) Operations (Ops) Review Meetings to report progress, risks and issues
- Develop and implement a continual improvement process
- Provide ongoing coaching to improve the efficiency and effectiveness of information security services and operations
- Participate in the delivery of information security services, and present information security content and results, as requested
- Other duties as assigned

Other TAP Services as Defined (approximate funding $310,720)

The CCCCO may define new requirements for specialized technical assistance relative to planning, evaluation and continual improvement, and marketing and communications thereof, given factors and needs within in-flight and future EdTech initiatives which may not currently be known or forecasted.

Need

The Chancellor's Office (CO) is soliciting districts that are qualified to serve as the fiscal agent for the Technical Service Providers who will provide systemwide support of CO technology initiatives. The CO has a new integrated educational technology strategy and roadmap, in which functional leads across multiple disciplines will provide evaluation and execute policy and standards across all projects and initiatives funded through the CO.

1. Describe your understanding of the Chancellor's Office Educational Technology Strategy and its likely impact on projects and initiatives funded through the Chancellor's Office.

2. Describe how a fiscal agent of the Digital Innovation and Infrastructure Technical Assistance Providers (DII TAP) Fiscal Agent RFA can enable effective implementation at the direction of the CCCCO.

3. Describe how the Digital Innovation and Infrastructure Technical Assistance Providers (DII TAP) Fiscal Agent will ensure that DII TAP retained under this grant will act in accordance with Appendix E.

Purpose/Uses of the Funds

Under the direction of the Chancellor's Office, the funds for this initiative must comply with regulation set forth by the source of the funds, Integrated Technology Program. Applicants are encouraged to research and understand the regulations governing the appropriate use of the funds.

The fiscal agent will monitor the activities commissioned under this grant. Therefore, applicants should address the following:

1. Service as a fiscal agent and/or fiscal management of grants/contracts.

2. Timely and efficient management and payment of subcontracts for projects.

3. Experience administering grants/contracts with multiple project stakeholders and subcontractors.

4. Rapid and effective start up and implementation of fiscal agent responsibilities for grants/contracts.

5. Description of staffing the grant to ensure its responsiveness to address the implementation of the new Chancellor's Office Education Technology Strategy and Operating Model.

6. Provide a chart of the district's billing process and describe the standard turn-around time/process for payment and follow up.

7. Identify any special vendor relationships that may be beneficial.

8. Identify any efficacy in your contractual processes that might distinguish you from other applicants.

9. Describe the organization and structures in place to accomplish the outcomes or the structure you will put in place to take on these activities.

Transition Plan

As necessary, a transition plan should be prepared by the applicant to address how project responsibilities will be transitioned without impact to project objectives. During plan preparation the applicant is encouraged to closely evaluate each responsibility with respect to how it will be resourced and what degree of transition is necessary. For example, in some instances a collaborative agreement with another entity may be the most effective resource alternative for a task.

The applicant should work closely with the existing grantee(s) to ensure an uninterrupted transition of current program goals and commitments.

Program Management

A complete description of the Management Plan requirement is listed below. At a minimum the Management Plan requires a narrative consisting of a response to questions, an organization chart, a governance chart, and any Intent-to-Participate form letter from participating community colleges or subcontracts that are identified within this grant.

Management is an important part of the success of any project. It is therefore necessary that the following be included as part of the Management Plan within the application:

Management Narrative

Explain the District's service as a fiscal agent and/or fiscal management of contracts.

Describe the District's process for executing and payment of subcontracts for projects. Including average time it takes to execute a subcontract and the average time it takes to process a subcontractor's invoice for payment. Please include any quality assurance functions that the District takes to ensure efficient and accurate transactions.

Please describe your process for administering contracts with multiple project stakeholders and subcontractors. Also, please provide the District's process for rapid start up and implementation of fiscal agent responsibilities.

1. Describe the District's readiness and commitment to utilizing the Launchboard for data collection, performance baseline, measurement, reporting and analysis for this grant.

2. Grantees are required to report expenditure information and report it quarterly in the Chancellor's Office Year-to-Date Expenditure and Progress Reporting System.   Discuss the District's readiness to undertake that responsibility.

3. Identify whether the District submitting the grant application has previously received any funding from the Digital Innovation and Infrastructure Division.

Management (Attachments)

(The following required documents do not count as part of the narrative page count.)

1. Provide an organizational chart for operating the project.

2. Provide a governance chart for the regional consortia or collaborative.

3. Provide intent-to-participate letters from partners if any. The RFA does not require the participation of other colleges or vendors; however, it is encouraged where appropriate.

Quality of Contractual Services

1. Provide additional supplemental vendor information that can strengthen your application.

2. Discuss the qualifications and experience of the Fiscal and Contracting Coordinator in to navigate internal processes and troubleshoot issues in order to ensure the provision of timely, responsive, and quality service.

Reporting Requirements Year-to-Date Expenditures and Progress Report

Each allocation recipient is required to submit quarterly Year-to-Date Expenditure and Progress Reports via an online reporting system (see Calendar of Key Dates, Section J or Appendix A, Article I, Section 4, for quarterly reporting due dates and terms). No negative numbers are allowed within quarterly reports since the Chancellor's Office allows for liberal budget movement quarterly (see Article I, Section 2, Budget Changes) and has an online process for those budget changes that require Project Monitor approval.

Evaluation/Performance Outcomes

The annual report must describe the project status, performance outcomes and identify level of institutionalization.

Ongoing contact with the Project Monitor will be required. The funded project may also be subject to a formal site visit(s) during the period of performance. The grantee shall provide evidence of progress before seeking additional funding in succeeding years. Continued funding is contingent upon the approved completion of the prior year's objectives and the submittal of an application renewal.

Legal Terms and Conditions

The executed grant shall consist of a Grant Agreement face sheet, the Grantee's application, and all required forms. The RFA Specification and the Grant Agreement Legal Terms and Conditions, as set forth in the RFA Instructions are incorporated into this grant by reference.

Information

If you have any questions or need more information regarding this RFA, please email dii_rfa@cccco.edu "Digital Innovation and Infrastructure Technical Assistance Providers Fiscal Agent RFA" in the subject line or contact via U.S. mail at California Community Colleges Chancellor's Office, Attn: DII RFA, 1102 Q Street, Suite 4400 Sacramento, CA 95811.

RFA Instructions and Evaluation Criteria

A.   Intent

California Community Colleges Chancellor's Office (CCCCO) is soliciting qualified districts to serve as the fiscal agent for Digital Innovation and Infrastructure Technical Service Providers (DII TAP) who will provide systemwide technical assistance to evaluate, plan and continuously improve the systems, data and deployments related to the CCCCO educational technology roadmap.

This document contains general instructions, procedures, formats, and timelines for submitting project applications to the CCCCO.

Applications must be submitted using the format and sequence described in these Instructions and address the Request for Applications (RFA) Specification for the project for which funding is sought.

B.   Funding

The Digital Innovation and Infrastructure Technical Assistance Providers (DII TAP) Fiscal Agent grant provides one-time funding. The total budget for 2018-19 for this Request for Application is $2,094,500. One (1) grant will be awarded. Fund disbursements are allocated in the following funding categories:

- Authority Item 6870-101-0001, Schedule (15), Integrated Technology (5675098), Provision (12) (a) (10)
- Provision (12) (b)

C.   Eligibility

Only a California Community College District is eligible to apply.

If there are none or insufficient application(s) that meet the minimum score of 75 points viability threshold, the grant will not be funded. The Chancellor's Office then can opt to rebid, sole source with some technical assistance, or issue a capacity-building grant.

The Chancellor's Office will consider past performance of grantees prior to awarding additional funds to those reapplying for contracts and grants, and shall deny applications from grantees that exhibited unsatisfactory performance. Therefore past performance of other state grants will be a consideration prior to final selection.

Capacity-Building Grant

If there are no applications or insufficient applicants passing the 75 point threshold, the Chancellor's Office may opt to issue a capacity-building grant to seed the needed public capacity sole source.

<u>Past Performance</u>

Per Article I, the Chancellor's Office can consider past performance prior to making final selection and as a basis for not making an award to an applicant.

D. Resource/Reference Materials

The RFA Specification will provide the necessary list of resource or reference material for completion of a grant, if applicable.

E. RFA Clarification

If any ambiguity, conflict, discrepancy, omission, or other error in this RFA is discovered, immediately notify the Chancellor's Office of the error and request a written modification or clarification of the document. A clarifying addendum will be given to all parties who have applied for this RFA, without divulging the source of the request. Insofar as practical, the Chancellor's Office will give such notice to other interested parties, but the Chancellor's Office shall not be responsible for failure to do so.

The contact email address for these Instructions and/or RFA Specification is: **DII_rfa@cccco.edu**.

F. Bidder's Conference

A Bidder's Conference will be held for this RFA as a webinar on April 25, 2018 at 3:00 p.m. Failure to attend the Bidder's Conference will not preclude the submission of an application.

Join from PC, Mac, Linux, iOS or Android: https://cccconfer.zoom.us/j/327817617

Or iPhone one-tap (US Toll): +14086380968,327817617# or +16468769923,327817617#

Or Telephone Dial:
   +1 408 638 0968 (US Toll)
   +1 646 876 9923 (US Toll)
   +1 669 900 6833 (US Toll)
   Meeting ID: 327 817 617

Or an H.323/SIP room system:
   H.323: 162.255.37.11 (US West) or 162.255.36.11 (US East)
   Meeting ID: 327 817 617

G. Application Format and Instructions

An Excel workbook (Appendix B) has been developed which contains a contact page, annual work plan, application budget summary, and an application budget detail sheet. This workbook must be used when submitting an application. The workbook contains formulas that will prevent errors in allocation amount, indirect costs, etc. Narrative sections such as the Cover letter, Abstract, Response to need, the management section and intent-to-participate letters are not part of the workbook. The Out-of-State travel form and the CEO Cover Letter Template can be found with the online application materials.

The following instructions prescribe the format and order for the development and presentation of the application for both the workbook and the narrative sections of the application. In order to receive the highest possible score and to prevent disqualification, the application format instructions must be followed, the application must follow the order prescribed below, all questions must be answered, and all requested data must be supplied. Applicants are expected to follow these instructions while using the RFA Specification, the forms provided in Appendix B, the CEO cover letter template, and the out-of-state travel form found with the online application materials.

The Chancellor's Office may require the applicant to make adjustments in the budget, annual work plan, or other aspects of the application prior to funding the grant.

Grant applications are scored based on a 100-point scale as indicated in the list provided below.

NOTE: A minimum averaged score of 75 must be obtained within the reading process in order to be considered for funding.

	Maximum points
Response to Need	20
Annual Work Plan (Statement of Work)	25
Application Budget Summary/Application Budget Detail Sheet	10
Project Management Plan	15
Quality of Service	30
Total Points	**100**

1. **Face Sheet**
   NOTE: The completed application will be submitted electronically and therefore no face sheet will be required. If an application is funded, an appropriate face sheet with instructions will be sent out for completion.

2. **Cover Letter**
   The Chief Executive Officer/Designee of the applying Community College District will submit a cover letter with signature within the electronic submission process stating that the Community College District is willing to be the fiscal agent if funded and is submitting the attached application for Chancellor's Office review.

3. **Contact Page**
An Excel workbook (Appendix B) contains the contact page, budget forms and annual work plan. The first tab "Do First" of the workbook requires the applicant to fill in the following information first:

- The Community College District that is applying (click twice on the Community College text box and choose the Community College District from the provided drop down menu).

After filling in the "Do First" tab, the District, applicable college, budget allocation, and regional name will auto fill within the contact page, application budget summary, application budget detail sheet and Annual Work Plan. The contact page tab must be filled in second. After filling in the contact page, Project Director and the Chief Business Officer name and title will auto fill within the application budget summary. These auto fill features prevent incorrect and/or inconsistent information within the application.

4. **Application Abstract**
(Narrative – Limited to one page, 1" margins, single- or double-spaced, 12 pt. Arial font)

The abstract should concisely summarize the entire application and must not exceed one page. Include statements on the objectives, procedures, expected contribution or impact on the funding priorities of the RFA specifications, and deliverables (products/services/outcomes/status reporting).

5. **Table of Contents**
The Table of Contents shall be on a separate page, with each component of the application listed and page numbers indicated.

6. **Response to Need**   **Maximum Points 20**
(Narrative – Limited to six (6) pages, 1" margins, single- or double-spaced, 12 pt. Arial font)

The Need section is a narrative that concisely describes the need for the projects as defined by the questions listed in the Need section of the RFA Specification. In addition, applicant should reference source(s) for substantiation of the need statement.

7. **Statement of Work (Annual Work Plan)**   **Maximum Points 25**

    a.   **Objectives**

        Objectives should be based on the needs of the proposed project while remaining consistent with the Objectives in the RFA Specification.

        List one objective per form, along with corresponding measurable outcomes, activities, timelines, and responsible individual. Label the

objectives in sequential order: Objective #1.0 at the top of page one; Objective #2.0 at the top of page two, and so forth. Up to ten (10) objectives can be selected.

Additional copies of the form will be needed to address all of the project objectives.

NOTE: Each objective must be on its own form and does not preclude a single objective having activities that cover more than one page.

b.   Activities

Project activities are the basic steps that are required to be taken to implement the stated goals of the project and to achieve results. Major activities and tasks should be outlined in the activities section of the Annual Work Plan for each objective.

c.   Performance Outcomes

Each objective should result in measurable outcomes (note: metrics are found in the LaunchBoard) that clearly link to the objectives and activities. Describe the outcomes in qualitative and quantitative terms. Address any performance outcomes unique to this project that will result from the implementation of the objectives and activities listed in the Statement of Work (Annual Work Plan).

Applicants should pay close attention to how the Student Personalization Services Project will advance these numerical *Vision for Success* goals:

- Provide research, analytics, and data presentations to increase the state's understanding of student progress from K-12 to college, completion, graduation, transfer and job placement
- Increase visibility of data to K-12, colleges, practitioners, legislators
- Increase the ability of practitioners and policy makers to identify issues and barriers and improve students' success along the educational journey.
- Increase the availability of customized/personalized user experiences for students
- Increase the ability of practitioners to increase student success according to Vision for Success goals.
- Increase understanding and usage of data in decision-making through research projects and presentation tools such as the Launchboard.

d. Timelines

Provide the projected completion date for key activities within the term of the grant. Identify the month and year in which activities are scheduled to be completed. Do not make activities *on going* or *year long*. An estimated completion date must be entered.

e. Responsible Persons

Identify specific individual(s) by roles that are responsible for completing the stated activities.

8. Application Budget Summary/Application Budget Detail Sheet
Maximum Points 10

In order to help allocation recipients plan objectives, activities and their corresponding budgets, Appendix C – Guidelines, Definitions and Allowable Expenditures has been developed. Please review these guidelines before completing your application budget summary and application budget detail sheet.

a. Completion of Application Budget Detail Sheet/ Application Budget Summary

The purpose of the Budget is to indicate whether the project is well planned and reasonable in scope. Technical errors in the budget can be changed if the project is recommended for funding, as long as the request does not exceed the maximum amount allowable.

Application Budget Detail Sheet: The application budget detail sheet is required within the application and must be filled in before the application budget summary as it auto fills and adds the application budget summary.

The application budget detail sheet is found within an Excel workbook in Appendix B. The budget detail sheet is filled in after completing the "Do First and Contact Sheet" tabs within the workbook because these sheets will auto fill the applicable sections of the application budget detail sheet and application budget summary (preventing errors). The application budget detail sheet must include the cost of each budget classification requested indicating specific rates and amounts. It is expected that this breakdown will be highly detailed.

Application Budget Summary: After completing the application budget detail sheet, the application budget summary within the Excel workbook will be fully filled in via the auto fill features. The application budget summary is to be signed by the Project Director and the District Chief Business Officer/Designee (if chosen for funding four originals in an ink color other than black will be requested in hard copy).

Workplan and Budget Artifacts

(i)   Within the RFA Response, and all associated performance reporting thereafter, must be represented a level of detail that allows Chancellor's Office representatives to draw alignment to the Project and Product Roadmaps, the budget assumptions as well as the project organization.

(ii)   Any workplan and budget submitted by a grantee or a subgrantee to the grant monitor without completing the strategic planning process and obtaining the CCCCO sponsors' sign-off will be deemed invalid and will be returned to the grantee or subgrantee to properly complete the process.

(iii) Grantees and subgrantees are required to submit a detailed budget, providing context about planned and actual expenditures.   Details may include, but are not limited to, technology vendor name, employee and contractor names, project roles (e.g. project mgr.), project alignment, % allocation for shared resources, etc.

Please provide a payment schedule that includes the following categories of information:

      a)   Maintenance and operations (M&O) costs by month (includes corrective, adaptive, and perfective maintenance efforts) including:
            i)   Software/Product/Tools (e.g., ongoing licensing, one-time acquisition implementation cost)
            ii)   Staff costs
            iii) Vendor/contractor costs
            iv)   Hardware (e.g., servers, network gear, workstations, laptops, other, and warranty/maintenance)
            v)   Subscription Services (SaaS, PaaS, IaaS/cloud)
            vi)   Other (e.g., travel, conferences, training, meetings)

      b)   Project/Initiative Costs by month (costs associated with defined projects; once these projects enter steady-state, these projects become part of M&O). For each project, include the following costs:
            i)   Software/Product/Tools (e.g., ongoing licensing, one-time acquisition implementation cost)
            ii)   Staff costs
             iii) Vendor/contractor costs
            iv)   Hardware (e.g., servers, network gear, workstations, laptops, other, and warranty/maintenance)
            v)   Subscription Services (SaaS, PaaS, IaaS/cloud)
            vi)   Other (e.g., travel, conferences, training, meetings)

c)   Date (mm/yyyy) when grantee will submit an invoice to the CCCCO (assume 60 calendar days for payment by CCCCO)

d)   For all software/product/tools, vendor/contractor, subscription services, and other contracts, please include contractual payment terms

(iv)   When reporting budget performance, grantees and subgrantees will provide visibility to original budget, actual expenditures, and will outline explainable variance (+/-).

(v)   If any unpaid, or unexpended funds remain at the end of any given fiscal year (surplus) due to the inability to fully complete a workplan objective, the grantee or subgrantee may carry-over the surplus into the workplan and budget for the next fiscal year with the prior approval of the CCCCO Sponsors during the May strategic planning session, and subject to grant term limits, confirmed CA

budget amounts and BOG approval. In this case, the total amount of prior year carry-over objective and dollar amount must be clearly represented within the workplan and the budget detail for the next fiscal year.

(vi) The grantee or subgrantee Program Manager or equivalent, will provide CCCCO Sponsors, Leads and Monitors with read access to all program and project collaboration sites and artifacts.

When entering dollar amounts, please round off to the nearest dollar.

b.   Indirect Administrative Costs

Program funds are for direct services to the project only and are intended to supplement, not supplant existing programs.

The indirect administrative costs (overhead) for the fiscal agent cannot exceed four percent (4%) of the total grant (line 8 of the application budget summary). The application budget detail sheet and application budget summary within the Excel workbook (Appendix B) will show an error message if more than 4% of line 8 is requested.

c.   Travel
For Travel (Object 5000), District travel and reimbursement policies apply. Only travel necessary for the project is allowed. List travel purpose and estimated cost. Out-of-State travel will be closely scrutinized and requires completion of the Out-of-State Travel Request form.

In addition, out-of-state travel must be disclosed on the application budget detail sheet. After the application has been fully executed, any out-of-state travel requires prior approval of the Project Monitor by sending in the above-mentioned form for approval. The state reserves the right to limit out-of-state travel. Out-of-country travel is not an allowable expenditure.

d. Equipment Purchases

It is the intent of this funding to design and implement long-term effectiveness and sustainability. Equipment purchases that meet the intent of the funding and show long-term sustainability are allowable.

e. Coordination Meetings

The coordinator may be required to attend various statewide or regional meetings in support of the project. Estimates of anticipated travel expenses must be listed in the application annual work plan and the travel section of the application budget detail.

9.   Project Management Plan   Maximum Points 15
(Narrative – Limited to three (3) pages, 1" margins, single- or double-spaced, 12 pt. Arial font)

See the RFA Specification for a complete description of Project Management Plan requirements. At a minimum, the Project Management

Plan requires a narrative consisting of a response to questions, an organizational chart and a regional consortia or collaborative governance chart. The organizational chart does not count against the page narrative limit.

10. Quality of Service   **Maximum Points 30**
(Narrative – Limited to three (3) pages, 1" margins, single- or double-spaced, 12 pt. Arial font)

In this section, please discuss your processes, staffing and subcontractor arrangements that meet the requirements of the grant and ensure timely, responsive, and quality service as well as quality monitoring.

Please include responses to the questions in this section of the RFA Specifications.

11. Application Procedures

a. The application must be received in a single PDF document in the order specified above. It is therefore anticipated the applicant will print out all sections of the application, get the required original signatures and copy and/or scan that completed application into a single PDF document (using the correct order) that will be attached to an e-mail and submitted electronically.

Assemble a single complete electronic copy of the application in PDF format and make sure all the following required signatures are received:

1) The cover letter must be signed by the District's Chief Executive Officer or authorized designee;

2) Application Budget Summary must be signed by the District's Chief Business Officer (or authorized designee) and the Project accountant.

b. Applications must be submitted electronically in a single PDF (no separate e-mails with pieces of applications will be accepted). The single PDF of the application must be e-mailed with the subject line reading: **"RFA2018-Digital Innovation and Infrastructure Technical Assistance Providers (DII TAP) Fiscal Agent Grant** to **Dii_RFA@cccco.edu (dii_rfa@cccco.edu)** by **5:00 P.M. on Friday, May 25, 2018**. Applications e-mailed to any address other than listed above will not be accepted. Any questions should be addressed to **Dii_RFA@cccco.edu**

The maximum size for all attachments sent within an individual e-mail to the Chancellor's Office is ten (10) MB. The Chancellor's Office suggests that applicants check to see what their servers allow for attachments when sending documents.

NOTE: Within two (2) business days after receiving an application via e-mail the Chancellor's Office will send an e-mail receipt. If after this

timeframe the applicant does not receive a receipt they should contact **Dii_RFA@cccco.edu** to confirm receipt of their application.

H. Rejection of Application

The Chancellor's Office Reserves the Right to Reject Any and All Applications Received.

An application shall be rejected prior to scoring if:

1. It is received at the Chancellor's Office via electronic submittal later than 5:00 P.M. on Friday, May 25, 2018 or sent to the wrong e-mail address.

2. The application fails to meet the requirements of the RFA Specification; or

3. The application contains false or misleading statements or references, which do not support an attribute or condition, contended by the applicant.

4. The application shall be rejected if, in the opinion of the State, such information was intended to erroneously and fallaciously mislead the State in its evaluation of the application and the attribute, condition, or capability of a requirement of this RFA.

I. Selection of Grant Readers

The respective Vice Chancellor will select groups of readers and alternates from members of the Chancellor's staff, community college consultation groups (CEO, CBO, CIO, CSSO, CISO and Academic Senate), and other appropriate entities that are Representative of not only a wide range of expertise in education but also of ethnic and geographic diversity and gender balance. The selected readers and alternates will then use the criteria and scoring processes set out below to score and rank applications.

J. Scoring Criteria

All applications will be evaluated and ranked on the basis of the following criteria:

Response to Need	20
Annual Work Plan (Statement of Work)	25
Application Budget Summary/ Application Budget Detail Sheet	10
Project Management Plan	15
Quality of Service	30
TOTAL	**100**

Each criterion value is assigned a weight factor that indicates the level of importance to the project. The point values are displayed below.

Criterion Value	10 PT	15 PT	20 PT	25 PT	30PT
Poor	0-2	0-3	0-4	0-5	0-5
Below	3-4	4-6	5-8	6-10	7-11
Average	5-6	7-9	9-12	11-15	12-17
Above Average	7-8	10-12	13-16	16-20	18-24
Exceptional	9-10	13-15	17-20	21-25	25-30

The criterion values are described below:

Poor
Points are awarded to responses that are not minimally acceptable. For example:

● The applicant does not state a requirement and offers no explanation of how or what will be accomplished.

Below Average
Points are awarded to responses considered to be minimally acceptable. For example:

● The application states a requirement, but offers no explanation of how or what will be accomplished.
● The response contains a technical deficiency, an inaccurate statement or reference concerning the how or what is to be accomplished.

Average
Points are awarded if the application satisfies the requirement and describes specifically how and/or what will be accomplished.

Above Average
Points are awarded if the application satisfies the requirements and describes specifically how and/or what will be accomplished in a clear, concise, and direct manner, including sample products and illustrative materials (i.e., diagrams, charts, graphs, etc.) if appropriate.

Exceptional
Points are awarded if the application satisfies the requirements and describes specifically how and/or what will be accomplished in a superior manner, both quantitatively and qualitatively.

Projects designed to support ongoing initiatives require a significant commitment from the applicant as well as the Chancellor's Office. These projects have very prescriptive criteria, a highly delineated scope-of-work to be accomplished, and may require a site visit as part of the review process to verify the: (1) financial support for the proposed project; (2) projects' responsiveness to established program criteria; (3) availability of matching funds for the project; (4) budget justification; (5) college ability to implement and manage the projects locally.

K.   Notification of Intent to Award Grants

Notifications of intent to award grants will be sent to the respective district superintendents/presidents indicating whether or not the application was approved. Chancellor's Office staff will negotiate the specific scope of work, budget, and timeline for each awarded project. A public notification listing the tentative grant awards will be posted in the Chancellor's Office and Chancellor's Office Web site

Note: All questions regarding this notice for tentative grant awards should be addressed to dii_rfa@cccco.edu in the Strategic Projects Unit.

L.   Grant Protest Procedures

Applicants may file a letter of protest against the award of a grant. The protest must be filed with the Executive Vice Chancellor of Workforce and Economic Development Division identified in the RFA Specification. Protest letters must be mailed to the appropriate Executive Vice Chancellor of Workforce and Economic Development, Chancellor's Office, California Community Colleges, 1102 Q Street, Suite 4400, Sacramento, CA 95811, **within ten (10) business days from the date of notification**. The protest must include a full and complete written statement specifying the grounds of protest and must be based on the process and/or procedures used in the review and recommendation of applications for awards. The Executive Vice Chancellor shall review all the information submitted with regard to the protest and render a decision regarding the protest within thirty (30) calendar days. The decision of the Executive Vice Chancellor shall be final.

M.   Calendar of Key Dates

The Request for Application process adheres to important deadlines. These deadlines include the Chancellor's Office receipt of applications, reading of applications, intent to award notifications and protest deadlines. The list of key dates follows:

Key Dates

April 18, 2018	RFA Released
April 25, 2018	Bidder's Conference
May 9, 2018	All Clarifying Questions Due
May 25, 2018	**Deadline for Submitting Applications**
June 7, 2018	Notification of Intent to Award
June 21, 2018	Protest Period Ends
July 16, 2018	Board of Governors Approval
July 18, 2018	Grant Commencement
June 30, 2019	Grant End Date

Reporting Dates

September 30, 2018	1st Quarter Year-to-Date Expenditure and Progress Report due
December 31, 2018	2nd Quarter Year-to-Date Expenditure and Progress Report due

March 30, 2019	3rd Quarter Year-to-Date Expenditure and Progress Report due
June 30, 2019	4th Quarter Year-to-Date Expenditure and Progress Report due
July 31, 2019	Final Claim of Expenditures and Final Report due

Reference Materials

Appendix A
    Article I: Program-Specific Legal Terms and Conditions
    Article II: Standard Legal Terms and Conditions
Appendix B
    Application Forms
Appendix C
    List of Additional Resources
Appendix D
    Standards, Evaluation Criteria and Best Practices
Appendix E
    Edtech Operating Norms

Terms and Conditions

The executed grant shall consist of a Grant Agreement face sheet, the Grantee's application, and all required forms. The RFA Specification and the Grant Agreement Legal Terms and Conditions, as set forth in the RFA Instructions are incorporated into this grant by reference.