ITEM: Business Intelligence and Analytics Consulting

DEPARTMENT: Kansas State University – Office of Chief Information Officer

CLOSING DATE: April 16, 2020 at 2 p.m.

CONDITIONS OF ADDENDUM:

The following are attached for review and consideration:

- Responses to vendor questions

Please submit a signed copy of this addendum with your bid response.

Cathy Oehm
Assistant Director Purchasing
kspurch@ksu.edu
P: 785-532-6214

I (we) have read and understand this Addendum and agree it is a part of my (our) bid on the above proposal.

NAME OF COMPANY OR FIRM: _____________________________________________

SIGNED BY: _____________________________________________________________

TITLE: __________________________________________ DATE: _____________
1. What is the budget for this initiative? What is your estimated project budget (capex)?
   Answer: We will not release budget information during the bid process, as we are a state agency.

2. What is your estimated TCO in the cloud (monthly or annual)?
   Answer: This will be dependent on the outcome of this consulting and could vary based on consultant recommendation.

3. Who is the Primary Point of Contact, Executive Sponsor, other stakeholders and their roles?
   Answer: During the bid process the Purchasing Office is the primary point of contact. Executive Sponsor is the CIO, the Associate Provost for Institutional Research and Deputy CIO for BI, Analytics, and Enterprise Applications will serve as the point of contact during the project.

4. Will the successful vendor be precluded from implementing solutions that result from recommendations from this consulting engagement?
   Answer: See phase 2 optional.

5. Section ‘Acknowledgement of Addenda’ page 4 of 13: Where can I find the Acknowledgement of Addenda form?
   Answer: There is no “Acknowledgement of Addenda” form. Each addendum must be signed and returned with the proposal.

6. Section ‘4. Content Requirements’ page 7 of 13: Just to clarify the pricing requirements: A fixed cost total and cost breakdown for each section of each task must be included in the narrative of the proposal. On the Cost Proposal form, do we need to include only the total cost for Phase 1 or Phase 2, or does the University require any additional details, such as hourly rates and total proposed hours?
   Answer: Would like to see both, total and breakdown, for each phase so we understand how you came to the total cost.

7. Section ‘Scope of Services’ page 8 of 13: of the RFP it states that the “consultant submitting a bid shall provide cost proposals for each of the task categories below.” Could you clarify what you mean by “task categories”? Does that refer to the Specifications and Deliverables on page 9? Are there other activities that should be included in the cost proposal?
   Answer: Task Categories are in reference to the objectives outlined under “Intent and Purpose”, Phases for the project, and Specifications and Deliverables.

8. Section 'Intent and Purpose', page 8 of 13: Regarding the objective 'Establish oversight, administration, and governance for the University community':
   1. Does this statement relate to data management or is the scope broader?
   2. Could you specify what groupings and functions are considered 'University Community'?
      Answer: We want to consider solutions that will aid in not only data reporting but also could assist in governance. This would apply to the entire University community meaning academic and administrative units at all campuses.
9. Section 'Intent and Purpose', page 8 of 13: Regarding the objective 'Streamline data interfaces and integrations across multiple systems including student, financial, and employee':

   a. Could you clarify if you are looking for (1) an architecture assessment (e.g. applicability of an integration solution such as middleware / ESB / Integration Platform) or (2) for an integration / interface audit that assesses the functionality of specific interfaces and integrations?
   b. Could you provide an inventory of in-scope interfaces and integrations to better estimate the required effort?
   c. Could you provide insight regarding the intended usage of the assessment (e.g. identify flaws in existing interfaces and integrations, quote middleware solutions, establish technology roadmap, etc.)

   Answer:
   a) pertinent to this statement we want to be sure that the solution considers the needs to streamline data flow between multiple systems and the reporting data structures.
   b) Redoing our integrations or interfaces is out of scope for this project.
   c) To assist us in identifying technology approaches to improve our ability to be more agile in delivering data and analytics for use in data informed decisions.

10. What is the current state of the overall budget modernization program? Is it in initial planning stages or has work actively been done in the multi-year effort mentioned?

   Answer: The budget modernization project is just an example of an ongoing initiative that has highlighted our need for a more robust data architecture to support administrative decisions.

11. What stakeholder areas does the university envision will be included in the budget modernization initiative?

   Strategic enrollment?

   Answer: Both of these together impact the entire campus community.

12. Has the University developed conceptual requirements for budget modernization that are intended to be included in the resultant RFPs? Or will the selected consulting team be expected to help develop this during Phase 1 of the engagement?

   Answer: These are just examples of initiatives that have highlighted our need for a more robust data architecture to support administrative decisions.

13. What is the scope of the budget modernization? How involved and committed are other members of leadership team (outside of the office of the CIO) in this budget modernization initiative?

   Answer: Other leaders are fully involved--these are University initiatives being driven at the highest levels of our administration.

14. Can you provide a brief overview of the process for making strategic decisions?

   Answer: Strategic decision-making process involves gathering inputs from relevant stakeholders. The foundation for making strategic decisions is the mission of K-State.

15. Are strategic decisions made for the university, down to the individual school, or a combination of the two?

   Answer: Strategic decisions made at the university level often define the overall directions for the entire university, which will affect plans and actions of multiple areas. At the same time, K-State is a relatively decentralized organization. Each subunit (division, college, etc.) has much freedom to make its own strategic decisions. However, K-State uses different mechanisms/venues (e.g., interdepartmental and/or cross-functional councils/committees) to ensure the alignment of strategic decisions made at different levels.

16. The level of involvement and depth of decision makers that are expected to be included materially impacts both the level of effort for the scoping and strategy as well as the data collection and standardization efforts.

   Answer: The level of involvement and depth of decision makers that are expected to be included depend on each specific project as well as the roles of a decision-maker plays in the process.

17. Section 'Specifications and Deliverables' page 9 of 13: To what extent are the following areas part of the scope of the assessment:

   a. Administrative services (e.g. Admissions, Research Management, Student Services, Finance, Marketing, Facility Management, IT, HR, etc.)--Great extent
   b. Academic operations of faculties (content-driven, teaching-related data and information, etc.)--Great extent
c. Research operations (content-driven, contract-specific data and information, etc.)—medium level extent

d. Student-driven activities (Student organizations, fraternities, etc.)—lesser extent

e. Sports operations—lesser extent

f. Others (social organization, alumni groups, etc.)—lesser extent (Alumni Association might be an exception)

18. Section 'Specifications and Deliverables' page 9 of 13: How does the University view the relationship between the Specifications and Deliverables listed on page 9 of the RFP and the objectives listed on page 1 and again on page 8? Is it reasonable to assume the University views the Specifications and Deliverables as means of achieving those objectives?
Answer: Yes, the Task Categories are in reference to the objectives outlined on page 1 and under “Intent and Purpose”, Phases for the project, and Specifications and Deliverables.

19. Section 'Specifications and Deliverables' page 9 of 13: The first Specification and Deliverable (page 9) states: “Review current data tools and reporting environment, providing recommendations for improving data driven decision requirements.” Has the University already defined its decision requirements?
VENDOR clarification – Vendor was unsure of intended meaning of the phrase “data driven decision requirements.” Statement was read to mean that statement to mean that K-State wants recommendations for improving the standards or requirements that govern the practice of data-driven decision making. These requirements would include things like data literacy standards, training, data governance, business intelligence platforms, decision inventories and the actual decision-making process.
If my understanding is correct, then my question is, where are we starting from? Does the university already have a set of requirements to be reviewed, or is it looking for guidance on scoping and defining those requirements?
If I have misunderstood that statement, then clarification on what the university is looking for would be appreciated.
Answer: We are seeking to improve our data driven decision approach.

20. Section 'Specifications and Deliverables' page 9 of 13: The second Specification and Deliverable (page 9), states: “Identify challenges, technical and functional…” What would the University consider a functional challenge? Would that include challenges with institutional culture, leadership and management systems, business practices and formal processes?
Answer: Data stewardship – approving access to data (example Financial and Student)

21. In the Excel spreadsheet containing additional questions, the question related to Experience-002 asks for a resume. Can I append my resume to my proposal, or does it have to be included in the cell under the Vendor Response column?
Answer: You may list names of the individuals on the team and provide resume(s) as necessary.

22. On page 9, under the section “requirements” the RFP states “see attached spreadsheet.” Can the university provide the referenced spreadsheet?
Answer: The spreadsheet referenced on page 9 is available on the Solicitations website, in the Additional Specifications column. The solicitations website may be found at https://dfs.ksu.edu/rfq/.

23. What is the makeup of your team? How would you score your teams experience with: Data, Analytics, Environments, and Governance (scale 1 to 4)? Do you have any Data Scientists or DBAs on staff?
Answer: Technical side we do have DBA’s and some experience setting up data marts and cubes. We will be providing training and most likely increase the team size once we determine what solution we will be implementing. Office of Institutional Research is involved in the process closely as well.

24. What technologies does your team leverage today for Data, Analytics, Environments, and Governance?
Answer: PowerBI, Data cookbook, SQL server

25. How many source systems will be integrated at the onset of this initiative?
Answer: Initially we would like our ERP and CRM systems, including PeopleSoft student & HR, Oracle financials, and Salesforce

26. Is there quality documentation for each source system such as data dictionaries and ERDs?
Answer: We do have data cookbook with several definitions. We also have some ERDs.

27. To what degree are the requirements defined for this initiative?
Answer: We are asking for consultant assistance to help define the requirements.
28. How many total dashboards, analytics, and reports are in scope for the chosen solution?
   Answer: We don’t have a total number—we want a solution that allows us to build them out as needed and grow as necessitated by University initiatives. Office of Institutional Research publishes a large collection of dashboards, analytics, and reports while other offices also produce this kind of products.

29. Do you have a timeframe in mind for implementation following your selection of technologies and systems integrators?
   Answer: We want to move quickly to a solution.

30. Tell us about your user community (those receiving data and analytics) - How many users will ultimately use the selected solution and at what frequency (daily, weekly, monthly)?
   Answer: We have around 5000 employees and 20000 students. Initially a subset of these groups will use the solution, but we want the ability to grow as necessary to support new initiatives over time. The solution will be used daily by some and less frequently by others.

31. Would Kansas State consider a hosted and managed solution in addition to a new data and analytics platform?
   Answer: Yes

32. Are master data management (MDM) and data quality management (DQM) solutions being evaluated? Would this capability be a differentiator in your evaluation and selection?
   Answer: Yes, it could be and should be mentioned in your proposal.

33. Are you open to a POC early on in your evaluation and selection process?
   Answer: Yes, however this should be at no cost to the University.

34. Do you envision Kansas State extending its data and analytic services? In what ways?
   Answer: I think it is clear by the release of this RFP we are looking to extend services. Please see intent and purpose in the RFP page 8.

35. What kind of solution do you have in mind (IaaS, PaaS, SaaS)?
   Answer: We are looking to help identify that as part of phase 1.

36. What DBMS platform does your data environment(s) currently reside?
   Answer: We have multiple including Oracle and SQL Server

37. What is the current infrastructure configuration (on-prem, cloud, hybrid)?
   Answer: Currently the data marts and cubes are on-prem but we have a cloud first strategy.

38. Is your environment currently virtualized?
   Answer: Yes

39. Who is your cloud provider(s)?
   Answer: We use both AWS and Azure

40. Do you have documentation on the environment(s) (e.g., Schema mapping, data dictionary, etc.)?
   Answer: We do have data cookbook and some ERD’s

41. How many source systems are there?
   Answer: We have several and our plan is to grow as needed. See question 19 for additional details.

42. Are there any future source systems that need integrated in a later phase?
   Answer: Yes we will be interested in expanding this to systems such as Canvas, Handshake, Fusion, Kronos, Housing, Facilities, Research, K-State 360, Advising, Student Clubs and Organizations, PageUp, and other systems yet to be deployed.

43. What is the total Data Volume (in GB)?
   Answer: Current system doesn’t hold all of the needed data for us to report.
44. Do you have any current licenses for ETL, Analytics, or Reporting tool(s)?
   Answer: We use webmethods for a good amount of our integrations and also informatica for Salesforce. However, we want to consider combining all of our integrations into a new ETL tool. Currently we have several PowerBI reports but are interested in long-term tools based on this consulting recommendation.

45. What are the ETL Schedule requirements (streaming to daily refresh of data)?
   Answer: API, near real-time, and batch are currently how most integrations are done.

46. Do you have a preferred analytics and reporting tool (PowerBI, Tableau, QuickSight, Qlick, etc.)?
   Answer: We hope to glean more information about reporting tool requirements based on this consulting engagement.

47. Do you have/use any third-party scheduling tools?
   Answer: Provide an example not sure what you mean by third party scheduling tools.

48. What are the on-going support expectations once the project is complete?
   Answer: No on-going support based on this SOW.

49. Are there any current data quality issues in the source systems?
   Answer: Yes

50. Are there any expected changes in environments?
   Answer: potentially a new ERP in a few years

51. What are the Hours of business operation including time zones?
   Answer: generally, 8:00 am to 5:00 pm - all central time zone

52. Do you require Load testing?
   Answer: Would like to have the ability to load test if available.

53. Do you have Dev, QA, or Test Environments?
   Answer: We do have two environments

54. What are your change management policies?
   Answer: Change management procedures will be addressed during negotiations.

55. Do you have a standardized version control process (e.g., Git, Team Foundation, DevOps)?
   Answer: We do use Git

56. What are the data redundancy requirements?
   Answer: We plan to discuss this further with the successful vendor

57. What are the data retention policy?
   Answer: Currently a group is working with the State of Kansas in documenting and identifying specific data retention policies around specific sets of data.

58. What security requirements do you have?
   Answer: See answer 59

59. What is your privacy and compliance considerations (HIPPA, GDPR, SOX, PCI, etc.)?
   Answer: All of the above plus FERPA and CUI

60. Can you provide some examples of key metrics and KPIs you have in mind? Do you have any detail of metrics and reporting you can share on existing systems?
   Answer: Student enrollment, retention and degree completion, expenditures, endowment, annual giving amount, faculty awards, research grants, doctorates granted, employee and student diversity, etc...

61. How do the various systems share data today?
   Answer: Multiple ways
62. What reporting and data management tools currently being used?
   Answer: See question 44

63. Is the business intelligence and analytics program intended to be University wide or is it centralized around core functions or departments that will be impacted by the solution?
   Answer: University wide

64. What activities does the University currently pursue around artificial intelligence or machine learning? How do they fit into the business intelligence and analytics initiative?
   Answer: Would like additional details on how the final solution could grow into potentially using this technology. Is not required immediately.

65. Are there certain dates and milestones that the University is seeking to meet? If so what are they?
   Answer: Would like a solution in place as soon as possible.

66. Depending on how much data KSU has, metrics and reporting requirements, etc., a completion date of July 2020 may not be feasible. Is KSU hard set on this delivery date?
   Answer: Reminder this is the consulting portion only and not implementation of the complete solution.

67. RFP Response Content Requirements (page 6); “3. Outline the proposed approach, methodology, work plan, and schedules to accomplish each of the tasks requested, as listed in the SCOPE OF SERVICES section.” Also, “5. Provide a schedule for completion of the work that comports with the required timelines set out under ADDITIONAL CONTRACT REQUIREMENTS.” What is the difference between the schedule referenced in #3 versus #5?
   Answer: #3 outlines more specific tasks, milestones, and work breakdown structure for how the successful vendor will approach the work. #5 outlines the total time needed for work completion to include when the successful vendor will provide us a specific written report based on findings.

68. RFP Response Content Requirements (page 8); “11. Provide a minimum of three (3) higher education client references who can discuss their experiences working with the consultant. Company name, contact, phone number and email address information shall be included for each reference.” The file “Requirements40683.xlsx” indicates under EXPERIENCE-003 to provide at least 5 higher education references. Please clarify.
   Answer: Please provide at least 3 references but no more than 5.

69. RFP Response Content Requirements (page 8); “13. University Signature Sheet, Cost Proposal and Requirements Checklist forms.” The Requirements Checklist form referenced is the completed Vendor Response column in the “Requirements40683.xlsx” file. Correct?
   Answer: Yes this is correct

70. Scope of Services (page 8); “The consultant submitting a bid shall provide cost proposals for each of the task categories below.” Please indicate what are the task categories referenced in this statement.
   Answer: Task Categories are in reference to the objectives outlined under “Intent and Purpose”, Phases for the project, and Specifications and Deliverables.

71. Cost Proposal (page 13) & Scope of Services (Page 9); This form requires Vendor to submit costs for Phase 1 and Phase 2 as well as optional services. However, under Scope of Services, KSU states “Phase 2 (optional) – In addition to the primary focus, implementation services may be desired. Do you have the ability to provide implementation services for what you might recommend? If so, please provide some information regarding how you would charge for that implementation.” Please provide guidance as to what is expected for the cost line in Cost Proposal for Phase 2.
   Answer: Provide both a lump sum quote for services and an hourly rate with an estimate of the total hours for each phase.

72. The first sentence under SCOPE OF SERVICES on page 8 states “The consultant submitting a bid shall provide cost proposals for each of the task categories below.”. Can you please confirm if the “task categories” are Phase 1 and Phase 2 as shown on page 9, or are there more categories of tasks that require cost proposals?
   Answer: Task Categories are in reference to the objectives outlined under “Intent and Purpose”, Phases for the project, and Specifications and Deliverables.
73. (Page 9, ADDITIONAL CONTRACT REQUIREMENTS): Is there anything we must provide in our bid proposal in regard to the final contract terms listed on page 10 of the RFP?
   Answer: If you do not accept these terms and conditions you will need to identify your exceptions.

74. (Page 13, COST PROPOSAL): Please explain what is meant by "Optional Services". Are bidders allowed to present services for KSU's consideration that fall outside of scope described in the RFP?
   Answer: This may be presented and can be discussed during negotiations. The final decision will not be based on these.

75. (RFP RESPONSE CONTENT REQUIREMENTS, #13): Please elaborate on the "Requirements Checklist"? We do not see it in the document.
   Answer: Please see the excel spreadsheet. This will need to be completed and returned.

76. Please confirm whether three or five references are required.
   Answer: Please provide at least 3 references but no more than 5.

77. To what extent is software selection for a budget tool a part of the scope of this engagement?
   Answer: See question 12.

78. Can the University summarize the status of the budget modernization effort?
   Answer: See question 12.

79. Is the University looking to have the selected vendor understand the implications of potential budget modernization solutions on the business analytics program?
   Answer: See question 12.

80. In Attachment 1, the RFP states "Would you be open and willing to meet with our campus community and participate/lead listening sessions?" Should listening sessions be included in the project tasks and activities? If so, can the University provide guidelines in terms of the number of listening sessions expected for estimating purposes?
   Answer: We would like the vendor to meet with a diversified set of constituents. This should include representatives from academics, financial services, student services, human capital services, research office, communications and marketing, institutional research, and technology services. How that information is best cultivated will be up to the vendor.

81. Should the costs for creating RFP and vendor selection be included at optional services in the cost proposal?
   Answer: Yes, that would be fine.

82. What analytics tools are currently used at K-State?
   Answer: See question 24.

83. In the Cost proposal, the RFP asks for a fixed cost. Item #4a asks for an hourly rate and breakdown of hours. Which one do you want in the proposal?
   Answer: Please provide both.

84. Will it be acceptable to provide an hourly rate for implementation services (phase 2), rather than fixed costs?
   Answer: We primarily need to know if you are able to be considered as an implementation vendor once we procure a solution.

85. What current processes do you have in place to mitigate GDPR/CUI?
   Answer: The university has implemented processes to comply with both GDPR and CUI. We will provide details of these processes to the successful vendor upon project engagement.