

# TEXAS HIGHER EDUCATION COORDINATING BOARD

## Statement of Work (SOW) Snowflake Data Submission

**SOW No. 781-4-02321**

### Questions and Answers

February 28th, 2024

1. 3.0 - Scope of Work - The Scope of Work (SOW) indicates that the THECB requires additional support from a vendor to further implement its Data Submission Portal (DSP). Will the THECB please:

- 1) Detail the current state of the DSP, the maturity and state of the application front- and back-end layers.

- 2) Provide conceptual, logical, and physical technical diagrams of the existing DSP solution. This will allow Vendors to understand the current environment (e.g., systems, interfaces, databases, etc.) and to better understand the level of enhancements required for the portal.

**RESPONSE:** For security purposes, the THECB will not provide more details to respondents beyond the following: the DSP is .net application hosted in Azure infrastructure. It leverages SQL Server databases, Snowflake, and Power BI. This application has been live for roughly two years, but Snowflake implementation is roughly eight months old. Some data calls currently in production leverage Azure Synapse and Azure Data Factory.

2. 3.0 - Scope of Work - Can THECB please confirm whether operations and maintenance activities are included in the scope of work for this RFP?

**RESPONSE:**

The intention of the RFP is to further development of the data submission portal to streamline agency data calls leveraging technology consistently to include full Snowflake integration across all collections.

3. 3.01 -Technical Requirements - Please confirm that both Azure & Snowflake are active and supporting the curation in production.

**RESPONSE:** Yes. Both are active and supporting curation.

4. 3.01 -Technical Requirements - What is the backend of Production Data Management UI referring to? Azure or Snowflake?

**RESPONSE:** Both – the application leverages both Snowflake and Azure for data curation.

5. 3.02 - Deliverables - Within each data call phase, please clarify the desired needs for the following:

- Phase 1: Azure Data Factory
- Phase 2: Movelt/VB Code
- Phase 3: .NET Application

**RESPONSE:**

- Phase 1: Azure Data Factory Transition data submission processes in place in ADF to a process using Snowflake.
- Phase 2: Movelt/VB Code Transition data submission processes in place in Movelt/VB Code to a process using Snowflake.
- Phase 3: .NET Application Transition data submission processes in place in .Net to a process using Snowflake.

6. 3.02 - Deliverables - Can THECB please provide the estimated number of Power BI reports to be developed for the DSP?

**RESPONSE:** Each of the CBM report submissions has an associated Edit check report that we want to have generated via Power BI. There are roughly 20 CBM submissions. However, the reporting template for one submission may work for another.

7. 9.02 - Organization of the - Can THECB please provide the specific response requirements such as page count in responding to this RFP?

**RESPONSE:** There is no specific page count for proposals. Please be sure to include everything requested under Section 9.02.

8. Can THECB please confirm whether non-US citizens/non-US based personnel can support the scope of the work?

**RESPONSE:** Contracted services, including services performed by subcontractors, must be conducted by individuals located in the US who are legally eligible to work in the US. Upon

request, the awarded vendor shall provide THECB with an electronic or hardcopy confirmation of compliance with this requirement.

9. Given the brief period between Q&A and the proposal submission deadline, will THECB consider a 14-day extension to ensure Vendors can integrate answers from questions to provide a high quality and compliant response.

**RESPONSE:** THECB will extend proposal due date from March 5, 2024 to March 14, 2024.

10. Will THECB specify the anticipated budget for this RFP?

**RESPONSE:** THECB cannot disclose budget.

11. Section 2.0.2 - What DIR contract type(s) are eligible for this SOW? Are ITSAC contracts eligible? If only DBITS, which categories are eligible?

**RESPONSE:** ITSAC Vendors are not eligible for this solicitation. The Technology Category eligible for this SOW is "Application Development, Maintenance, and Support, Technology Upgrade, Migration, and Transformation; and Enterprise Resources Planning (ERP)."

12. Section 3.0.1 - Can you please clarify what Texas Higher Education Coordinating Board means by "ancillary tools" referred in point #3.

**RESPONSE:** Ancillary tools implies services and other applications called from/to the data submission portal.

13. Section 3.0.1 - Will all testing (QA and UAT) be performed by Texas Higher Education Coordinating Board Resources? Can we assume that only unit testing will be performed by the vendor?

**RESPONSE:** QA and UAT will be performed by THECB staff.

14. Would THECB prefer integrating reports and dashboards directly into the web submission portal, or use Power BI as a separate analytics tool accessible via login?

**RESPONSE:** Integration into the submission portal.

15. Can you please list out your current reports deployed on PowerBI, and how are they accessed.

**RESPONSE:** Power BI is used to generate error reports in the application, and the reports are viewed by the end user from within the submission portal to determine what corrections are needed for their data submission.

16. How PowerBI is getting data from the submission portal.

**RESPONSE:** Power BI has a data source from the underlying database.

17. Could you provide few sample validation rules saved within your existing DMUI application? Please also mention how the current data submission portal accesses them.

**RESPONSE:** See Table 1.0 Sample Validation Rules.

**Table 1.0: Sample Validation Rules**

Row ID	Rule ID	Rule Item	Questionable	Rule SQL	Rule Message	Data Element (Position)	Example value	Type Length	Description	Questionable Data
1	CMB001-001	Record Code	N/A	Report Code <> '1'	Invalid Record Code	#1. (1)	1	AlphaNumeric (1)	Record Code	N/A
2	CMB001-002	Institution Code	N/A	ISNUMERIC(Institution Code)=0	non-numeric	#2. (2-7)	003634	AlphaNumeric (6)	Fice - Institution Code	N/A
2	CMB001-002	Institution Code	N/A	Institution Code <> Institution Code_Header	Institution Code does not match Institution Code in header	#2. (2-7)	003634	AlphaNumeric (6)	Fice - Institution Code	N/A

18. Does THECB have specific examples of what constitutes "certified" vs. "decertified" data?

**RESPONSE:** Certified means institutions have approved and verified that the data is error free. Decertification of data allows institutions to resubmit data that may have been certified but was later found to have errors or missing data. When institutions ask to decertify, the agency approves that request and allows institutions to submit data and recertify.

19. Does the system need a feature to manually certify a report?

**RESPONSE:** This functionality is already implemented in the Data Submission portal. No new functionality is needed.

20. Is there a preferred timeframe for completing a certification or decertification cycle after a submission has been made?

**RESPONSE:** Submissions have a due date for certification. We want to capture up to one year after that date any decertification and resubmissions that occur. There are rare occasions when data is allowed to be decertified outside of this one-year window. Those resubmissions would need to be processed like the others.

21. Please elaborate on your error reporting requirements? What is the preferred method of delivery (via the portal, email, etc.) for these reports?

**RESPONSE:** The error reports should be available via the portal but able to be saved by the institutions in a format other than a PDF, preferably a CSV format that can be opened in a spreadsheet.

**22.** Are there limitations on the maximum size of individual data files, or the overall volume the system needs to handle at once?

**RESPONSE:** There are no limitations.

**23.** Will institutions be able to batch upload multiple files at once, or will they be limited to single-file submissions?

**RESPONSE:** We would like both functionalities, batch and single-file. As of now, only a single file can be submitted via the data submission portal.

**24.** Is the agency also seeking support post go-live for system stabilization?

**RESPONSE:** The agency will expect a post go-live period of warranty and support of approximately 30-90 days.

**25.** Are there specific performance thresholds (response time, etc.) the system must meet for Power BI dashboards and reports?

**RESPONSE:** There are no specific time thresholds. The expectation is to have a report generated without a time out occurring.

**26.** In addition to basic submission tracking, what advanced metrics or KPIs does THECB aim to monitor or visualize with the new system?

**RESPONSE:** None.

**27.** Do users need the ability to retrieve history, download previous submissions, or compare recent and past submissions?

**RESPONSE:** Yes. This functionality is existing.

**28.** Do you have a data classification policy outlining sensitivity levels requiring specific security or encryption safeguards?

**RESPONSE:** Broadly speaking, this data is classified as FERPA data.

**29.** Will the system require integrations with other authentication systems (SSO, etc.) in addition to CBPass (for e.g. PowerBI)?

**RESPONSE:** SSO integration is not necessary for end-users to view Power BI-driven error reports. Transition from CBPass to another agency IAM is not in scope for this project.

**30.** In the table where phases and reports are mentioned, what is the significance of Azure Data Factory, Movelt/VBCode, and .NET Application in it?

**RESPONSE:** The current DSP work is processed through three different environments: ADF, Movelt/VBCode, and .NET. THECB wants all of the data submission to process

through Snowflake, uploaded via the data submission portal application, written in .net/C# on Azure.

- 31.** Are there any current data pipelines, SQL data warehouses, or analytical processes already set up in Synapse that would need to be migrated or ported as part of the transition to Snowflake?

**RESPONSE:** Yes.

- 32.** What is current data volume and its projected data growth trajectory over the next 3-5 years?

**RESPONSE:** The current data volume is roughly 750GB to 1TB. It is difficult to estimate year to year growth due to unforeseen data needs, but the growth should be roughly 8-10GB of new data per year.

- 33.** Is THECB open to a hybrid-team model with core team offsite and rest of the team from non-US delivery centers.

**RESPONSE:** Contracted services, including services performed by subcontractors, must be conducted by individuals located in the US who are legally eligible to work in the US. Upon request, the awarded vendor shall provide THECB with an electronic or hardcopy confirmation of compliance with this requirement.

- 34.** Section 8.02 Calendar of Events. Could THECB please kindly grant an extension for the due date submission?

**RESPONSE:** THECB will extend the proposal due date from March 5, 2024, 11:30 p.m. CT. to March 14, 2024, 11:30 p.m. CT.

- 35.** 2.0 Minimum Eligibility Requirements. Could THECB kindly confirm if there is a mandatory Historically Underutilized Businesses (HUB) participation?

**RESPONSE:** There is not a mandatory Historically Underutilized Business (HUB) participation requirement.

- 36.** 2.0 Minimum Eligibility Requirements. Could THECB please confirm the percentage of the HUB participation?

**RESPONSE:** There is no percentage for Historically Underutilized Business (HUB) participation.

- 37.** 2.0 Minimum Eligibility Requirements. Will THECB have preferences for a HUB-certified vendor?

**RESPONSE:** THECB has been provided a list of eligible DIR vendors. The award will be determined based on the best value for the State of Texas.

**38.** 2.0 Minimum Eligibility Requirements. Could THECB please confirm if firms can use a subcontractor to comply with HUB's goal?

**RESPONSE:** Yes, however all subcontractors require prior approval by the THECB.

**39.** 2.0 Minimum Eligibility Requirements. Could THECB please confirm if for the HUB goal must be certified in Texas or for a specific agency?

**RESPONSE:** Historically Underutilized Business (HUB) certification requirements are determined by the Department of Information Resources (DIR). HUB Subcontracting Plan was initially collected when DIR issued solicitations to award their contracts. THECB does not request an additional HUB Subcontracting Plan to be completed.

**40.** Section 3.01 Technical Requirements. Could the THECB kindly confirm whether it's seeking a COTS solution or a custom solution?

**RESPONSE:** THECB is seeking enhancement of its custom solution.

**41.** Section 3.01 Technical Requirements. How many reports/dashboards does the THECB currently have?

**RESPONSE:** THECB has many Power BI reports.

**42.** 2.0 Minimum Eligibility Requirements. Could THECB confirm if the Firm can provide subcontractor experience to fulfill the minimum requirements?

**RESPONSE:** Subcontractors who will serve as key personnel for the project can be included in the responses to the minimum eligibility requirements. All subcontractors must be approved by THECB prior to engaging in any contracted services. Subcontractors must also abide by all applicable terms of the DIR contract and any additional contract terms requested by THECB.

**43.** Is the utilization of subcontractors permitted by THECB for this project?

**RESPONSE:** All subcontractors must be approved by THECB prior to engaging in any contracted services. Subcontractors must also abide by all applicable terms of the DIR contract and any additional contract terms requested by THECB.

**44.** Is it allowed to use a subcontractor for 100% of the completion of this project?

**RESPONSE:** Possibly; however, the subcontractor must be approved by THECB prior to engaging in any contract services. Subcontractors must also abide by all applicable terms of the DIR contract and any additional contract terms requested by THECB.

**45.** Section 2.01 Experience. Can THECB please clarify if it is allowed to use a subcontractor to comply with the required experience?

**RESPONSE:** Subcontractors who will serve as key personnel for the project can be considered. All subcontractors must be approved by THECB prior to engaging in any contracted services. Subcontractors must also abide by all applicable terms of the DIR contract and any additional contract terms requested by THECB.

- 46.** Section 2.02.1 Active Department of Information Resources Vendor. Is it mandatory to have a DIR contract to participate in this opportunity?

**RESPONSE:** Yes, as stated under Section 2.02.01.

- 47.** Section 2.02.1 Active Department of Information Resources Vendor. Can THECB that firms with a DIR contract only must include the contract number in the proposal response?

**RESPONSE:** Section 9.02, the first PDF shall contain "Respondent's current DIR contract number or a hyperlink to Respondent's current active DIR contract."

- 48.** Section 2.02.1 Active Department of Information Resources Vendor. Can THECB please confirm is not required to provide any documentation related the DIR contract in the proposal response?

**RESPONSE:** Section 9.02, the first PDF shall contain "Respondent's current DIR contract number or a hyperlink to Respondent's current active DIR contract."

- 49.** Section 2.02.2 Company Profile, Management team resumes and Key personnel resumes. Could THECB kindly clarify if there is a page limit for the resumes?

**RESPONSE:** No page limit.

- 50.** Section 9.0 Proposal Format and Content. Could THECB please clarify if is it allowed to use digital signatures?

**RESPONSE:** Digital signatures are allowed.

- 51.** Section 9.02 Organization of the Proposal for Submission. If the Firm provides a Statement of no potential conflict of interest, does the Statement have to be included in Attachment A or on a separate file?

**RESPONSE:** Per Section 9.02, Attachment A is required and must be attested to by an unsworn declaration. Failure to provide either a statement on potential conflicts of interest or a statement that no potential conflicts exist shall automatically disqualify Respondent. Please include statement on Attachment A.

- 52.** Under section 2.0 Minimum Eligibility Requirements, point 2.01 Experience, could THECB please clarify if vendors can provide commercial/nongovernment experience to fulfill this requirement?

**RESPONSE:** Yes.



**53.** Is it mandatory to use a HUB subcontractor to bind on this solicitation?

**RESPONSE:** No.

**54.** Under section 2.0 Minimum Eligibility Requirements, point 2.0.2.2 Company Profile, could THECB please clarify if vendors have to provide this information with the Technical Response? If Yes, under which section of the Technical Response vendors have to address this requirement?

**RESPONSE:** Yes, Section 2.0 and all Subsections of Section 2.0 need to be addressed and included in the first PDF, Section 9.02 Organization of the Proposal for Submission.

**55.** Section 3.0 Scope of Work. How many years of data does THECB have in various data systems?

**RESPONSE:** This varies depending on when the collections began, but there is data from as early as 1989.

**56.** Section 3.0 Scope of Work. What are the different data sources and types of data in each source systems?

**RESPONSE:** SQL server, FERPA (sensitive, protected) data.

**57.** Section 3.0 Scope of Work. Does THECB have an ER diagram explaining current Data models/systems?

**RESPONSE:** Yes.

**58.** Section 3.0 Scope of Work. Is THECB looking to migrate existing data to a new cloud platform? If yes, what is the size of the data?

**RESPONSE:** No.

**59.** Section 3.0 Scope of Work. Are there any data quality issues to be taken care of while migrating data to the cloud?

**RESPONSE:** Migration of data to the cloud from on-prem servers is being performed and validated by THECB staff.

**60.** Section 3.0 Scope of Work. What is the expected source-wise data growth rate in terms of % on a yearly basis?

**RESPONSE:** About 1-2%.

**61.** Section 3.0 Scope of Work. Does THECB have a presence in cloud technologies? If so, is it hosted on a Commercial Cloud or a Government Cloud?

**RESPONSE:** Yes, State of Texas public cloud offering via Shared Technology Services program.

**62.** Section 3.0 Scope of Work. Does any of the existing data systems reside in a cloud environment (Azure, AWS, GCP, etc.), or are they all on-premises?

**RESPONSE:** Both.

**63.** Section 3.0 Scope of Work. Is THECB strictly looking for a Snowflake platform for a new data model environment?

**RESPONSE:** Only Snowflake.

**64.** Section 3.0 Scope of Work. Is THECB strictly looking for a .Net environment in Azure for the portal application?

**RESPONSE:** Yes. We are looking to enhance the current application, not rewrite it.

**65.** Section 3.0 Scope of Work. Does THECB have a requirement to upload files from the new portal application?

**RESPONSE:** Yes, this functionality already exists.

**66.** Section 3.0 Scope of Work. Does THECB have existing reports/dashboards? If yes, what is the format of existing reports (Maybe Excel or Crystal Reports)?

**RESPONSE:** Yes, Power BI.

**67.** Section 3.0 Scope of Work. Is THECB expecting to design/develop new reports in Power BI after migration to the Snowflake environment?

**RESPONSE:** Yes.

**68.** Section 3.0 Scope of Work. At present, what mechanism does THECB use for data feed into existing data systems? Is there any front-end application (C# Window-based GUI or other)?

**RESPONSE:** Data files are uploaded via the existing data submission portal (a .net application)

**69.** Section 3.0 Scope of Work. Does THECB possess the necessary documentation outlining the current systems and business processes?

**RESPONSE:** Yes.

**70.** Section 3.0 Scope of Work. What is the current skillset of the incumbent team? Are there data scientists, analysts, developers?

**RESPONSE:** Current DMR/DevOps team: one Director of Data Devops, one assistant director, one data architect, two data analysts, one director of CBM submissions, and five CBM data analysts. The IT team consists of three software engineers, experienced in .net,

Azure services, and limited Snowflake knowledge. We also have a DBA with strong SQL Server experience.

**71.** Section 3.0 Scope of Work. Does THECB expect the vendor to deploy any on-site resources to complete any tasks in the project or it is possible to go for completely remote resources?

**RESPONSE:** It is possible for this contract to be carried out fully remote.

**72.** Section 3.0 Scope of Work. Can firms utilize a hybrid resource model (on-site, remote, off-shore) to accomplish the project?

**RESPONSE:** Contracted services, including services performed by subcontractors, must be conducted by individuals located in the US who are legally eligible to work in the US. Upon request, the awarded vendor shall provide THECB with an electronic or hardcopy confirmation of compliance with this requirement.

**73.** Section 3.0 Scope of Work. What is the duration of the entire project?

**RESPONSE:** Nine to twelve months.

**74.** Section 3.0 Scope of Work. Can THECB please explain more about the phases in the project and the timeline for each phase?

**RESPONSE:** Phase 1 (two months): transition of ADF processes for CBMs to Snowflake; Phase two (six months): transition of MoveIt/VB Code processes for CBMs to Snowflake; Phase 3 (four months): transition of .NET processes for CBMs to Snowflake.

**75.** Section 3.0 Scope of Work. Does THECB have any specific budget for the whole project or phases?

**RESPONSE:** THECB cannot disclose budget.

**76.** Section 3.0 Scope of Work. How many environments does THECB have in the present technology stack?

**RESPONSE:** There are a minimum number of environments to allow for development, QA, UAT, and production.

**77.** Section 3.0 Scope of Work. Does THECB use any Project Management, Version controlling tool such as Azure DevOps, JIRA, etc.?

**RESPONSE:** Azure DevOps.

**78.** Section 3.0 Scope of Work. Is there any preference for a development framework such as Agile/Scrum?

**RESPONSE:** Prefer an Agile/Scrum development framework with sprints and regular check-ins/standups.

**79.** Under section 2.02.2. Could THECB please clarify the difference between Management Team and Key Personnel?

**RESPONSE:** Management team oversees personnel and/or has oversight on project management. Key personnel would include, "each individual to perform the services described in this SOW including expertise in Agile development methodology and processes and in application development using .Net, SQL Server, Visual Studio, Azure Synapse, Snowflake, and PowerBI."

**80.** Section 2.02.2 it states, "Experience working on similar projects; and," could THECB please clarify if this experience required is for the Key Personnel who will be in charge of managing the contract or experience of the firm on similar projects?

**RESPONSE:** Key personnel.

**81.** Under section 2.02.3 Key Staff and Qualifications of Key Staff, could THECB please clarify if vendors only have to provide an acknowledgment paragraph for this section, since the Key Staff qualifications and resumes are required in section 2.02.2 Company Profile?

**RESPONSE:** Yes, acknowledgment will suffice for 2.02.3. This section further explains the need for staff to be fully knowledgeable of the work required under the SOW and the evidence that can be provided for a response to 2.02.2, Company Profile.

**82.** Under section 7.04, could THECB please clarify if vendors have to submit a redacted version of the Technical Response?

**RESPONSE:** See SOW Section 7.04. If Respondents are submitting proprietary or confidential information, Respondents must clearly label the proprietary or confidential information and identify the specific Public Information Act exception from disclosure that applies.

**83.** 9.0 Proposal Format and Content. Does THECB require wet ink signatures?

**RESPONSE:** No.

**84.** Section 9.02 Organization of the Proposal for Submission. Is there a page limit for the proposal response?

**RESPONSE:** No page limit. Please note "THECB recommends a limit of 75 MB for each attachment."

**85.** Section 9.02 Organization of the Proposal for Submission. Can THECB kindly clarify if the resumes, table of contents, cover page, and any other information, would count toward the page limit?

**RESPONSE:** No page limit. Please note "THECB recommends a limit of 75 MB for each attachment."

- 86.** Under Section 9.0 Proposal Format and Content, could THECB please clarify if vendors have to submit Attachment B?

**RESPONSE:** Attachment B is not required to be submitted with proposal

- 87.** Attachment A: Conflict of Interest Disclosure Statement. Can THECB please confirm if a firm that doesn't have any conflicts of interest must not complete Attachment A?

**RESPONSE:** Per Section 9.02, Attachment A is required and must be attested to by an unsworn declaration. Failure to provide either a statement on potential conflicts of interest or a statement that no potential conflicts exist shall automatically disqualify Respondent.

- 88.** Attachment A: Conflict of Interest Disclosure Statement. Could THECB kindly clarify whether a firm devoid of any conflicts of interest is solely obligated to furnish a statement affirming this fact?

**RESPONSE:** Per Section 9.02, Attachment A is required and must be attested to by an unsworn declaration. Failure to provide either a statement on potential conflicts of interest or a statement that no potential conflicts exist shall automatically disqualify Respondent.

- 89.** Section 10.0 Proposal Evaluation Criteria, Budget Approach. Could THECB please disclose the allocated budget for this contract?

**RESPONSE:** THECB cannot disclose budget.

- 90.** Under Section 9.02, can vendors provide commercial references?

**RESPONSE:** Yes.

- 91.** Under Section 9.02, can vendors provide ongoing contracts as references?

**RESPONSE:** Yes. Section 9.02, "Do not use THECB or any individuals employed by THECB as a reference."

- 92.** Section 9.02 Organization of the Proposal for Submission, Transmittal Letter. Is it allowed to sign the transmittal letter with a digital signature?

**RESPONSE:** Yes.

- 93.** Could THECB please clarify how many vendors will be awarded?

**RESPONSE:** One.

**94.** Is it required to provide the Good Standing Certificate alongside the proposal response?

**RESPONSE:** No.

**95.** Is there any incumbent associated with this project? If so, please disclose the name.

**RESPONSE:** No.

**96.** Is it required to provide the Certificate of Insurance (COI) alongside the proposal response?

**RESPONSE:** No.

**97.** If we are using a subcontractor, is it required for the subcontractor to provide the COI?

**RESPONSE:** This is not required for the Proposal.

**98.** If the resources we provide at the time of proposal submission are not available at the time of a potential contract award could we replace them with equally qualified resources?

**RESPONSE:** Any substitution of key personnel must be approved by THECB.

**99.** Does THECB have a mandatory participation goal for DVBE/SBE/MBE/LBE/MWBE?

**RESPONSE:** No

**100.** If we are using a subcontractor, can the subcontractor meet the DVBE/SBE/MBE/LBE/MWBE participation?

**RESPONSE:** No subcontracting requirement.

**101.** Will THECB have preferences for a vendor that is certified as DVBE/SBE/MBE/LBE/MWBE?

**RESPONSE:** No preference

**102.** Section 3.0 Scope of Work. Does THECB accept remote resources to work on the project?

**RESPONSE:** Yes

**103.** Section 3.0 Scope of Work. Does THECB prefer on-site resources to execute the project?

**RESPONSE:** From time to time as project work, planning, and reviews warrant.

**104.** Under Section 10.0 Proposal Evaluation Criteria, Timeline 10%, could THECB please clarify if vendors have to address this timeline criterion under section 3.0 Scope of Work, subpoint 3.02 Deliverables?

**RESPONSE:** Yes. A timeline for the deliverables should be included.

**105.** 9.0 Proposal Format and Content (Required). Could THECB please clarify how many references are required to be provided in the proposal response?

**RESPONSE:** Section 9.02 Organization of the Proposal for Submission, No. 2, 4<sup>th</sup> Checkbox, "Respondent shall provide at least three (3) references, including contact information.."

**106.** Section 9.0 Proposal Format and Content. Are there any format margins that we need to consider when writing our proposal?

**RESPONSE:** No

**107.** Section 9.0 Proposal Format and Content. What is the suggested font size and type for the proposal?

**RESPONSE:** No

**108.** Section 9.0 Proposal Format and Content. Could THECB please clarify if it is required to provide resumes of the proposed personnel? If yes, is there a page limit for the resumes?

**RESPONSE:** Yes, resumes of the proposed personnel are required. See Section 2.02.3, Key Staff and Qualifications of Key Staff. No page limit.

**109.** Under Section 10.0 Evaluation Criteria, could THECB please clarify if vendors only have to provide the Pricing Excel sheet to suffice the criterion Budget Approach 10%? If not, could THECB please elaborate on what information vendors have to provide to suffice the Budget Approach and under which section vendors have to address it within the Technical Response?

**RESPONSE:** Only the Pricing Excel spreadsheet is required. Supporting documentation can be included in the Technical Response.

**110.** 7.03 Confidentiality. In case firms are submitting confidential information in the response, is it required to provide a redacted version?

**RESPONSE:** See SOW Section 7.04. Respondents must clearly label any proprietary or confidential information and identify the specific Public Information Act exception from disclosure that applies.

**111.** Section 3.01 Technical Requirements. Could the THECB please confirm the utilization of dashboard/reporting tools? If affirmative, could you specify the particular solutions employed?

**RESPONSE:** The agency specifically used Power BI for dashboards. For project execution, it is expected that project management uses Azure DevOps for tracking project work.

**112.** Does THECB accept offshore resources to execute the project?

**RESPONSE:** Contracted services, including services performed by subcontractors, must be conducted by individuals located in the US who are legally eligible to work in the US. Upon request, the awarded vendor shall provide THECB with an electronic or hardcopy confirmation of compliance with this requirement.

**113.** Could THECB please provide the estimated date of the project execution?

**RESPONSE:** Approximately nine to twelve months after the issuance of a purchase order and execution of any additional required contract documents.

**114.** Could THECB kindly clarify the exact number of attached files needed for the response?

**RESPONSE:** Section 9.02: THECB is requesting a total of three (3) files. What needs to be included in each file is listed under Section 9.02.