REQUEST FOR PROPOSALS

RFP: #2021-001
Student Retention and Intervention Management Solution

Issue Date: Tuesday, December 15, 2020

Due Date: 4:00 p.m. MST, Tuesday, January 26, 2021

Office of Finance and Administration
921 Paseo de Onate
Espanola, NM 87532

CONTACT: Cheryl James, CPO
505.747.2162
cheryl.james@nnmc.edu
a) **INTRODUCTION**

A. **Purpose of this Request for Proposals**

The purpose of the Request for Proposal (RFP) is to solicit fixed-price proposals, from experienced and qualified vendors, to establish a contract through competitive negotiations for procurement of a comprehensive student retention management and early alert software that will be used collaboratively by academic and administrative departments to support Northern New Mexico College’s (Northern) strategic retention goals. The awarded service contracts will be for a 12-month period, with option to extend the contract on an annual basis at the same price, terms and conditions for up to three (3) additional years. The budget for this project is estimated at $50,000 to $80,000 annually.

Issue Date of Request for Proposal: Tuesday, December 15, 2020
Due Date of Proposal: 4:00 p.m. MST Tuesday, January 26, 2021
Northern Point of Contact: Cheryl James, CPO
Email: cheryl.james@nnmc.edu
Phone: (505) 747-2162
NGIP Codes: 20800, 20900

Proposals **must be emailed** in PDF format to the Procurement Manager by 4:00pm MST/DST January 26, 2021. Email submissions must clearly indicate that they are in response to the Student Retention and Intervention Management Solution RFP: #2021-001.

B. **Background Information**

Northern is a state-funded institution of higher education, managed by a five-member Board of Regents appointed by the Governor of the State of New Mexico. Northern was founded in 1909 by the New Mexico Territorial legislature with an original mission to teach English to Spanish-speaking teachers in the area. Historically, Northern has been a community/technical college, but in 2005, the college began offering four-year degree programs. Currently, Northern is an accredited, two-year and four-year degree granting institution of higher learning and offers degrees in biology, business administration, elementary education, engineering, environmental science, information technology, and nursing. The college primarily serves rural communities within a 40-mile radius of its main campus in Espanola, New Mexico; it also has a branch location in El Rito, NM that is about 30 miles north of its main campus. Northern’s mission is to provide accessible, affordable, community-based learning opportunities that meet the educational, employment, and enrichment needs of our culturally diverse region.

C. **Scope of Work**

With the implementation of a Student Retention and Intervention Management Solution (SRIMS), Northern hopes to improve our student management and efficiency of our retention and early alert
initiatives across the entire college. The early alert and warning technology (SRIMS) will be used to identify students who are "off track" or at-risk of failing and offering those students targeted interventions to help them be successful. This technology/solution will connect students with campus support services, such as the Accessibility Resource Center, tutoring services, behavioral health counseling services. This technology will be also be utilized by students to access college resources and support services in order to promote student-driven persistence toward completion of their academic goals.

The Offeror must have designed its core product specifically and primarily for use in the higher education environment. The product must be in production and successfully used in institutions of higher education of similar size and scope to those described herein. The proposed system should be an integrated real-time system that consolidates data across siloed systems, monitors student progress, and offers risk assessment of students. The system must be secure and protect data at rest and in transit.

The proposed integrated software solution must be compatible with NNMC’s current information technology solution (BANNER) but versatile enough to be compatible with other Enterprise resource planning (ERP) systems if the college were to migrate to a new ERP within the next five (5) years.

The required services for the solution we are seeking is expected to provide the following:

a) Software provides a secure repository for all records which must remain confidential and comply with GLBA, HIPAA, and FERPA requirements, as applicable.

b) Software is designed to provide secure communication between staff, faculty and students allowing for sharing of sensitive information related to intervention activities.

c) Software licensing is based on either an unlimited site or a tiered-user license model with no per-user incremental cost.

d) Company has been in the business of providing services to high education institutions at the college level at schools of equivalent size and demographics, such as (or related to) those set forth in this document for at least four (4) years.

e) Software is expected to seamlessly integrate with Banner or allow scripting of data transfers.

f) Offeror must have a DUNs and be registered in good standing on the Federal System for Award management website (SAM.gov). Offeror must also not be disbarred or suspended as a vendor in the State of New Mexico.

Offerors are encouraged to be as responsive as possible to each item above in their response.

1.0 Installation Schedule

Northern anticipates that the SRIMS will be installed and tested during the Spring 2021 semester. All data conversion, and training of faculty/staff will occur during this period. The SRIMS will go ‘live’ and be fully functional by our Fall semester in August 2021.

2.0 Performance Specifications
A. The proposed SRIMS must be able to integrate real-time student data from multiple systems, including but not limited to:

i. Ellucian Banner Student – student biographical and contact data, student curriculum data, academic standing, school affiliation, attributes, and group memberships.

ii. Ellucian Degree Works – student progress towards degree, flagging when a student goes “off course” from planned program of study.

iii. Blackboard Learning Management System (LMS) – student access and activity (or lack thereof).

iv. And flexibility to be able to migrate/work with other databases or ERP systems.

B. Generate student-centered interventions and college risk assessment and response:

i. Using biographical profile data, high school data (as stored in Banner Student), registration patterns, etc, identify students who may be at risk given their combination of certain demographical data, program selection, high school academic history, etc.

ii. Using transcript and grade reports, identify students who experience semester to semester grade fluctuations that put them at risk of losing their academic good standing status.

iii. Ability to administer student surveys, including the collection, analysis and use of real time student information.

iv. Ability to send student alerts, reminders, course assignment due dates and appointment dates via email or text message, including appointment reminders for students, faculty, staff.

v. Allow for student-initiated appointment scheduling with college resources/services.

vi. Provide dashboards and a variety of reports, in various formats, customized per roles/user access, that have drill down capability to supporting data.

C. Monitor student retention and progress toward graduation:

i. In collaboration with data from Ellucian Degree Works and Banner Student, identify patterns that may delay timely degree completion, even if a student remains in good academic standing (completion rates, withdrawals, registration patterns, course selections, etc).

ii. Identify when a student does not meet benchmarks within their declared major or program.

iii. Automate the early alert processes front end and backend, must include a public interface for faculty and staff.

iv. Provide for access real-time information by multiple users simultaneously by faculty/staff/students.

v. Built in tracking of all activity that can be utilized for program assessment.

vi. Students must have access to appropriate and timely information regarding their individual progress toward educational goals, as well as the ability to opt out of
system generated communications

D. Security access to student information:
   i. Software must have the ability to limit access to student information based on an institutional hierarchical structure requiring different levels of permission to be assigned to each staff/faculty member for view/read and or write access.

E. Training and Support:
   i. Software solution must provide for initial training for faculty/staff and provide ongoing support and training reference materials for all users.
   ii. Software subscription/purchase should include annual support for Northern’s faculty/staff for all upgrades and enhancements.
   iii. Software should have ‘self-help’ capabilities via help links or videos.

F. IT/Technical requirements
   i. Software must have multi-level security access and allow for data encryption over the network.
   ii. Software must be customizable using the College’s current ERP system structure.
   iii. Software must be compatible with and accessible via a full text and mobile web browser.
   iv. Software must be cloud based with a disaster recovery solution that includes scheduled, daily, data back-up.
   v. Software must be capable of tracking all system-generated data changes.
   vi. Software must be FERPA, HIPPA, and ADA compliant.
   vii. Provision for ongoing technical support to Northern’s IT department for the implementation of the product, including all upgrades and enhancements.
   viii. Provide a list of client machine requirements required to support the proposed system.
   ix. Vendor, if selected, must provide all detailed system architecture options to Northern’s Information Technology department.

Offeror must outline in their proposal all necessary IT support and resources required by Northern for the installation, implementation and daily support of their software product.

3.0 Additional Response Requirements

A. Costs & Fees:
   i. Offeror must provide itemized pricing information including but not limited to costs associated with implementation, testing, training, annual maintenance, and other related costs for a four (4) year period. (Please see File B formatting guidance below).
   ii. Offeror must describe clearly what is included in annual maintenance costs and what is not included. (Please see File B formatting guidance below).
iii. Offeror’s proposed solution should include installation of all software components and any required hardware components (if applicable) to achieve acceptance. Acceptance is defined as the date on which the software is installed on location, has been shown to perform to the University's specifications, and vendor has guaranteed that the software is ready for user training.

iv. Added-Value Offers: Please indicate any offerings or value-added programs that may be beneficial to Northern, including optional features currently available which are not requested as part of this RFP.

v. Vendor’s proposed solution must provide escalation procedures in the event of a failure of the proposed solution’s software, if not covered under a maintenance agreement.

vi.

D. Submission Requirements

Offerors shall submit only one (1) proposal. The proposal shall be formatted for standard 8 1/2 x 11 paper size, in 12-point type font with page numbers, and organized in the following format:

File A:
- Transmittal Letter;
- Table of Contents;
- Summary of proposed services;
- Response to Mandatory Specifications;
- Supporting material and/or technical documentation; and
- The Campaign Contribution Disclosure Form.
- Any applicable preferences.

File B:
- Itemized proposed fixed costs*, including set-up fees, annual fees, other fees, and hour rates as applicable (i.e. technical support, training, consulting); and
- Offeror’s Additional Terms and Conditions (optional).

*All discussion of proposed costs, rates or expenses shall occur only in File B.

Proposals may be emailed in PDF format to the Procurement Manager by the specified time/date. Email submissions must clearly indicate that they are in response to the Student Retention and Intervention Management Solution RFP: #2021-001.

Please see Section III Specifications for details regarding mandatory specifications.

E. Procurement Manager

Offerors may contact ONLY the Procurement Manager regarding this procurement. Other Northern staff and faculty do not have the authority to respond on behalf of Northern with regard to this procurement. Please address all questions and RFP responses to:
F. Procurement Library

The Procurement Manager has established a Procurement Library. All documents listed in the Procurement Library are hereby incorporated into this RFP by reference. Offerors are encouraged to review the material contained in the Procurement Library by accessing the documents from the Northern’s website at https://nnmc.edu/home/facultystaff-gateway/business-services/information-on-current-rfp-s/. Other than Offeror-reproduced copies, materials cannot be removed from the library.

The library contains information listed below:

- RFP and associated Appendixes
- Response to written Offeror questions
- Other relevant documents

G. CONDITIONS GOVERNING THE PROCUREMENT

A. RFP Conditions

Northern reserves the right to accept proposals, in whole or in part that most closely meet the criteria described herein. Northern also reserves the right to cancel this RFP in whole or in part at any time if it is in its best interests. An award will not be based solely on the lowest fee; instead, it will be based on several weighted criteria, as provided herein that will be used to determine the most advantageous offer. The successful Offeror will enter into a service contract with Northern. A sample of the contract is included as Appendix D.

B. Sequence of Events

<table>
<thead>
<tr>
<th>Action</th>
<th>Responsible Party</th>
<th>Target Date</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Issuance of RFP</td>
<td>Northern</td>
<td>December 15, 2020 (Tuesday)</td>
</tr>
<tr>
<td>2. Last Day to Submit Written Questions</td>
<td>Potential Offerors</td>
<td>5:00 p.m., January 6, 2021 (Wednesday)</td>
</tr>
<tr>
<td>3. Response to Written Questions</td>
<td>Procurement Manager</td>
<td>5:00 p.m. MDT, January 8, 2021 (Friday)</td>
</tr>
<tr>
<td>4. Deadline for Submission of Proposals</td>
<td>Potential Offerors</td>
<td>4:00 p.m. MDT, January 26, 2021 (Tuesday)</td>
</tr>
<tr>
<td>5. Proposal Evaluation</td>
<td>Evaluation Committee</td>
<td>January 28-29, 2021 (Thursday &amp; Friday)</td>
</tr>
</tbody>
</table>
C. **Explanation of Events**

The following paragraphs describe the activities listed in the sequence of events shown in Section II. D., above.

a. **Issuance of RFP:** This RFP is being issued on behalf of the Northern on Tuesday, December 15, 2020.

b. **Deadline to Submit Written Questions:** Offerors may submit written questions to the Procurement Manager to clarify information presented in this RFP until 5:00 p.m. MST/DST Wednesday, January 6, 2021 as indicated in the sequence of events.

c. **Response to Written Questions:** The Procurement Manager will distribute responses to written questions publicly by close of business on Friday January 8, 2021 via Northern’s webpage at [https://nnmc.edu/home/facultystaff-gateway/business-services/information-on-current-rfp-s/](https://nnmc.edu/home/facultystaff-gateway/business-services/information-on-current-rfp-s/).

d. **Submission of Proposal:** All Offeror proposals must be received for review and evaluation by the Procurement Manager or designee, **no later than 4:00 p.m. MST/DST on Tuesday, January 26, 2021.** Proposals received after this deadline will not be accepted or considered. Pursuant to Section 13-1-116 NMSA 1978, the contents of proposals shall not be disclosed to competing potential Offerors prior to contract award. Proposals may be sent by email in PDF format to the Procurement Manager listed above. The negotiation process is deemed to be in effect until the contract is awarded pursuant to this Request for Proposals.

e. **Proposal Evaluation:** An Evaluation Committee will evaluate proposals per the Sequence of Events above. The Evaluation Committee will be appointed by Northern management. During this time, the Procurement Manager may initiate discussions with Offerors for the purpose of clarifying aspects of the proposals if deemed necessary. Discussions **shall not** be initiated by the Offerors. The most advantageous proposal may or may not have received the most points.

f. **Selection of Finalists:** The Procurement Manager will notify finalists and provide a schedule for the presentations/demonstration per the Sequence of Events above.

g. **Presentations/Demonstrations:** Finalists will be required to make an oral presentation/demonstration of their products/services. The Procurement Manager will schedule the time for each Offeror’s demonstration/presentation. All presentations will be made via remote access Zoom meeting and limited to a fixed amount of time.

h. **Best and Final Offers:** Finalists may be asked to submit revisions to their proposals for the purpose of obtaining best and final offers on the date indicated in the Sequence of Events above.

i. **Contract Award:** After Northern management’s review and acceptance of a) the Evaluation Committee’s recommendation, b) any Contractor requested modifications of the proposed contract, and/or c) any Contractor specific terms and conditions, an award will be issued on
the date indicated in the Sequence of Events, or as soon thereafter as possible. This date is subject to change at the discretion of the Chief Procurement Officer. In the event mutually agreeable terms cannot be reached with the apparent most advantageous Offeror in the time specified, Northern reserves the right to finalize a contractual agreement with the next most advantageous Offeror(s) without undertaking a new procurement process.

j. **Protest Deadline**: Any protest by an Offeror must be timely and in conformance with Section 13-1-172 NMSA 1978 and applicable procurement regulations. A Protest Manager has been named in this RFP, pursuant to NMSA 1978, § 13-1-172. **ONLY** protests delivered directly to the Protest Manager in writing and in a timely fashion will be considered to have been submitted properly and in accordance with statute, rule and this RFP. The 15-calendar day protest period shall begin on the day following the award of contracts and will end at 5:00 pm MST/DST on the 15th day. Written protests must include the name and address of the protestor, the RFP number, a statement of the grounds for protest, (including appropriate supporting exhibits), and it must specify the ruling/remedy requested. Protests received after the deadline will not be accepted. The protest must be delivered to:

Cheryl James, CPO – Protest Manager  
Northern New Mexico College  
921 N. Paseo de Onate  
Espanola, NM 87532

H. **SPECIFICATIONS**

A. **Mandatory Specifications**

Offerors must provide a written response and/or a reference to an appropriate paragraph(s) in supporting technical documentation for each specification. The proposal response must follow the order in which the specifications are listed. All specifications are **mandatory**. Offerors should respond in the form of a thorough narrative to each specification. The narratives along with required supporting materials, will be evaluated and awarded points accordingly.

1. **Letter of Transmittal**

   Each proposal must be accompanied by a completed Letter of Transmittal signed by a person authorized to obligate the company. The letter of transmittal **must**:

   a) Identify the submitting organization;
   b) Identify the name, title, telephone number, and e-mail address of the person authorized by the organization to contractually obligate the organization;
   c) Identify the name, title, telephone number, and e-mail address of the person authorized to negotiate the contract on behalf of the organization;
   d) Identify the names, titles, telephone numbers, and e-mail addresses of persons to be contacted for clarification;
   e) **Explicitly** indicate acceptance of the conditions governing the procurement (per Appendix B – General Requirements);
   f) Be signed by the person authorized to contractually obligate the organization; and
g) Acknowledge receipt of any and all amendments to this RFP.

2. **Summary of Proposed Services**
   Offerors shall submit a summary of proposed services in response to Northern’s student retention and intervention management solution needs as detailed in the Scope of Work.

3. **Offeror’s Higher Education Experience**
   Offerors shall submit a statement regarding their experience working with higher education intuitions, of similar size and scope to those described herein, including experience of subcontractors, if applicable.

4. **Offeror’s Company Experience**
   Offerors shall submit a statement of relevant company experience, including experience of subcontractors, if applicable. Include in your narrative information: years in business; information on your current financial status; any current litigation and/or bankruptcy; insurance coverages; and if background checks are a standard practice for the company. Please also provide a list of current customers utilizing your proposed solution/product.

5. **Offeror’s Company References**
   Offeror’s proposals shall include three (3) external references from clients who are willing to validate the Offeror’s past performance on similar, recent contracts. The minimum information that shall be provided for each client reference follows:
   
   a) Name of the contact person;
   b) Name of the company or governmental entity;
   c) Address of the contact person;
   d) Telephone number of contact person;
   e) Email address of the contact person;
   f) A description of the products and services provided and dates the products and services were provided.

6. **Proposed Key Personnel Experience and Qualifications**
   Offerors shall provide short experience narratives of a Key Personnel who will be performing services under the contract. Narratives(s) should include a thorough description of the individual’s education, knowledge, and relevant experience, as well as certifications or other professional credentials.

7. **Project Plan**
   Offerors shall submit a project plan, including a milestone chart of tasks to be performed to successfully implement the proposed services per the target dates provided in the Scope of Work. Within your project plan, please include information regarding how the Offeror will work with Northern to resolve any barriers that may emerge affecting successful project completion.

8. **Samples of Work Products/Tools and Techniques**
   Offerors shall provide samples of relevant work products provided to previous clients.
9. **Proposal Presentation**
   If selected as a finalist, Offerors agree to provide the Evaluation Committee with a demonstration of their product/service and the opportunity to interview proposed Key Personnel members. A statement of concurrence is required.

10. **Cost**
    Offerors shall provide itemized proposed costs, including set-up fees, annual fees, other fees, and hour rates as applicable (i.e. technical support, training, consulting).

11. **Proposal Presentation/Demonstrations**
    Finalists shall provide the Evaluation Committee with a demonstration of their proposed products/services via a remote Zoom meeting per the Sequence of Events.

12. **Campaign Disclosure Form**
    A completed Campaign Contribution Disclosure Form is required for all contracts secured by competitive sealed bid pursuant to NMSA 1978 13-1-191.1.

13. **Resident Business Preference**
    Pursuant to Section 13-1-21 and Section 13-1-22 NMSA 1978 a resident business possessing a valid resident business certificate shall receive an additional 50 points. The Offeror’s proposal must contain a copy of a valid Resident Business Preference Certificate issued by the New Mexico Taxation and Revenue Department in order to qualify for the preference. Please note: An Offeror may only receive one preference.

14. **Resident Veterans Preference**
    Pursuant to Section 13-1-21 and Section 13-1-22 NMSA 1978 a resident veteran possessing a valid New Mexico Resident Veterans Preference Certificate shall receive an additional 100 points. The Offeror’s proposal must contain a valid Resident Veterans Preference Certificate issued by the New Mexico Taxation and Revenue Department in order to qualify for the preference. Please note: An Offeror may only receive one preference.

**IV. EVALUATION**

**A. Evaluation Point Summary**

The following is a summary of evaluation factors with point value assigned to each.

<table>
<thead>
<tr>
<th>FACTOR</th>
<th>POINTS AVAILABLE</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Letter of Transmittal</td>
<td>Pass/Fail</td>
</tr>
<tr>
<td>2. Summary of Proposed Services</td>
<td>175</td>
</tr>
<tr>
<td>3. Higher Education Experience</td>
<td>100</td>
</tr>
<tr>
<td>4. Company Experience</td>
<td>100</td>
</tr>
<tr>
<td>5. Company References</td>
<td>50</td>
</tr>
<tr>
<td>6. Proposed Personnel Experience and Qualifications</td>
<td>50</td>
</tr>
<tr>
<td>7. Project Plan</td>
<td>75</td>
</tr>
<tr>
<td>8. Sample Work Products/Tools or Techniques</td>
<td>150</td>
</tr>
</tbody>
</table>
10. Cost 200  
11. Proposal Presentation/Demonstration 100  
12. Campaign Contribution Disclosure Form Pass/Fail  

**SUBTOTAL 1,000**

**Additional Optional Points**
13. New Mexico Resident Business Preference; or 50  
15. New Mexico Resident Veteran Preference 100  

**B. Evaluation Factors**

Points will be awarded on the basis of the following evaluation factors:

1. Letter of Transmittal (Pass or Fail).

2. Summary of Proposed Services (175 points)  
   Point will be awarded based upon the Offeror’s proposed services and responsiveness  
   to Northern’s student retention and intervention management solution needs as detailed in  
   the Scope of Work.

3. Offeror’s Higher Education Experience (100 points)  
   Points for company experience working with Institutions of Higher Education will be  
   awarded based upon an evaluation of the Offeror's work for previous clients receiving  
   similar services to those proposed by the Offeror for this contract.

4. Offeror’s Company Experience (100 points)  
   Points will be awarded based upon and evaluation of the documented company  
   experience including subcontractors, if applicable, on similar projects and engagements.

5. Offeror’s Company References (50 points)  
   Points for company references will be awarded based upon an evaluation of the Offeror's  
   work for previous clients receiving similar services to those proposed by the Offeror for  
   this contract. Note: points are awarded based upon the responses to the Past Performance  
   Questionnaires.

6. Proposed Personnel Experience and Qualifications (50 points)  
   Points for personnel experience will be awarded based upon an evaluation of each staff  
   member's experience as it relates to their proposed role and the needs of this contract.

7. Project Plan (75 points)  
   Points will be awarded for this evaluation factor based upon the quality and thoroughness  
   of the project plan for establishment of a student retention and intervention management  
   solution per the information provided in the Scope of Work.

8. Samples of Work Products/ Tools and Techniques (150 points)  
   Points will be awarded based upon an evaluation of the applicability and quality of the
provided samples of work and any proposed tools and/or techniques to be used for the project.

9. Proposal Presentation Concurrence – Pass/Fail

10. Cost (200 points)
    The evaluation of each Offeror's fixed price cost proposal will be calculated using the following formula:

\[
\text{Award Points} = \left( \frac{\text{Lowest Responsive Offer Total Cost}}{\text{This Offeror's Total Cost}} \right) \times 200
\]

11. Proposal Presentation (100 points)
    Points for the proposal presentation will be awarded based upon an evaluation of the qualifications of the proposed staff. Effective communication, technical or application knowledge, experience with similar engagements and the quality of the responses to questions will be the principle criteria for the evaluation. Proposed tools and/or techniques will be evaluated based upon the applicability to the project.

12. Campaign Contribution Disclosure Form (Pass/Fail)
    A completed Campaign Contribution Disclosure Form is required for all contracts secured by competitive sealed bid pursuant to NMSA 1978 13-1-191.1.

13. Resident Business Preference (50 points)
    Fifty (50) points will be awarded if the proposal contains a copy the New Mexico Taxation and Revenue Department’s resident business preference certificate unless a Resident Veterans Preference Certificate is also submitted in which case the higher number of points from the Resident Veterans Preference shall be awarded instead.

14. Resident Veterans Preference (100 points)
    One hundred (100) points will be awarded if the proposal contains a copy of the Taxation and Revenue Department’s Resident Veterans Certificate.

C. Evaluation Process

The evaluation process will follow the steps listed below:

1. All Offeror proposals will be reviewed for compliance with the mandatory requirements stated within the RFP. Proposals deemed non-responsive will be eliminated from further consideration.
2. The Procurement Manager may contact the Offeror for clarification of proposal responses.
3. The Evaluation Committee may use other sources of information to perform the evaluation.
4. Responsive proposals will be evaluated on the factors that have been assigned a point value. Responsible Offerors with the highest scores will be selected as
Finalists. Finalists who are asked to submit revised proposals for the purpose of obtaining best and final offers will have their points recalculated accordingly. Points awarded from the oral presentations will be added to the previously assigned points to attain final scores. The responsible Offeror whose proposal is most advantageous to the Agency will be recommended for contract award. Please note: a serious deficiency in the response to any one factor may be grounds for non-selection regardless of overall score.

Appendixes

Appendix A – Letter of Transmittal
Appendix B – General Requirements
Appendix C – Campaign Contribution Disclosure Form
Appendix D – Sample Service Contract
Appendix E – RFP Mandatory Requirements Checklist