



REQUEST FOR PROPOSAL (RFP) INVITATION

Enterprise Resource Planning (ERP) Software Implementation Services | RFP# 25-030

Event	Date / Time (as applicable)
Issuance of RFP	September 16, 2025
Deadline for Questions	September 30, 2025 / 10:00 am CT
Answers to Questions Posted	October 7, 2025 / 5:00 pm CT
Proposal Submittal Deadline	October 16, 2025 / 2:00 pm CT
Reserved for Vendor Interviews / Demos	Weeks of November 3, November 10

Tarrant County College District (TCCD) uses the e-Procurement platform called Bonfire. It is preferred that all RFP submissions be uploaded electronically to [the Bonfire hub](#).

Hard copy proposals are not preferred but will be accepted. If responding to this solicitation without utilizing the eBidding system, all required documentation must be sealed and delivered to the Tarrant County College Purchasing Office located at 300 Trinity Campus Circle, Fort Worth, TX 76102 Building Trinity River Clear Fork, 4th Floor no later than the deadline stated above. Late responses will not be considered. All proposals and accompanying documentation will become the property of TCCD and may not be returned. Late proposals will not be accepted, nor will additional time be granted to any individual Vendor.

For a quick tutorial on how to upload a submittal, visit: [Creating and Uploading a Submission to Bonfire](#)

Preamble:

Tarrant County College District is a public institution of higher education that provides academic, occupational, general, and continuing education opportunities, as well as lifelong learning for all people in its contiguous service area. The College is committed to providing a high-quality learning experience for its students at a reasonable cost and to serving as a good steward of public funds.

This request for proposals implies no obligation on the part of the Tarrant County College District. The College reserves the right to accept the proposal that it believes most nearly meets the requirements, based on "best value" and not necessarily the lowest price offered.

Tarrant County College District
300 Trinity Campus Circle
Fort Worth, Texas 76102

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1 Introduction

1.1 Tarrant County College District (TCCD) Overview

Tarrant County College District (also referred to as “TCCD,” “the College,” or “College”) is a two-year college district comprised of five physical and one online campus plus five learning, training, and administrative centers. All are located in the Fort Worth metropolitan area.

The College’s mission is to serve as the guiding star for accessible, high-quality educational experiences that drive lasting impact. TCCD provides quality teaching and learning through a clearly defined set of programs, services, and partnerships that include:

- University transfer programs
- Workforce education programs
- Technical programs
- Customized training
- Developmental courses
- Adult literacy courses
- Lifestyle and community learning, including continuing education

With a vision to be the leader for academic excellence, student success, and economic impact, the Tarrant County College District is committed to priorities outlined in *Trailblazing Together: 2030*, TCCD’s multiyear strategic plan. This plan guides the path forward with attention to student completion, dual credit, workforce development, high-demand careers and four-year school transfers. TCCD employees approach their work through strategies for five goals:

- Enhance access and support for student success
- Elevate educational quality for optimal student outcomes
- Promote excellence in community engagement
- Ensure responsible stewardship of resources
- Transform lives and communities through education

Core values underscore everything TCCD does and guide decision making to inform the College’s vision: Commitment to Excellence, Connection for Belonging, Opportunity in Engagement, Transformation with Innovation, and Trust through Integrity.

1.2 Project Background and Overview

Tarrant County College District currently uses an on-prem version of Ellucian Colleague (“Colleague”) with an Oracle backend database and AIX, Unix-based operating system to manage its student administration, human resources, and financial operations. The Colleague system currently maintained and supported by the College is supplemented by over 50 additional software solutions, some of which are integrated with Colleague and some of which are not. The College

recognizes the benefits of modern software solutions that would enable us to better support our goals, objectives, and strategies with improved and streamlined processes.

The College has established the Enterprise Resource Planning (ERP) Selection Project to evaluate and select a new ERP software solution and an implementation services partner through two separate requests for proposal.

A new software solution is expected to deliver a consistently available quality user experience, support uniform business processes, provide decision-makers throughout the College with timely and reliable information, enhance information security, and offer a technology platform that is responsive to the ever-changing requirements of a public institution of higher education like TCCD.

After an extensive software selection process, Ellucian's Banner Software as a Service ("Banner SaaS") was recently selected as the ERP platform for student administration including student financial aid, finance, and human capital management functionality. The College delivered a Letter of Intent to Award with Ellucian on August 7, 2025.

Now, TCCD seeks implementation services to support the College's business transformation to realize five core project goals focused on end users:

- Provide an integrated, modern experience for students and employees
- Enhance decision making through easy access to clear, reliable data
- Advance efficient, forward-thinking practices focused on student success
- Optimize processes to be consistent, productive, and policy driven
- Implement a simple, modern, secure system that enables sustainability and accountability

Services being sought through this RFP include Banner SaaS implementation delivery, comprehensive project management, business process design and mapping, and organizational change management for the College as well as resource planning for both Vendor and TCCD. The College requires a partner with proven expertise in effectively implementing Ellucian SaaS solutions, particularly in areas critical to higher education in Texas.

The end user experience is paramount in technology projects, especially this ERP implementation, which will transform our College. Thus, organizational change management should be embedded throughout all aspects of the project to enable successful adoption of new tools and transition to new workflows.

The primary project on-site location will be TCCD Trinity River in downtown Fort Worth. Vendor personnel assigned to this project, including key staff such as the project executive sponsor, program director, project manager(s), system architect, service area leads, etc., are expected to be in-person and on-site at critical junctures and in support of major milestones and for on-the-job knowledge transfer as identified by Vendor and scheduled in agreement with TCCD. In addition, the College expects that web collaboration and meeting tools will be used extensively during the project for work and activities to also be conducted off-site.

Proposals should anticipate multi-year services beginning in early 2026, with implementation of finance, HR, and payroll before student administration functionality.

1.3 Project Scope

Potential ERP implementation services partners are invited to respond to this RFP. TCCD is looking to identify a qualified and experienced ERP implementation services firm with demonstrated and documented success implementing Banner SaaS. The selected partner will play an instrumental role in transforming TCCD business processes and IT requirements and systems into a fully functional and integrated ecosystem. The Scope comprises all phases, such as planning and pre-design readiness, design and prototype iterations, build and configuration, testing, deployment readiness, training, deployment, system stabilization and post-go-live support for the ERP solution implementation. This includes:

Project Management

- Project planning and establishing a project schedule and timeline with the College, Ellucian, and other vendors that include implementation services roles and responsibilities
- Partnering with TCCD project leadership, College stakeholders, Ellucian software team, and other vendor representatives through the duration of the Project
- Communication and reporting to project leaders and key project stakeholders as part of effective project activity facilitation
- Delivering project updates and coordinating with TCCD project executive sponsor to communicate progress and potential outcomes
- Project management of each phase, including mitigating and managing risks

Business Process Design

- Engagement of TCCD stakeholders for current-state business process mapping and analysis
- Future-state solution and business process design and mapping, including data flow, timing and reporting
- Alignment with best practices, process optimization and automation, and Banner SaaS native functionality and configuration

Technical

- Configuration and installation of Ellucian SaaS software solution
- Data migration and testing
- Integrations with existing and new third-party software tools
- Testing, including QA and UAT
- On-the-job, experiential hands-on training and knowledge transfer for TCCD technical team and system administrators, during all phases
- Configuration of security parameters and audit
- Definition and configuration of role-based access

Organizational Change Management

- Development and delivery of comprehensive organizational change management program, with strategy and plan for each phase of Banner SaaS implementation, that considers TCCD stakeholders, including faculty, staff, and students
- Partnering with TCCD Chief Transformation Officer and Organizational Transformation team on all change management efforts, including strategy, planning, creation, and deployment, for all phases of implementation
- Planning and development of Banner SaaS implementation communications materials and resources
- Planning, design, development, and deployment of role-based training and training materials for all end users to complete their day-to-day tasks, enabled by use of Banner SaaS and integrated tools
- Continuous monitoring and assessment of program effectiveness, adjusting as needed to effectively support TCCD end users in their adoption of the transformation and use of Banner SaaS

1.4 TCCD Metrics

All metrics are correct as of dates provided and subject to change over time.

General Colleague User Information (as of June 2024)

Metric	Total Amount/Count
Users (Employee)	7,108
Users (Students)	170,099
Other Users (e.g., Alumni)	1,818,325
User Logins (Peak)	Approx. 6,500
User Logins (Average per Month)	Approx. 326,690
Document Storage	Approx. 6.1TB; includes approx. 5.23TB in Laserfiche, much of which is anticipated to be moved into the new ERP system

Finance (for full Fiscal Year (September 2023-August 2024))

Metric	Total Amount/Count
Annual Operating Expenditures	\$323,102,505
Annual Capital Expenditures	\$137,102,748
Annual Grant Expenditures	\$79,213,852
Funds	18
Cost Centers	1,389
Vendors	7,904 active / 1,269 inactive
Customers (Non-student Third Parties Receiving Invoices)	Sponsor Billings: \$4.0M / 1,060 invoices Other: \$1.6M / 112 invoices
Requisitions	18,870
Purchase Orders	16,276
Payments / Disbursements (Exclusive of Payroll)	\$424,606,472 / \$66,480
College-Initiated Billings / Invoices	Grants: \$432K / 56 invoices

HCM (as of June 2024)

Metric	Total Amount/Count
Employees – Full-time Equivalent (incl. student workers)	3,850
Employees – Full-time Equivalent (excl. student workers)	3,682
Employees – Headcount (incl. students)	5,198
Full-Time Employees – Headcount	1,795
Full-Time Faculty – Headcount	706
Part-Time Employees – Headcount (excl. student)	474
Part-Time Faculty – Headcount	1,886
Student Workers – Headcount	337
Percent of Employees on Direct Deposit	99%
Applications Received Annually	Average: 21,966
Hires Annually	Average: 825
Benefit Plans	2

Student

Metric	Total Amount/Count
Student Enrollment – Full-time Equivalent (IPEDS, Unduplicated 2022-2023)	26,322
Student Enrollment – Headcount (IPEDS, Unduplicated 2022-2023)	63,140
Student Enrollment – Headcount (Undergrad and Continuing Education 2022-23)	77,513
Transfer Students – Headcount (Undergrad and Continuing Education 2022-23)	13,628
International Students Enrollment – Headcount (Undergrad and Continuing Education 2022-23)	440
Non-Degree Students – Headcount (Continuing Education 2022-23)	17,287
Graduating Students (2022-23)	6,385
Student Records (Active and Inactive)	2,065,163
Additional Person Records (Those Who Are Not Students or Employees, incl. Parents and Others)	44,612
Applications Received (2022FL to 2023SU Admit Terms)	51,532
Active Degree / Credential Programs (2024-2026 Undergrad and Continuing Education)	274
Active Courses (Academic Terms: 2022FL, 2023SP, 2023SU, 2022Q1, 2022Q2, 2023Q3, 2023Q4)	1,532
Class Sections with Enrollments (Academic Terms: 2022FL, 2023SP, 2023SU, 2022Q1, 2022Q2, 2023Q3, 2023Q4)	19,120

Metric	Total Amount/Count
ISIRs Received <i>(FAFSA on file for Financial Aid Year 2022, 10/01/2021-07/30/2023)</i>	45,546
Students Receiving Financial Aid <i>(All Sources, Academic Year 2022-2023)</i>	18,467
Financial Aid <i>(All Sources, Academic Year 2022-2023)</i>	\$85.2M Disbursed \$184.0 M Awarded
Federal Pell Grants Disbursed <i>(Academic Year 2022-2023)</i>	\$52.8M
Federal Direct Student Loans Disbursed / Paid <i>(Academic Year 2022-2023)</i>	\$20.8M
Tuition and Fees Charged <i>(Fiscal Year 2023, 09/01/2022-08/31/2023)</i>	\$59.0M
Students on Payment Plans <i>(excl. Financial Aid, 2022FA, 2023SP, 2023SU)</i>	23,935 duplicated (15% delinquency)
Collected via Payment Plans <i>(excl. Financial Aid, 2022FA, 2023SP, 2023SU)</i>	\$15,192,522 (25% delinquency)

2 General Terms and Conditions

1. Note that “bid,” “submission,” and “proposal” for purposes of this RFP have the same basic meaning. Further, references to “Proposer,” “Vendor,” “firm,” “contractor,” and/or “bidder” have the same meaning in singular or plural.
2. The proposal must meet all requirements as delineated herein. Failure to follow detail may result in disqualification.
3. Conditional clauses in a submitted proposal are not accepted.
4. Specifications and scopes of work that may refer to brand names and manufacturers are not intended to restrict competition but are meant to indicate the quality of goods or services sought. The Vendor may bid an equivalent(s) provided the deviation(s) is clearly identified in the bid response. The final determination of equivalency lies solely with TCCD. It is not the intent of any instruction, term / condition, and scope of work or specification to prohibit a proposer from submitting a proposal.
5. The Vendor must provide complete descriptive literature of the services or products proposed.
6. The proposal / bid form may be a specifically defined form incorporated herein and the Vendor should use this form. If no specific proposal / bid form or format is provided for herein, the Vendor may use a form or format of choice (“free form”).
7. Upon release of this RFP, all Vendor communication must be done using the Bonfire platform. Unauthorized contact with TCCD staff regarding the RFP may result in disqualification. Any oral communication will be considered unofficial and non-binding to TCCD.
8. Questions shall be submitted in writing using the Bonfire platform no later than the deadline for questions. Questions submitted after the deadline may not be answered. Vendors should rely only on written statements issued through the Bonfire platform.
9. All disputes, claims, or lawsuits, if any, that may result from this RFP shall be addressed in Tarrant County, TX, without exception.
10. The Vendor shall be in compliance with all relevant requirements of the Americans with Disabilities Act (ADA) as it applies to performance under this RFP. By submission of a bid, the Vendor acknowledges it

intends to comply with the ADA. If the Vendor does not comply with the ADA, TCCD reserves the right to suspend or cancel any such work under this RFP and shall only be financially responsible for services rendered or products delivered up to any such suspension or cancellation.

11. The Vendor represents and warrants that all services and/or products furnished under this RFP shall comply with applicable federal, state and local laws, rules, regulations and ordinances. The Vendor shall, at the Vendor's expense, give all required notices and secure all required permits necessary for performance hereunder.
12. Finalists may be asked to interview, present or demonstrate with College administrators prior to a final decision being made. See RFP section 6 for additional information.
13. TCCD's Executive Director of Procurement, or a designated procurement representative, will open all RFP submissions.
 - a. Selection of a Vendor(s) may or may not be made depending upon the results received and the overall requirements and needs of TCCD; the selection timeframe will vary depending upon the RFP and its complexity.
 - b. TCCD reserves the right to select a Vendor from a purchasing program recognized by the State of Texas (Cooperative Agreements) as already satisfying the competitive bidding requirements (e.g., TXMAS, DIR, BuyBoard).
 - c. TCCD may or may not opt to pursue a subsequent formal sealed RFP (two-step process) or request a Best and Final Offer (BAFO) from shortlisted firms.
 - d. No final tabulations or information regarding this RFP will be shared until TCCD has made a formal selection and only then by written request.
 - e. In the event of price or total cost calculation errors, the unit price as submitted will be considered for computation and calculation totals.
14. Acceptance of a proposal / bid for consideration implies no obligation on the part of TCCD nor does the silence of TCCD imply approval or rejection of a proposal / bid.
15. TCCD reserves the right to reject any and all bids submitted and waive any and all formalities and conditions. TCCD is not obligated to advise those vendors who are not selected for an RFP.
16. TCCD reserves the right to award to a single Vendor, multiple Vendors or no Vendor at all.
17. TCCD reserves the right to award by unit pricing, by quantity pricing, by package pricing, or by total pricing, whichever is deemed necessary to accommodate College budgetary, operational, and/or specification requirements. In doing so, TCCD may separate and accept or reject any item(s) as deemed necessary. If Vendor does not wish for its bid to be split in this manner, the Vendor must state in the RFP response that the proposal is submitted as an "all or nothing" bid.
18. A proposal / bid award, if any, will be through the issuance of a TCCD purchase order (PO) or blanket purchase order (BPO) and shall be governed by the general terms and conditions of purchase outlined on the TCCD PO / BPO document unless such terms and conditions are superseded by the content of this RFP or contract. If terms are in conflict, the terms of the RFP will take precedence.
19. The Vendor represents and warrants that all services and/or products furnished under this RFP are accurate, factual, and reliable and can be accepted by TCCD as binding.
20. The final authority to approve or disapprove delivered services and/or products lies with TCCD.
21. In the event services and/or products are delivered that do not meet specifications or do not perform as specified in this proposal, the Vendor will replace the items, at no additional cost to TCCD, on or before the promised date of delivery.
22. The Vendor shall be responsible for all claims against the manufacturer for manufacturing defects.

23. The Vendor shall not sell, assign, transfer or convey the contract, in whole or in part, without the prior written consent of TCCD.
24. Any correspondence regarding a TCCD PO, specifically an invoice, must include the PO number to ensure correct and timely processing. Invoices must reference TCCD's PO number.
25. TCCD will not be responsible for services rendered or products delivered in advance of Vendor's receipt of a TCCD PO that had been signed by TCCD's Director of Purchasing.
26. TCCD may require bank account information should an electronic payment system be employed to facilitate method of payment.
27. In the event of breach or default of contract terms, TCCD reserves the right to enforce performance in any manner prescribed by law or deemed to be in the best interest of TCCD.
28. In the event the Vendor fails to deliver the services and/or products as and when promised in the bid, TCCD reserves the right to proceed in any one or combination of the following ways:
 - a. Cancel all or any part of the PO / BPO.
 - b. Return all or any part of the services and/or products delivered to date and charge the Vendor for any loss or cost incurred as a result of the failure to deliver as promised.
 - c. Purchase all or any part of the services and/or products at current market price and charge the Vendor the difference between the total of the market price, freight, and the Vendor's bid price.
29. The Vendor must notify TCCD immediately once it is known that services and/or products will not be delivered / rendered as promised.
30. The Vendor must make every effort to protect property, personnel, students, and visitors in the delivery of services and/or products at any TCCD location. Any personal injury or damage to property, at a TCCD location, caused by the Vendor's delivery of services and/or products must be reported to the applicable TCCD police department immediately. The Vendor will be held responsible for all damages for injury and loss resulting from the Vendor's delivery of services and/or products.
31. If TCCD, in the exercise of its best judgment, determines the Vendor's process for the delivery of services and/or products is unsafe or hazardous to life or property, TCCD will suspend the process until the Vendor takes corrective action.
32. Hazardous material(s) delivered to a TCCD location for TCCD or Vendor use must be preceded or accompanied by a current manufacturer's Material Safety Data Sheet (MSDS). TCCD reserves the right to refuse delivery of services and /or products for which an MSDS is not available.
33. No allowance will be made for a Vendor's waste, loss, breakage, damage or difficulties.
34. Trash or refuse generated as a result of the operations or activities of the Vendor delivering services and/or products will be properly disposed of by the Vendor, at Vendor's expense.
35. The Vendor shall be responsible for all claims against a carrier for freight and/or damage.
36. TCCD reserves the right to terminate the contract for any reason with a thirty (30) day written notice to the Vendor. Payments will be made for invoices covering products or services through the termination date. No settlement costs are due whether for termination for convenience or termination for cause.
37. TCCD considers all information, documentation, and other materials requested to be submitted in response to this solicitation to be of a non-confidential and/or non-proprietary nature, and therefore, shall be subject to public disclosure under the Texas Public Information Act (Texas Government Code, Chapter 552.001, et seq.) ("the Act") after a contract, if any, is awarded. If Proposer considers any information submitted in response to this request for proposal to be confidential under law or constitute trade secrets or other protected information, Proposer must identify such materials in the proposal response. Notwithstanding the foregoing, the identification of such materials would not be construed or

require TCCD to act in contravention of its obligation to comply with the Act and the Proposer releases TCCD from any liability or responsibility for maintaining the confidentiality of such documents.

38. **Validity Period:** Proposals are to be valid for TCCD's acceptance for a minimum of one hundred and eighty (180) days from the submittal deadline date to allow for evaluation, selection, and any unforeseen delays. Proposals, if accepted, shall remain valid for the life of the Agreement.

39. **Force Majeure:** Neither Vendor nor the College shall be responsible or deemed to be in fault of its obligations to the other to the extent any failure to perform or delay in performing its obligations under this RFP is caused by events or conditions beyond the reasonable control of that party and are not due to the negligence or willful misconduct of such party. For purposes of this RFP, Force Majeure events shall include, but not be limited to, acts of God or public enemy, war, riot or civil commotion, conditions due to governmental law, regulations, ordinances, an order of a court of competent jurisdiction, executive decree or order. However, in the event of such delay(s) or nonperformance, the party so delayed shall furnish prompt written notice to the other party (including the date of inception of the Force Majeure event and the extent to which it will affect performance) and shall undertake all efforts reasonably possible to cure the delay or nonperformance and mitigate its effects or to otherwise perform. The College shall not be responsible for payment for any product or service delayed or foreclosed by any Force Majeure event unless and until such delayed or foreclosed service or product is provided. The provisions of the section shall not preclude the College from canceling or terminating any resulting award (or any order for any goods or services included herein) or from revising the scope of work, as otherwise permitted under this RFP.

40. **Interlocal / Cooperative Purchase:** The Vendor agrees that any agreement inclusive of pricing resulting from this solicitation is extended to other public entities (e.g., a state agency, local government, State of Texas educational institutions) authorized by State law to participate under cooperative procurement contracts or Interlocal Agreements with the following understandings:

- a. Unless specifically stated otherwise, any volume of services or products stated in this RFP document reflects only services or products to be purchased by TCCD and does not include potential purchases by other entities;
- b. The awarded bidder shall establish a direct relationship with each entity concerning the placement of orders, issuance of the purchase order, contractual disputes, invoicing, payment, and all other matters relating or referring to such entity's access to the agreement;
- c. TCCD shall not be held liable for any costs, damages, or other obligations incurred by any participating entity;
- d. It is the entity's decision whether to enter into an agreement with the awarded bidder / Proposer; and
- e. Any purchases made by an entity shall be in accordance with each entity's Procurement policy and procedures.
- f. As permitted under Interlocal Cooperation Act C Texas Government Code, Chapter 791, other governmental entities may wish to also participate under the same terms and conditions contained in this contract. If this solicitation does not specifically list additional entities, each entity wishing to participate must have prior authorization from Tarrant County College District and the Vendor. If such participation is authorized, all purchase orders will be issued directly from and shipped directly to the entity requiring the goods or services. Tarrant County College District shall not be held responsible for any orders placed, deliveries made, or payment for goods or services ordered by the entities. The Proposer is to state their willingness to allow other governmental entities to participate in this contract if awarded.

41. Eligibility for Award: For a Vendor to be eligible to be awarded a contract, the proposal must be responsive to the solicitation and TCCD must be able to determine that the Vendor is responsible and has the resources and capacity to perform the resulting contract satisfactorily.

- a. **Responsive:** Responsive proposals are those that comply with all material aspects of the solicitation, conform to the solicitation documents, and meet the requirements outlined in this solicitation. Proposals, which do not comply with all the terms and conditions of this solicitation, will be rejected as non-responsive.
- b. **Responsible:** Responsible Vendors, at a minimum, must meet the following requirements:
 - Have adequate financial resources, or the ability to obtain such resources as required during the performance of any resulting contract;
 - Be able to comply with the required performance schedule, taking into consideration all existing business commitments;
 - Have a satisfactory record of past performance;
 - Have necessary personnel and management capability to perform any resulting contract;
 - Be qualified as an established firm regularly engaged in the type of business necessary to fulfill the contract requirements;
 - Certify that the firm is not delinquent in any tax owed to the State of Texas under Chapter 171, Tax Code; and is not delinquent in taxes to the TCCD; signing and submitting the proposal is so certifying to such non-delinquency; and
 - Be otherwise qualified and eligible to receive an award under applicable laws and regulations.
- c. Vendors may be requested to submit additional written evidence verifying that the firm meets the minimum requirements described. Failure to provide any requested additional information may result in the Vendor being declared non-responsive and the proposal being rejected.
- d. A person is not eligible to be considered for award of this solicitation, or any resulting contract, or to be a subcontractor of the Vendor or prime contractor if the person assisted in the development of this solicitation or any part of this solicitation which such participation would give the person special knowledge that would give that person an unfair advantage over other Vendors.

Vendor will agree to these terms and conditions, and should note any exceptions, in Appendix document *Agreement to General Terms and Conditions*. Once completed, this form should be submitted to Tab 8 in Bonfire.

3 Minimum Mandatory Requirements

The College has set the following minimum mandatory qualifications. Failure to meet these requirements will disqualify the Vendor from responding and will result in rejection of the Vendor's proposal.

- A. Proposer must be able to certify Vendor is licensed to do business in the State of Texas or provide a commitment that it will become licensed in Texas within thirty (30) calendar days of being selected as the recommended Vendor.
- B. Vendor is able and willing to execute TCCD's standard contract provisions, including those required by state statutes. See Exhibit 5 "TCCD Vendor Services Agreement Template" to review TCCD's standard contract template.

- C. Both the firm and the proposed individuals assigned to the project have experience and technical knowledge of ERP systems, including Banner SaaS.
- D. Vendor is a certified or approved implementation services partner for Banner SaaS, or Vendor firm is Ellucian.
- E. Proposer utilizes systematic compliance and security standards, and a comprehensive security plan that includes data protection and privacy measures in compliance with the laws of Texas and the United States. This includes specific experience with Texas security standards. Proposers must adhere to IT control standards defined by the Texas Department of Information Resources (DIR), including those outlined in 1 TAC 202.5 and 202.77. Proposers are required to encrypt data at rest and in transit, secure data disposal, and access logging. Proposer's access must be managed and logged accordingly. Proposers must comply with policies prohibiting the use of high-risk applications (e.g., TikTok) on government-owned devices ([Covered Applications and Prohibited Technologies | Texas Department of Information Resources](#)). Proposer will provide documentation of security controls and audit readiness for audits by state agencies.
- F. Responding firm has been in operation as an ERP implementation partner for a minimum of five (5) full years.
- G. Responding firm has completed three (3) SaaS ERP implementations that include student administration, HCM, payroll and finance.
- H. Proposer has experience effectively implementing Banner SaaS at higher education institutions with similar or greater complexity to TCCD.
- I. To gain an understanding of overarching business transformation objectives, responding firm has reviewed TCCD's RFP for ERP software, including the College's requirements and expectations for software functionality, and affirms they have the experience, knowledge, skills, and staffing to implement such software at TCCD. See Exhibit 1 "RFP24-058 Enterprise Resource Planning (ERP) Software.pdf," Exhibit 2 "RFP24-058 Attachment 1 – TCCD System Requirements.xlsx," Exhibit 3 "RFP24-058 Attachment 2 – Functional and Technical Narrative Questions.pdf."
- J. All staff members at responding firm who are working on proposal and/or will be asked to work on TCCD project will have read Exhibit 1 "RFP24-058 Enterprise Resource Planning (ERP) Software.pdf," Exhibit 2 "RFP24-058 Attachment 1 – TCCD System Requirements.xlsx," Exhibit 3 "RFP24-058 Attachment 2 – Functional and Technical Narrative Questions.pdf."
- K. Responding firm can deliver reliable, effective management of ERP implementation at all phases, and has the breadth and depth to do so continuously through post-go-live support.
- L. Proposer has documented expertise with business process design and mapping, technical implementation, project management, and organizational change management.
- M. Vendor will work with TCCD in-person, on-site at TCCD at critical junctures and in support of major milestones. The timing and frequency for on-site expectations will be determined in partnership with TCCD.

Proposer will be required to complete and submit a Compliance Certification Form attesting to the ability to meet each of these requirements. The Compliance Certification Form is available as Attachment 3 in public files in Bonfire. Once completed, this form should be submitted to Tab 8 in Bonfire.

4 Evaluation Criteria and Proposal Content

TCCD will evaluate proposals based on six (6) weighted criteria. This section contains information on the criteria, including how proposals will be scored, a description of College requirements and expectations for each of the criteria, and what Proposers should include in their responses.

An evaluation team from TCCD will analyze and assess proposals. Evaluation of proposals will be based on the information provided in each proposal. Proposers should address, within the response, each of the criteria listed in this section. Failure to respond to these criteria may result in a proposal receiving a negative rating or being considered as non-responsive. Proposers should note that TCCD is not required to award to the lowest bidder or to select a vendor.

Criteria	Weight
Proven Track Record with Ellucian's Banner SaaS Implementation	15%
Texas Higher Education Expertise	10%
Proposed Implementation Strategy and Approach	25%
Recommended Staffing Model (Capacity, Experience, Expertise)	30%
Post-Implementation Support	10%
Cost Proposal	10%
Total	100%

Each of these criteria has a sub-section below with:

- “Criteria Description”: explains the College’s scoring criteria
- “Requirements and Expectations”: provides the baseline expectation for what the Vendor can document and submit
- “What to Submit”: lists what should be included in the proposal

Proposal submissions in each section should respond directly to the Criteria Description and reflect the Requirements and Expectations for that section.

4.1 Proven Track Record with Ellucian Banner SaaS Implementation

Qualifications and experience of Vendor, relative to ERP implementations, especially with Banner SaaS at institutions of higher education.

Criteria Description

TCCD is soliciting proposals from qualified firms with demonstrated success in implementing the student administration including student financial aid, financial management, and human capital management (HCM) functionality of Banner SaaS at institutions of complexity similar to or greater than TCCD.

Vendor must either be Ellucian or have an established history with Ellucian and be a certified or trusted implementation partner. Responses should showcase Vendor's expertise with student administration, finance, and HCM modules through detailed accounts of past projects, including the duration, completion dates, number of academic or fiscal years since implementation, and which third-party tools were integrated as part of implementation with Banner SaaS.

Requirements and Expectations

- Experience successfully completing an implementation of Banner SaaS where Vendor was a primary implementation contractor
- Lessons learned from this and other implementations, including mitigating risks to timeline and budget
- Documentation of any ERP implementation where Vendor provided implementation services in the past five (5) years that did not reach completion, including details about factors contributing to the outcome
- Documentation of certification or partnership with Ellucian (not required if Vendor is Ellucian)

What to Submit

Proposal content for this section (4.1: Proven Track Record with Ellucian Banner SaaS Implementation) should respond directly to the Criteria Description and reflect the Requirements and Expectations for this section. Submit to Tab 2 in Bonfire.

- A. Vendor Partnership:** Documentation to affirm existing relationship with Ellucian, and/or certification as a trusted implementation partner. Not required if Vendor is Ellucian.
- B. Best Practices and Lessons Learned:** Description of Vendor's recommended best practices and lessons learned regarding ERP implementations specific to Banner SaaS. Include here, if applicable, a narrative with information on any / all ERP implementations where Vendor provided implementation services in the past five (5) years that did not reach completion, including details about the factors contributing to the outcome.

C. Recent Implementations: Descriptive list or chart of all recent implementations of Banner SaaS. Include only implementations where Vendor was a primary implementation services provider, completed within the past five (5) years. There should be at least one implementation of each module, i.e., student administration or student information system, finance, human capital management. In this list or chart, for each institution or implementation provide:

- Which Banner SaaS modules were implemented and what third-party tools were integrated
- General timelines for each phase of implementation
- General information about the client, including number of end users and project goals and outcomes
- Defined and quantifiable metrics illustrating effectiveness and success for each phase of implementation

D. References: Contact information for three-to-five (3 to 5) references from organizations where the Vendor has served as a primary implementation services provider and effectively deployed implementation services for an ERP software system of a similar scope and complexity.

References must be from a higher education institution outside of Tarrant County College District.

To the extent possible, provide references for higher education customers of a similar or greater complexity to the College, preferably from a community college and preferably in Texas.

For each reference, include duration of the implementation, when the implementation was completed, and how many academic and / or fiscal years have been completed since the implementation.

The College, at its discretion, may contact any of the references provided by the Vendor, and the Vendor's provision of such references shall act as approval for the College to contact references to determine their experience(s) with the Vendor.

Additionally, the College may request site visits, demonstrations, and/or web presentations. It is expected that the Vendor receive approval from these references prior to reference submission.

TCCD also reserves the right to do any / all of the actions included following on-site Vendor interviews / demonstrations.

4.2 Texas Higher Education Expertise

Experience of Vendor with community colleges, higher education clients, and multi-location colleges, within Texas.

Criteria Description

It is essential that the selected implementation partner has a deep understanding of the unique needs and challenges of higher education, with an emphasis on complexities such as state regulations, specific funding structures, academic systems, reporting requirements, federal statutes and mandates, College policy requirements, and compliance with agencies such as the Texas Higher Education Coordinating Board (THECB) and with regulations such as the Texas Public Information Act. TCCD requires evidence of the Vendor's ability to navigate the diversity of systems and processes that comprise a complex ecosystem.

A successful implementation of Banner SaaS will require foundational knowledge of the various systems, processes, and requirements outlined through governance and policy to establish a system that supports and facilitates institutional operations while being compliant with local, state, and federal legislation.

A vendor with a proven track record working with Texas higher education institutions can apply proven and promising practices to optimize a successful ERP system deployment that meets College needs.

Requirements and Expectations

- Experience working with Texas-based colleges and/or universities, particularly public institutions and community colleges
- Proven record deploying projects that follow Texas-specific regulations, including governance, policy, and legislation
- Demonstrated ability to integrate outcomes-based operational models, including formula funding models and student financial aid systems, into the ERP system
- Working knowledge of higher education academic structures, particularly structures such as credit hour systems, contact hours, credit and non-credit credentials, pathways models, multiple academic calendars, and course catalogs
- Demonstrated experience of successful implementation of ERP systems at institutions with similar or greater scope, complexity, and institutional needs as TCCD

What to Submit

Proposal content for this section (4.2: Texas Higher Education Expertise) should respond directly to the Criteria Description and reflect the Requirements and Expectations for this section. Submit to Tab 3 in Bonfire.

A. Higher Education Best Practices and Lessons Learned: Description of Vendor's recommended best practices and lessons learned regarding ERP implementations and configuration at Texas institutions of higher education. In this narrative, address the Criteria, and the Requirements and Expectations for RFP section 4.2.

B. Compliance and Requirements: Demonstrate knowledge of and experience with applicable federal, state, and accreditation requirements. Include a description of Vendor's method of staying updated on Texas's policies, requirements, and state statutes to ensure that the College is positioned to comply with all requirements, as well as able to facilitate and streamline required processes and reporting.

4.3 Proposed Implementation Strategy and Approach

Demonstrate ability to ensure a seamless and effective implementation of Banner SaaS through comprehensive project management, business process design and mapping, organizational change management, and resource planning. TCCD prefers minimal customization and a solution where configurations can be made within the software's existing framework to meet the College's business requirements.

Criteria Description

TCCD seeks a partner with a proven methodology that applies their firm's experience and expertise to implementing Banner SaaS. The proposed approach should emphasize collaboration with TCCD project leaders and stakeholders, ensuring alignment with the institutional mission, vision and values as well as project goals and objectives.

The College prioritizes the end user experience and expects implementation services that enable successful adoption of Banner SaaS and new workflows by our employees and students.

The ideal vendor must be able to facilitate design, development and delivery of business process solutions, maps, and supporting documentation aligned with system configuration that improve efficiency and automation, enhance data management, and advance student services. TCCD prefers that the College's business processes and workflows be aligned as much as possible to Banner SaaS native functionality, configuration options, and best practices from the Ellucian software team and the implementation partner. The proposal should account for customization where it may be necessary to meet legal or policy requirements.

Requirements and Expectations

Project Management

- Comprehensive project management, including Vendor's strategy for providing status updates, monitoring project progress, and measuring effectiveness to adjust for outcome improvement
- Collaborative approach and commitment to working closely with College ERP project leadership, institutional leadership, and additional College stakeholders

- Approach to project management and project planning in alignment with the College's needs, including management of resources and meeting timelines and budget
- Vendor should understand and prioritize TCCD's values and expectations, as well as the project goals of the ERP project as provided in RFP section 1.2
- Plans for providing progress updates, identifying and mitigating risks, enacting contingency measures, escalating issues in a timely manner, and detailed tracking of decisions
- Strategies for meeting deadlines, including milestones, and stipulations for missed deadlines
- Alignment of Vendor implementation services methodology with Ellucian methodology
- General approach and timeline for ERP implementation to be based on information provided by TCCD and on the Vendor's experience from previous projects
- Timeline must align with academic and fiscal calendars, define blackout periods, and recommend sequencing that minimizes disruption

Organizational Change Management

- Integrates organizational change management principles and best practices throughout all phases and all aspects of the project
- Strategically engages TCCD leaders and stakeholders throughout the project to inform configuration, communication, training, and deployment
- Stakeholder and end user communication plan and timeline, to include existing templates as well as the creation of tailored communications for various TCCD audience groups, using multiple communications channels and venues
- Comprehensive methodology for organizational change management, including stakeholder and change impact identification and analysis, and specifically considering transformation as enabled by Ellucian Banner SaaS implementation
- Training strategy for end users, including a custom training plan for TCCD that identifies training audiences and end user needs, provides end users with sequenced, role-based training to prepare them to use the new system in their day-to-day work, and measures effectiveness of training. Training plan to include support for go-live and post-go-live, as well as documented resources and online training resources

Business Process Design and Mapping

- Proven strategy for bringing the College's functional needs and Banner SaaS native system capabilities into alignment, including roles and responsibilities for Ellucian software team and for TCCD
- Proven methodology for documenting, designing, and mapping business processes, including gathering and analyzing current state and planning and designing future state process maps and solutions

Technical – General

- A system configuration methodology consistent with the College's preference for a solution where configurations can be made within the software's existing framework to meet the College's business requirements, with customization only when required
- Plan for experiential hands-on training and knowledge transfer for TCCD technical team and system administrators, based on an understanding of College employee skills, abilities, and job responsibilities
- Compliance with TCCD's data privacy and security policies including geographic location limitations and implementation partner staff cybersecurity training. This includes TX-RAMP Level 2 certification
- Experience with data reporting in alignment with the requirements as stated in Exhibits 1-3 (TCCD RFP24-058 for ERP Software)
- Proven methodology for implementing Role Based Access Control (RBAC), and identity and access management (IAM)

Technical – Integration

- A well-documented and clear strategy for integrating a SaaS ERP system with third-party applications and platforms, including managing changing requirements and configurations during the implementation phases
- Design of a robust integration architecture that aligns with TCCD's needs, considering scalability, flexibility, changing systems / business needs, security, data integrity, error / log handling, risk identification and mitigation, and performance
- Proven approach for documenting the mapping of data fields, triggers, transformations, and flows from one system to another accurately and efficiently

Technical – Data Migration and Validation

- Technical knowledge relating to proficiency in data validation and migration, and system configuration
- A detailed and documented data extraction and migration plan including access control, security of the data in transit and at rest, data integrity validation, and audit capability
- Clear roles and responsibilities for data identification, extraction, cleansing, and migration
- Secure archiving solutions that comply with TCCD's data retention policies and regulatory requirements
- Compliance with Texas-specific data requirements and security standards
- Solution to provide access to archived data for reporting use or other processes as required for transcription and other historical reporting compliance

Technical – Testing and QA

- Strategy for quality assurance and user acceptance testing including roles and responsibilities, as well as plans to mitigate gaps identified during these processes
- Prepared to participate with third-party compliance assessment

What to Submit

Proposal content for this section (4.3: Proposed Implementation Strategy and Approach) should respond directly to the Criteria Description and reflect the Requirements and Expectations for this section. Submit to Tab 4 in Bonfire.

- **Approach Summary:** Provide a narrative summary of the recommended implementation strategy, including a phased approach (finance, HR and payroll before student administration) that accounts for the complexities and scope. Focus on the benefits of the approach, the proposed project timeline, and risk management.
- **Project Management Plan:** Provide a representative high-level project plan showing module sequencing, resource roles, and milestones, as well as sample templates for key project management tools such as progress and deployment readiness dashboard(s), weekly status reports, risk/issue logs, and decision trackers.
- **Implementation Challenges:** Provide an overview of how Vendor identifies implementation challenges, examples of such challenges from prior implementations, and the approach to overcoming them.
- **Stakeholder Project Engagement:** Detail the recommended approach and strategy for engagement of the different stakeholders at TCCD, including groups within students, faculty, and staff members. Indicate key deliverables to be provided at each phase for each group.
- **Organizational Change Management Model:** Identify the organizational change management strategy, describe the plan in detail, and include how the proposed plan is designed specifically for successful business transformation adoption by TCCD end users as enabled by Banner SaaS and integrated solutions. Submit a sample organizational change management, communication, and training plan.
- **Business Process Design and Mapping:** Include a proposal for developing comprehensive, end-to-end business process maps. Incorporate how required processes are documented, development of crosswalks of current to future state business processes, a descriptive list of key deliverables Vendor typically provides during the business process definition and design phase, and a discussion of how the business process maps can be utilized for both organizational change management and technical teams.
- **Business Process Map Examples:** Submit templates or samples of business process maps and supporting documentation created by Vendor, that include data flow, integrations, access, and reporting. Describe how templates are to be designed by Vendor and TCCD in collaboration.
- **Technical Implementation:** Provide a technical implementation approach and plan that addresses the College's needs, including general, integration, data migration and validation, RBAC and IAM, and testing and QA. Submit sample deliverables.

4.4 Recommended Staffing Model (Capacity, Experience, Expertise)

Staffing model that demonstrates the capacity of the Vendor to implement Banner SaaS at an institution of similar or greater complexity to TCCD, as well as the experience and expertise of those staff members proposed to partner and work with TCCD.

Criteria Description

Proposer should provide a recommended staffing model that demonstrates the capacity of the Vendor to implement Banner SaaS at an institution of similar or greater complexity to TCCD. For a Vendor that may not be able to meet the comprehensive scope provided in RFP section 1.3, any subcontractor(s) will be separately considered by the College in a follow-up process, which may include an RFP.

Respondents should showcase their team's experience and deep technical knowledge of implementing business transformations similar to those described in this RFP as enabled by Banner SaaS, including their experience with third-party software integrations.

Key Vendor personnel proposed for this project (e.g., project executive sponsor, program director, project manager(s), system architect, service area leads, etc.) should be prepared to attend the on-site interviews.

Requirements and Expectations

Vendor staff recommended in this proposal:

- Have demonstrated relevant experience and expertise, including documentation of successful completion of implementations of similar or greater complexity within the service area they are focused on (technical areas, organizational change, project management, etc.)
- Have demonstrated experience with implementations of ERP systems (SaaS ERP experience preferred), at institutions of higher education similar to or greater in complexity to TCCD
- Are collaborative, easy to work with, can work as true partners of TCCD and Ellucian software team, and serve as facilitators who can bring together team members from various functional, technical, and service areas
- Are solutions-focused and aim to effectively design and enable activities such as business process mapping, configuration of technology, and organizational change management

In addition, Vendor key project personnel, such as management and leads:

- Should have held their position previously and should have Banner SaaS experience and implementation experience within the service area they are focused on (technical area, organizational change, project management, etc.), and preferably have higher education experience and/or background
- Are to be full-time and dedicated solely to the project during their assigned participation unless the Vendor provides alternative solutions that meet TCCD's approval
- Are to be in-person and on-site in Fort Worth, Texas at critical junctures and in support of major milestones as identified by Vendor, and scheduled in agreement with TCCD
- Attend the in-person interviews that will be scheduled – see dates in RFP section 5.1. It is vital that TCCD have the ability to meet and ask questions of these resources to get an understanding of fit and quality of staffing

What to Submit

Proposal content for this section (4.4: Recommended Staffing Model) should respond directly to the Criteria Description and reflect the Requirements and Expectations for this section. Submit to Tab 5 in Bonfire.

- A. Resource Deployment Plan:** Provide a proposed Vendor staffing model aligned to a proposed project timeline with detail including estimated FTE / number of individuals assigned at each implementation stage by position and month, the qualifications of those individuals, and the percentage of time they will be dedicated to the project. Describe the Vendor's approach to managing and deploying resources. Include the scalability: how do the deployed resources adapt to changes and what contingency plans are in place for deploying qualified back-up staff, such as for unexpected absences or for additional needs. Also submit sample service level agreements.
- B. Bios and/or Resumes of Proposed Staff Members:** Submit bios and/or resumes for all Vendor resources proposed for this RFP, particularly key personnel.
- C. Role Matrix:** Include a role and responsibility matrix to provide clarity on each team member's duties, deliverables, authority, and interactions with TCCD staff, as well as a plan for monitoring and reporting on staff performance during the project to ensure accountability.
- D. Continuity and Turnover Plan:** Explain the Vendor's assurance of continuity for the team staffed on this project. Provide expected levels of staff turnover and details of how such turnover is managed. This should include the process for identifying and screening replacements and how non-billable time is planned. Note that excessive turnover may cause interruptions to implementation that are contrary to TCCD's Minimum Mandatory Requirements provided in RFP section 3.

E. Staffing Model: Provide proposed staffing model and personnel chart with roles and responsibilities of implementation team as well as expectations of TCCD staffing. Include agreement of TCCD approval of key staff and timely replacement of staff upon reasonable request by TCCD. Provide process for replacing assigned staff, including TCCD approval of staff member following review of resume and interview of newly proposed staff.

F. Location Information: Include location information, including any proposed staff and their experience working with higher education clients in Texas, and whether Vendor and/or any proposed staff are local to North Texas / Dallas-Fort Worth area.

4.5 Post-Implementation Support

A plan for addressing user needs and ensuring Ellucian software team addresses system issues throughout the post-implementation period.

Criteria Description

The College seeks a Vendor with a proven track record of managing post-implementation support for Banner SaaS, providing a smooth transition from project to operational departments. Vendors should have experience providing hypercare for the first ninety (90) days immediately following go-live including support for addressing user needs and ensuring Ellucian addresses system issues throughout the post-implementation period.

Requirements and Expectations

- Vendor provides support for TCCD technical staff, system administrators, and end users during and after go-live and adoption of the new software
- Support plan to include live support during and immediately after each go-live during working hours
- Post-implementation support plan to include Vendor's approach to working with Ellucian software team to address and resolve technical, configuration, or functionality issues and gaps that arise during and after each go-live
- Strategy for transition from implementation partner to TCCD's technical resources
- Follow-up resources and post-implementation training, technical, and adoption support plans

What to Submit

Proposal content for this section (4.5: Post-Implementation Support) should respond directly to the Criteria Description and reflect the Requirements and Expectations for this section. Submit to Tab 6 in Bonfire.

A. Hypercare Approach: Provide Vendor's definition of hypercare and support following go-live. Include key considerations for this phase, including when Vendor would have staff live and on-site and proposed plan for continuity of TCCD and Project-specific knowledge, expertise and experience. Submit sample service level agreements.

- B. User Support Plan:** Describe what the Vendor would plan for user support for the first ninety (90) days immediately post each go-live, including live support, identification of training needs, and efficient routing of technical issues. Include a sample or template post-implementation user support plan.
- C. Adoption Support:** Strategy to quickly address training or knowledge gaps among end users, ensuring continuous business operations and effective support of TCCD students and employees.
- D. Technical Support and Troubleshooting:** Methodology for identifying system or configuration issues that may arise including plan for managing Ellucian's application of solution.
- E. Long-term Training:** Describe training plans and strategies for transitioning to TCCD-facilitated training that maintains continued adoption of new business processes by end users and effective onboarding of new employees.
- F. Transition Plan:** Describe the transition plan for the Vendor's roll-off of the project, including all processes and deliverables provided by implementation services provider.

4.6 Cost Proposal

Cost Proposal should include a detailed total cost for implementation services by proposed service and/or products, and by proposed consultant staff. Also expected for submission are Vendor financial statements. Financial statements will not be included in evaluation for scoring.

Criteria Description

Proposer to submit a detailed cost proposal to include all aspects of implementation services included in project Scope as described in RFP section 1.3, that meets the long-term criteria for TCCD summarized in project objectives and goals as provided in RFP section 1.2. Proposer is responsible for the accuracy of cost information provided. Any errors are solely the responsibility of Proposer.

The pricing submitted as part of the proposal shall be considered a valid offer and must remain valid for one hundred and eighty (180) days from the submittal deadline date to allow for evaluation, selection, and any unforeseen delays, as specified in RFP section 2 (Item 38).

Requirements and Expectations

Proposer to submit and complete the Cost Proposal Worksheets as contained in Attachment 1. TCCD expects modules / functionality to include finance, human capital management / HR, payroll, student administration, and student financial aid. TCCD expects service categories to include project management, business process design, technical, organizational change management. TCCD anticipates general timeline phases to include plan and discover, design, build, test, deploy, and post go-live.

Failure to provide the requested information and submit the completed Cost Proposal Worksheets provided in Attachment 1 may result in the exclusion of the Vendor's proposal from consideration. TCCD may or may not opt to request a Best and Final Offer (BAFO) from shortlisted firms (see RFP section 2, Item 13c).

What to Submit

1. **Excel Workbook found in Attachment 1 (all worksheets).** The Proposer must submit a cost proposal response that covers the entire period of implementation services from plan and discovery through post-go-live including project Scope as described in RFP section 1.3.
 - o **Worksheet 1:** Cost Schedule by Module and Service, by Phase. Include cost for each service, for each module, for each phase. These totals should equal the costs that are broken down on Worksheet 2 and include those optional services costs broken down on Worksheet 3. Additional rows for "other" and "optional" may be added as needed. Briefly note any assumptions, including those that could influence cost. Detailed assumptions must be included with the **Cost Proposal Narrative**.
 - o **Worksheet 2:** Cost Schedule by Role and Position. Identify individual roles and include costs per role per module. For each role, select or add the service category also provided in Worksheet 1, provide a brief description, and include estimated total hours and the hourly rate. Briefly note any assumptions, including those that could influence cost. Detailed assumptions must be included with the **Cost Proposal Narrative**.
 - o **Worksheet 3:** Cost of Optional Services, to be listed by Phase. Include service category, description of service, and cost. Also include assumptions, and if module specific, name the module in the description.
 - o **Worksheet 4:** Cost of Proposed Travel for Vendor staff to TCCD. Include description and objective(s), number of trips, and cost per trip. Note any assumptions, such as what cost components are included. Decisions on how many Vendor staff are to travel, how often, and for what purpose, will be decided in partnership with TCCD, to meet the College's needs, as described in RFP. TCCD expects Vendor to provide a high level of service both on- and off-site, with on-site trips proposed for optimization of implementation effectiveness.
2. **Cost Proposal Narrative:** Proposer should document and submit all detailed cost-related assumptions and such other information necessary for College personnel to thoroughly understand each tab in the Cost Proposal pricing schedule. Provide a narrative that explains the costs in the proposal worksheets and gives TCCD the context beyond the numbers. In this narrative, include the pricing methodology (how amounts were determined), labor cost breakdowns (hours per role, staffing level calculations), value justification (highlighting efficiencies, special expertise, or methods that justify the pricing), and detailed assumptions and exclusions as needed (what is assumed, what is not included).

3. **Financial Statements:** Financial statements are submitted as a separate file. Access and review of all financial statements will be limited to only the Executive Director of Procurement and the Office of the Chief Financial Officer. This documentation will not be included as part of evaluator scoring. If required, submit a Non-Disclosure Agreement (NDA) request. Refer to TCCD Terms and Conditions, RFP section 2 (Item 37).

Option A: Vendors who have audited financial statements are to provide audited financial statements for the two (2) most recent available years.

Option B: Vendors who do not have audited financial statements are to provide the following:

It is preferred that audited financial statements for the two (2) most recent available years be submitted. However, if not available, provide a copy of firm's two (2) most recent tax returns or compiled financial statements by an independent CPA.

5 Submission Instructions and Proposal Organization

5.1 Schedule

Event	Date / Time (as applicable)
Issuance of RFP	September 16, 2025
Deadline for Questions	September 30, 2025 / 10:00 am CT
Answers to Questions Posted	October 7, 2025 / 5:00 pm CT
Proposal Submittal Deadline	October 16, 2025 / 2:00 pm CT
Reserved for Vendor Interviews / Demos	Weeks of November 3, November 10

5.2 Submission Deadline and Requirements

TCCD will accept proposals submitted in response to this RFP until 5:00 pm CT, on October 16, 2025 (the "Submittal Deadline"). Tarrant County College District (TCCD) uses the e-Procurement platform called Bonfire. It is preferred that all RFP submissions be uploaded electronically to [the Bonfire hub](#).

Hard copy proposals are not preferred but will be accepted. If responding to this solicitation without utilizing the eBidding system, all required documentation must be sealed and delivered to the Tarrant County College Purchasing Office located at 300 Trinity Campus Circle, Fort Worth, TX 76102 Building Trinity River Clear Fork, 4th Floor no later than the deadline stated above. All proposals and accompanying documentation will become the property of TCCD and may not be returned. Late proposals will not be accepted, nor will additional time be granted to any individual Vendor. For a quick tutorial on how to upload a submittal, visit: [Creating and Uploading a Submission to Bonfire](#)

5.3 Accompanying Documents

5.3.1 Attachments – Vendor to Complete and Submit

Attachment	Description	Location	Submission
Attachment 1 – Cost Proposal Worksheets	Information related to Attachment 1 is in RFP section 4.6 Document includes multiples tabs	Attachment 1 is available in Public Files in Bonfire	Submit narrative and worksheets to Tab 7
Attachment 2 – References	Information related to Attachment 2 is in RFP section 4.1 Submit 3-5 references	Attachment 2 is available in Public Files in Bonfire	Submit completed document to Tab 2
Attachment 3 – Compliance Certification Form	Form to certify compliance with TCCD mandatory minimum requirements in RFP section 3	Attachment 3 is available in Public Files in Bonfire	Submit completed form to Tab 8

5.3.2 Appendix – Vendor to Complete and Submit

Appendix document is available in Public Files in Bonfire. Submit all completed forms from Appendix to Tab 8 in Bonfire. Forms included in Appendix:

1. Company Information Form
2. Agreement to Terms and Conditions
3. Certifications / Representations Form
4. Felony Conviction Form
5. Non-Resident / Resident Certification
6. Prohibition on Contracts with Companies Boycotting Israel
7. Prohibition on Contracts with Companies Boycotting Certain Energy Companies
8. Prohibition on Contracts with Companies that Discriminate Against Firearms Entity or Trade Association
9. Certificate of Interested Parties
10. Disclosure of Ownership Interests
11. Conflict of Interest Questionnaire
12. Financial Interests and Potential Conflict

5.3.3 Exhibits – Provided for Vendor Reference Only

Exhibit	Description	Location
ERP Software RFP (3 files)	A copy of TCCD's ERP Software RFP, including its attachments. <ul style="list-style-type: none"> • Exhibit 1 – RFP24-058 Enterprise Resource Planning (ERP) Software.pdf • Exhibit 2 – RFP24-058 Attachment 1 – TCCD System Requirements.xlsx • Exhibit 3 – RFP24-058 Attachment 2 – Functional and Technical Narrative Questions.pdf 	Available in Public Files in Bonfire

Exhibit	Description	Location
Interview and Demo Topics	Exhibit 4 – This document is a representation of what Vendor will be asked if shortlisted and/or invited to interview and demo. <i>(for reference only)</i>	Available in Public Files in Bonfire
TCCD Vendor Services Agreement Template	Exhibit 5 – This document is the standard TCCD contract, expected to be used as a baseline for an agreement. <i>(for reference only)</i>	Available in Public Files in Bonfire

5.4 Proposal Organization

Submission Guidance

TCCD will evaluate proposals based on six (6) weighted criteria. RFP section 4 contains information on the criteria, including how proposals will be scored, a description of College requirements and expectations for each of the criteria, and what Proposers should include in their responses.

Proposal submissions for each section should respond directly to the Criteria Description and reflect the Requirements and Expectations for that section. Refer to RFP section 4 for detailed information. Proposals must provide information in the same order as presented in this section with the same headings (headings are in bold). Each Tab is a separate submission area in Bonfire.

The College requests that each of the documents be uploaded into Bonfire in the format indicated.

Submission Checklist

TAB 1: Letter of Submittal & Executive Summary

- Letter of Submittal:** Include a one-page cover letter with high-level information regarding the Vendor and proposal. (.pdf)
- Executive Summary:** Up to three (3) pages highlighting the proposal's contents and demonstrating an understanding of the College's requirements. Include how the Proposer is uniquely able to fully address the Scope as described in RFP section 1.3, how Proposer defines implementation of Banner SaaS, and how Proposer measures an implementation's success. (.pdf)

TAB 2: Proven Track Record with Ellucian Banner SaaS Implementation

Submissions for this section should respond directly to the Criteria Description and reflect the Requirements and Expectations in RFP section 4.1.

- Vendor Partnership** documentation (.pdf)
- Descriptive list or chart for **Recent Implementations** (.pdf)
- Narrative response to **Best Practices and Lessons Learned** (.pdf)
- Use Attachment 2: Complete and submit document for three (3) separate **References** (.pdf or .docx)

TAB 3: Texas Higher Education Expertise

Submissions for this section should respond directly to the Criteria Description and reflect the Requirements and Expectations in RFP section 4.2.

- Narrative responses to **Higher Education Best Practices and Lessons Learned** and **Compliance and Requirements** (.pdf)

TAB 4: Proposed Implementation Strategy and Approach

Submissions for this section should respond directly to the Criteria Description and reflect the Requirements and Expectations in RFP section 4.3.

- High-level overview for **Project Management Plan** (.xlsx, .pdf, .jpeg)
- Sample templates for key project management tools (.pdf, .xlsx, .jpeg)
- Narrative responses to **Approach Summary, Implementation Challenges, Stakeholder Project Engagement, Organizational Change Management Model, Business Process Mapping, and Technical Implementation** (.pdf)
- Sample organizational change management, communication and training plan (.pdf)
- Business Process Map Examples (.pdf or .jpeg)
- Sample technical deliverables – general, integration, data migration and validation, RBAC and IAM, testing and QA (.pdf, .jpeg)

TAB 5: Recommended Staffing Model (Capacity, Experience, Expertise)

Submissions for this section should respond directly to the Criteria Description and reflect the Requirements and Expectations in RFP section 4.4.

- Resource Deployment Plan** (.pdf, or .xlsx)
- Sample service level agreements (.pdf)
- Bios and/or Resumes of Proposed Staff Members** (.pdf, preferably combined into a single file)
- Role Matrix** (.pdf, or .jpeg)
- Continuity and Turnover Plan** (.pdf)
- Staffing Model** (.pdf, .xlsx, or .jpeg)
- Location Information** (.pdf)

TAB 6: Post-Implementation Support

Submissions for this section should respond directly to the Criteria Description and reflect the Requirements and Expectations in RFP section 4.5.

- Narrative responses to **Hypercare Approach, User Support Plan, Adoption Support, Technical Support and Troubleshooting, Long-Term Training, and Transition Plan** (.pdf)
- Sample or template user support plan (.pdf)
- Sample service level agreements (.pdf)

TAB 7: Cost Proposal

Submissions for this section should respond directly to the Criteria Description and reflect the Requirements and Expectations in RFP section 4.6.

Content submitted to Tab 7 will only be accessible to Project Director, Procurement Manager, and Chief Financial Officer.

- Complete and submit **Cost Proposal** (.xlsx – complete all 4 included worksheets) provided in Attachment 1
- Narrative response to **Cost Proposal** as described in RFP section 4.6 (.pdf)
- Financial statements** (Option A or Option B) (.pdf)

TAB 8: Required Forms and Documentation

Content submitted to Tab 8 will only be accessible to Procurement Manager.

- Complete and submit **Compliance Certification Form** (.pdf) provided in Attachment 3
- Complete and submit all **Required Forms** (.pdf) provided in Appendix

6 On-Site Interview and Demo Expectations

Respondents are advised that TCCD plans to invite a set of Vendors to provide detailed, multi-day, in-person interviews and demonstrations, as determined by TCCD scheduling. See RFP section 5.1 for dates reserved. These interviews will take place at TCC Trinity River in downtown Fort Worth, TX.

Only those Vendors certifying and demonstrating both the ability to meet the project Scope and full compliance with minimum mandatory requirements documented in this RFP will be eligible to participate. Vendor is required to complete and submit a Compliance Certification Form, available as Attachment 3, attesting to the ability to meet each of these requirements. The College is not obligated to hold Vendor interviews or to conduct meetings with all Vendors who submit a proposal.

General interview topics and demonstration expectations are included here as Exhibit 4 “Interview and Demo Topics.” Vendors invited for interviews will be provided with specific information when invited at least one (1) week prior to the interview.

Invited Vendors should bring the staff members intended to be assigned to TCCD, whose resumes have been submitted, including those proposed to manage the project, lead functional, technical or service areas, and key personnel with specialized expertise in technical implementation, business process design, and project and organizational change management.