Request for Proposal:

Five Year Information Technology Plan

Issued By: City of Hood River, 211 2nd St. Hood River, OR 97031
                      Will Norris, Assistance City Manager

Issue Date: October 13, 2017

Response Date: 5:00pm, November 24, 2017

Questions: Jennifer Gray, City Recorder
                      Jennifer@CityofHoodRiver.com or (541) 387-5212

Questions Deadline: 5:00pm, November 10, 2017
                      Vendors must register with the City Recorder to receive RFP answers
                      provided to other interested vendors

INTRODUCTION

The City of Hood River, hereinafter referred to as "City", is seeking proposals/quotes from qualified firms to evaluate the City's Information Technology (IT) Administration, Equipment & Infrastructure and provide strategic planning services with the primary goal of developing Five Year Information Technology Plan.

Proposals/quotes will be received until, but not after 5:00 p.m. (local time), November 24, 2017. One signed original via an electronic copy in .pdf format shall be addressed to the City Recorder at jennifer@cityofhoodriver.com, showing in the subject line – "IT Strategic Plan".

This is a limited solicitation. Any Addenda will be provided simultaneously to the firms solicited for this opportunity. This RFP and any addenda will be digitally transmitted. Any proposal received after the scheduled closing time for receipt of proposals will not be considered. It is the responsibility of the party submitting a RFP response to ensure that their proposal is received at the designated location on or before the deadline. Any objections to or comments upon the RFP specifications must be submitted in writing to the Finance Director / Assistant City Manager's email at w.norris@cityofhoodriver.com. They must be received no later than November 10th, 2017 at 5:00 PM (local time).

Proposals received will be held confidential until a recommendation for award has been approved by the City Manager. Thereafter, all Proposals will be available for public inspection by submitting a Public Records Request through the City Recorder's Office.

The City will be the sole judge in determining award of an Agreement and reserves the right to reject all Proposals. The City reserves the right to change, cancel, or reissue this RFP at any time. RFP does not obligate the City to pay any costs incurred by respondents in the preparation and submission of a proposal nor does it obligate the City to accept or contract for any expressed or implied services. The successful respondent must comply with local, state, and federal requirements regarding equal opportunity and employment practices. It is the responsibility of respondents to be aware of these requirements. The successful respondent must complete this request for proposal requirements in full to be considered, be qualified to conduct business in the City and State of Oregon, and be in good standing with Secretary of State.

The City is soliciting quotes/proposals for independent contractor to provide expert analysis to complete the following scope of services. Vendors with a financial interest in the recommendations of the 5-Year Information Technology Plan, such as the future sale of IT hardware, software, or other IT services, will not be considered. Please submit your firm's proposal, including hourly rates, proposed schedule, and pricing quote to complete the project by November 24, 2017 at 5:00 pm to the City Recorder at jennifer@cityofhoodriver.com.

ORGANIZATION OVERVIEW

Hood River's population is 7,760 encompassed in approximately 3 square miles. Located 60 miles east of Portland, Oregon, Hood River is a one hour drive from an international airport. The City provides typical core urban services, including police, fire and emergency medical transport, public works (streets, water, sewer, stormwater, and parks) municipal and regional planning, and the necessary support services of legal, finance and general management. The City budget contains eight separate funds with a total expenditure budget of $35.8 million. There are 64 full-time employees along with various seasonal and temporary employees.

The City fully contracts out all IT services to a private company, RadComp (gorad.com). RadComp is a regional IT Contractor serving approximately 90 other organizations which includes several other cities in Oregon and Washington. The contractor monitors and services the City's network infrastructure and IT hardware. Software support is typically provided by the respective software manufacturer with RadComp providing additional consultation or coordination as needed to resolve any issues. Prior to contracting with RadComp, the City employed a part-time IT specialist.

In 2016, the City had approximately 48 desktops, 11 laptops, 3 tower servers. Network devices include 2 firewalls, 5 switches, 9 wireless antennas, 2 Network Attached Storage, and uses a VOIP telephone system. The City utilizes Windows Server Backup for network files and emails. RadComp keeps a full inventory of the City's IT hardware, including date of purchase and warranty information. The City does not have an IT replacement or maintenance plan or policy.

SCOPE OF WORK – FIVE YEAR INFORMATION TECHNOLOGY PLAN

DESIRED PROJECT OUTCOMES

The deliverable for this project will be to produce a 5-Year Information Technology Plan that captures the current City of Hood River's Information Technology (IT) condition and provides a path ahead for its future. The deliverable will identify immediate and long range needs and goals, validate compliance with state, federal and industry standard IT practices and procedures, identify gaps and suggest strategies to work towards IT goals of the organization. The plan will provide immediate actionable items as well as recommendations for the next five years.

The principal desired outcome of the project is to obtain a five-year IT "road map" for implementation by non-technical general managers, based on a thorough analysis the current state of the City's IT, to ensure a cost-efficient, stable, and secure IT system that supports the City's operations. The project phases below are suggested to achieve this project outcome. Contractors are invited to propose alternative approaches they believe better meet the desired project outcome and deliverables.

PHASE 1 – INFORMATION GATHERING

Task 1: Hold kickoff meeting with stakeholders. Identify project timelines, approach, and intended outcomes for managers and key project staff.

Task 2: Document Review. Obtain and review current network documentation, data transport invoices, cabling infrastructure, software application list, IT policies, CJIS security audit, PCI compliance scans and SAQ, hardware inventory, software inventory (number of licenses for each version)*,* and IT support services contract. Identify integrations to other systems. It is expected that the awarded contractor will work closely with the City's current IT Contractor to obtain this information.

Task 3: Employee Survey. Produce and distribute online survey to employees to assess current IT environment issues, develop needs analysis, functional limitations, and training needs.

PHASE 2 – ONSITE TECHNICAL AUDIT AND ASSESSMENT

Task 1: Technical Audit. Perform on-site technical audit. Validate network documentation and update as necessary. Verify software versions & inventory, hardware condition, validate hardware inventory, and validate backup and disaster recovery strategies (both for data and equipment failure/replacement). Document data security measures, where is data stored, how is access defined, who manages/maintains/monitors user access. What systems or procedures are in place to protect data. Validate integrations to other systems, whether they are working as intended, secured and documented. Gather feedback on current IT support services contract. Gather all maintenance agreements, license keys, and service contracts (Internet, phone, and copier). Inventory all IT spaces, including dimensions of space, primary usage, description of any shared usage, physical security, and

environmental controls and conditions (electricity conditioning, battery/generator backup, HVAC/humidity, general cleanliness (dust/dirt/bugs/rodents)).

Task 2: Hold Planning Workshop. Meet with departments individually and discuss current challenges and desired functionality. What is working, what is not? What are their current needs, what do they anticipate in the future. Identify training needs. Have users describe regular technical usages.

PHASE 3 – GAP ANALYSIS AND PLANNING

Task 1: Gap analysis: Document gaps in current systems discovered by user feedback, or comparing systems to best practices, or a misalignment of condition compared to criticality.
(Criticality analysis: Relate condition of system to criticality of failure. Ie, a unit may be in poor condition, but it is not critical if it fails, or is easily replaced, would result in a low score. A unit may be in poor condition, and highly problematic if it fails would result in a high score. These scores could be used to prioritize projects.)

Task 2: Immediate Issues. Identify immediate issues found in technical audit and necessary steps and potential costs to remediate. This includes issues that may cause legal problems or cause business continuity issues if not resolved.

Task 3: Future Design. Develop high level plan of future IT environment that fill issues found in the gap analysis.

Develop hardware and software requirements to sustain this environment and produce rough order magnitude costing for steps to achieve this design. Produce life cycle estimates for current hardware and software and how legacy systems can migrate to future environment. Provide recommended updates to IT policy to align with industry standard best practices and ensure compliance with state and federal regulations. Provide a recommendation for ongoing IT support services that supports business operations in the most efficient manner.

Future design should also include business continuity plans. Plans will outline the design for data as well as equipment recovery. This should cover all levels of recovery and expected recovery time frames based on implemented systems. I.e., recovery descriptions of "immediate" to "number of days" depending on the failover technology or replacement equipment as planned to be available.

PHASE 4 – PUBLICATION OF FINAL IT STRATEGIC PLAN REPORT

Task 1: Deliverable. The results of all phases will be compiled into a 5-Year IT Master Plan Document. The results of the technical audit and network documentation will be compiled in an appendix to the IT Strategic Plan document. Digital, editable copies of the plan to also be provided.
At a minimum the final deliverable should include:
1. *Executive Summary*
2. *Detail results of findings, analysis, and recommendations, including:*
    a. *5-Yr IT Replacement Plan with cost estimates suitable for budgeting purposes*

      b. Tactical project plan that includes actionable implementation steps tailored for a non-technical audience. Projects should be organized by priority that includes costs both initial and ongoing, staff required for both initial implementation and sustainable management, and perceived benefits and risks of both successful implementation and no implementation at all.
3. *Recommended Information Technology policies, including:*
      a. Updated IT language for the employee policy handbook
      b. Procurement policy and process best practices
4. *Detailed inventories*
      a. Hardware with serial numbers and purchase date/age
      b. Licensing counts with version, serial numbers and license keys
      c. Service contracts with vendor & terms (ex. phone services, internet, copier, etc.)
      d. Employee survey results and summaries from meetings

PROPOSAL REQUIREMENTS

Submissions are limited to 15 single sided pages and should include, but are not limited to:
- Cover letter *(not included in page limit)*
- Detailed response to each phase of the scope of work
- Project timeline
- Three references *(not included in page limit)*
- Completed Business Statement *(provided on last page of this RFP, not included in page limit)*

PROPOSAL EVALUATION

Submittals will be evaluated on the following criteria:

1. Firm (or individual) experience and qualifications (20 points)
- Demonstrated experience working with comparable cities on similar engagements and specific knowledge of government operations, rules, and business considerations

2. Key personnel qualifications (20 points)
- Relevant experience to scope of work
- Recent experience to scope of work

3. Overall approach to project (40 points)
- Overall grasp of the project
- Response adequately addresses all four project phases and tasks
- Proposal is expected to meet the needs of the City, providing an actionable plan for City staff to implement

4. Price (20 points)
The total budget for this RFP may not exceed $20,000 regardless of other criteria point totals. The desired contract price is $10,000 to $15,000, or less. Later project addendums for additional work outside the initial scope of this RFP may be approved upon mutual agreement of the vendor and City.

Business Statement   _Using this form, complete and submit with your proposal response._

1.   Name of Business: _____   _____

2. Business Address: _____   _____

3. Phone: _____   _____   _4. Email:_ _____   ____   _____

5.   Business Classification (check all that apply)

☐ _Individual_   ☐ _Partnership_   ☐ _Corporation_   ☐ _Women or Minority Owned_

6.   Federal Tax Number (Please attached a completed W9):

7.   Name of Owner: _____

8.   Does firm maintain insurance in amounts specified below? Yes: ☐   _No:_ ☐   _If no, describe._

  A. Commercial General Liability insurance of at least $1,000,000 per occurrence: $2,000,000 aggregate; naming the City as an additional insured on the policy contingent on contract award.
  B. Technology Errors & Omissions / Technology Professional Liability insurance of at least $1,000,000 per occurrence: $2,000,000 aggregate; naming the City as an additional insured on the policy contingent on contract award.

9.   Are there claims that are pending against this insurance policy?   Yes: ☐ _No:_ ☐   _If yes, describe._

10. During the past five years, has the firm, business, or any officer in the firm or business, been involved in any (1) bond forfeiture, (2) litigation personally involving the firm, business or any officer in the firm or business (other than dissolution of marriage), or (3) claims filed with any insurance carrier concerning the firm, business, or any officer in the firm or with any insurance carrier concerning the firm, business, or any officer in the firm or business.   Yes: ☐ _No:_ ☐   _If yes, describe._

11. Has company been in bankruptcy, reorganization or receivership in last five years?   Yes: ☐ _No:_ ☐

12. Has company been disqualified or terminated by any public agency?   Yes: ☐ _No:_ ☐

13. Proposal offers shall be good and valid for at least 90 days. Failure to concur with this condition may result in rejection of the offer. Does the firm accept this condition?   Yes: ☐ _No:_ ☐

14. The Company does not / will not have a potential financial interest in the conclusions of the 5-Year IT Strategic Plan or otherwise have any conflicts of interest when providing independent expert analysis and recommendations.   Yes: ☐ _No:_ ☐

15 Having carefully examined all the documents of the solicitation, including the instruction, the undersigned proposes to perform all work in strict compliance with the above-named documents, as well as in compliance with all submitted proposal information.   Yes: ☐ _No:_ ☐

Firm Name: _____

Signature: _____   _Print Name:_ _____

Date: _____