City of Foster City

4/17/2023
REQUEST FOR PROPOSAL

Development of an IT Strategic Plan Project

The City of Foster City requests pricing/proposals for a Project to Develop an IT Strategic Plan. Pricing is to include professional services for development, review, and presentation of the plan as well as project management.

The City of Foster City is interested in receiving proposals from qualified vendors with experience developing IT Strategic Plans for local government agencies.

The City invites you to submit a proposal to furnish materials in accordance with the terms, conditions and specifications contained in this document. Please complete the proposal form as instructed below and return it to the specified e-mail address by the due date. No extensions to the deadline will be allowed. All responses must be in an email to:

TO: Rob Lasky
        rlasky@fostercity.org
        Due Date: 5/24/2023

The undersigned proposes to provide solution and installation services to the City for the stated prices in accordance with the terms and conditions set forth in this document.

VENDOR:

Company Name	Street Address of Company
Signature of Officer	City, State, Zip
Printed Name of Officer	Telephone No./Fax Nbr.
Title of Officer	Federal I.D. Tax Number

This Request for Proposal includes the following Sections:

Section 1	Introduction / Background	
Section 2	Project Services and Requirements	
Section 3	Proposal Submittal Requirements	
Section 4	Vendor Evaluation Process	

TERMS AND CONDITIONS

1. **DATE DUE: 5/24/2023**

2. **QUESTIONS:** Call Rob Lasky at 650-740-7101 or e-mail questions to rlasky@fostercity.org. All communication/questions are to be submitted by any vendor to Rob Lasky via e-mail. All responses to questions/clarifications will be posted on the City's website as addendums and any vendor who has provided an e-mail will be notified via -email of the posting. Vendors are required to provide an e-mail address to which we may send responses.

3. **REPLY FORMAT:** The Vendor's proposal, signed acknowledgment terms and conditions, including all attachments, must be returned by the due date with submittal. Vendors are required to clearly identify any limitations or exceptions to the requirements defined in this RFP. Alternative approaches will be given consideration if the approach clearly offers increased benefit to the City. **The City is not responsible for non-receipt or misdelivery and that it is bidder's responsibility to ensure we have received their communication. The City's e-mail system does not allow attachments larger than 25MB.**

4. **DEADLINES TIME ZONE:** Where referred to in document, all times are in the Pacific Time Zone.

5. **VENDOR QUALIFICATIONS:** The vendor has been in business doing this type of work for at least the last three years.

6. **RESPONSIVENESS AND SELECTION PROCESS:** The decision for selection will be made on a combination of criteria, including: total cost (including ongoing operating costs); responsiveness to RFP, reputation of Vendor and products in similar installations; quality and completeness of proposal; Vendor's ability to perform in a timely fashion; and the City's perception of Vendor's stability within the industry.

   The City reserves the right to reject any and all proposals or to waive any minor errors, discrepancies or irregularities. The selection will be at the discretion of the City and may be made in any manner that best meets the needs of the City.

7. **FIRM PRICES:** All quotes shall be held firm for a minimum of ninety (90) days after the proposal due date to allow adequate time for the City to consider each proposal and make an award. All blanks for unit price and total price shall be completed. All prices shall include sales tax where applicable. Any charges for boxing, packing, crating, cartage, handling, insurance, unloading, inside delivery, and any other related charges shall be included in the bid price provided on the Bid Form. Any discrepancy between the unit price and the extended or total price shall be determined by taking the lower price. Upon receipt of this proposal by the City, the Vendor shall be presumed to be thoroughly familiar with all aspects of this work. The failure or omission to examine any location, equipment, form, instrument or document shall in no way relieve Vendor from any obligation with respect to this proposal.

8. **WARRANTY:** The delivered and installed goods, equipment or services shall be warranted to be free from defects in materials and workmanship. The warranty period shall begin upon final acceptance by the City. As a minimum, all goods, equipment and services shall be warranted to operate satisfactorily

in accordance with the requirements of these specifications, the representations of the Vendor and the published specifications of the manufacturer(s) for a period of at least one (1) year from the date of acceptance by the City.

9. **CANCELLATION CLAUSE:** The City may terminate and cancel any purchase order or contract that result from this RFP without obligation at any time prior to receipt of the goods or services.

Section 1
Introduction / Background
    1.1. The Project

The City of Foster City is an upper/middle class community of about 4 square miles and about 32,000 residents. We are located in central San Mateo County, mid way between San Francisco and San Jose. A significant portion of the City is immediately adjacent to the waters of San Francisco Bay while other parts border on the City of San Mateo.

Foster City IT is a division under the City' Administrative Services Department, which also contains the Human Resources Division. Foster City IT consists of 4 full time staff: 1 IT Manager, 2 Senior Systems Analysts, and 1 Technical Analyst I.

We offer centralized IT services to the 8 City departments: We also provide IT services via contract to the regional Fire Department (San Mateo Consolidated Fire Department) and Calopps.org, a Foster City operated website that offers job posting and applicant tracking functions to hundreds of California public sector agencies.

The vendor shall submit a proposed time-line schedule for implementation. The vendor will need to identify staff from their company who will be working on their team and confirm their availability for the duration of the project.

Tentative schedule and dates:

Release RFP	4/17/2023
Vendor Written Inquiries (on or before)	5/8/2023
City response to Written Inquiry (on or before)	5/10/2023
Proposals due from potential bidders	5/24/2023
Interviews with vendors	6/19/2023-6/23/2023
Vendor Notified of accepted bids	TBD
Award of Contract	TBD
Project Start Date	TBD

    1.2. Current IT Environment
        1.2.1. Facilities
- The City owns and manages seven (7) primary facilities: City Hall, Council Chambers, Police Department, Community Center, Recreation Center, Teen Center and Corporation Yard.
- The San Mateo Consolidated Fire Department that we also support has ten (10) locations, 9 being Fire Stations, and 1 being the Fire Admin offices at Foster City City Hall.

        1.2.2. Departments & Staff
- The City employs 174 full-time employees, roughly 15 part-time and 20 seasonal employees across seven (8) departments: Administrative Services, City Clerk, City Manager, Community Development, Finance, Parks and Recreation, Police, and Public Works.
- Foster City IT also provides services via contract to the regional Fire Department (San Mateo Consolidated Fire Department, also known as SMCFire) SMCFire has 170 full-time employees, and has divisions for Administration, Fire Prevention, Emergency Services, Field Operations, and Training.
- Foster City IT also provides services for Calopps.org, a Foster City operated website that offers job posting and applicant tracking functions to hundreds of California public sector agencies. Website development is performed by a contractor, but Foster City HR and IT perform the administration, contract management, and training functions.

        1.2.3. Workstations and Servers

- A 3-node Nutanix cluster running VMWare with 100 virtual Windows Servers and 4 linux servers
- 5 standalone Windows servers
- 1 IBM iSeries server
- 200 Dell OptiPlex Micro workstations and 50 Dell and LG laptops, all running Windows 10 or 11 Pro.
- Barracuda Backup Appliance

1.2.4. Wired Network
- The network infrastructure consists of 20 1Gig POE Aruba switches, 2 Netgear 10Gig switches, and a HA pair of Palo Alto Networks Firewalls.

1.2.5. Wireless Network
- 25 Aerohive Access Points and 10 Ubiquiti Access Points.
- We maintain 3 SSIDs: Production LAN (802.1x RADIUS authentication), Guest (WPA2-PSK) and IoT (WPA2-PSK)

1.2.6. Connectivity
- 6 of our buildings (all except Corporation Yard) are located along a single City block, and are connected via 1Gig multimode fiber links. The Corporation Yard is about 1.5 miles away and is connected with a Comcast circuit and SD-WAN.

1.2.7. Voice – The City currently utilizes a Mitel VoIP phone system.

1.2.8. Significant Business Systems
- Enterprise Resource Planning (CentralSquare Naviline, running on IBM iSeries)
- Office Software Suite (Microsoft Office 365)
- Agenda Management System (Rocksolid Primegov)
- Website (MuniCode/CivicPlus)
- Audio Video Broadcasting System (Tricaster & Crestron) \
- Geographic Information System (ArcGIS)
- Permitting and Inspections (CentralSquare Trakit)
- Police CAD/RMS (ystem) (Sun Ridge Systems)
- Computer Aided Design System (AutoCAD Civil 3D and AutoCAD LT)
- Police Body-worn Camera Video System (Watchguard)
- In-House Surveillance Monitoring System (Exacqvision and QNAP)
- Document Management (Laserfiche)
- Maintenance Management System (Cartegraph)
- Electronic Signatures (Adobe Sign and Docusign)
- MDR (Alertlogic)
- Backup (Barracuda Appliance and Cloudberry)
- Email Archiving (Barracuda Cloud)
- Reporting (SSRS and Cognos)
- Door Access System (Keri Systems)
- 911 Recording (HigherGround)
- Utility Billing (CentralSquare Naviline, Infosend, and Sensus Analytics)
- Security Awareness Training (KnowBe4)
- Electronic Newsletters (Mailchimp)
- RMM (NinjaOne)
- Virtualization (Nutanix and VMware)
- Budgeting (Opengov)
- HVAC (Orca)
- Gasoline Vending (Phoenix)
- Self-Service Password Resets (ASPG React)
- Recreation Management Software (Vermont Systems Rectrak)
- Digital Signage (Revel)
- 311/Citizen Issue Reporting (SeeClickFix/CivicPlus)
- Database (Microsoft SQL, MySQL, DB2)

- SCADA (Wonderware)
- Helpdesk (Solarwinds WebHelpDesk)
- Video Conferencing (Zoom and Teams)
- Printers and Copiers (HP and Sharp)
- Public Records Request System (NextRequest)

1.2.9. IT Staffing – 4 full-time staff

- 1 IT Manager, 2 Senior Systems Analysts, and 1 Technical Analyst I

1.2.10. IT Funding

- The City maintains an IT Division operating budget of $2,403,528, which covers all staffing, contracted services, software and hardware maintenance, telecommunications circuits and accounts, hardware replacements, and projects.
- The City maintains an IT Equipment Replacement Fund that acts similar to a layaway plan. Assets are given a useful life and a replacement value when purchased. Operating departments pay into the replacement fund for their assets (and shared citywide assets) the replacement value divided by the useful life in years. This ensures there are funds available to replace that asset when it reaches end-of-life.
- Funding for the IT Division operating budget is via reallocations to all other operating departments.

Section 2
Project Services and Requirements

The selected vendor will be responsible for the development of a five year strategic plan that provides short-term and long-term guidance for the City's IT needs and assesses the current IT conditions for all departments and locations of the City.

The development of the plan should be based on an operational review of the current IT Division and IT infrastructure. The goal is to ensure that business technology services are a platform for innovative and progressive business process improvements that will assist in ensuring the effective and efficient delivery of high quality services by the City's departments to the citizens and visitors of the City of Foster City and to those that do business with the City.

The following are the minimum requirements we expect from the vendor's proposal. Your response should address every requirement.

Assessment of IT Systems, Structures, Policies and Processes

The successful consultant will conduct an assessment and provide preliminary recommendations to address immediate, short- and long-term vulnerabilities and needs. The consultant will then facilitate a process to review the recommendations and determine the future direction of IT at the City of Foster City. The successful consultant will conduct an assessment including but not limited to the following topics:

1. IT Infrastructure;
   a. All existing technical infrastructure and technology systems used throughout the City of Foster City's Departments and Divisions
   b. Vulnerabilities in accessing the systems, including staff access rights
   c. Risks of system failure
   d. Cyber Security risks
   e. Risks of existing legacy systems
   f. Business continuity/Disaster Recovery
   g. Emergency Preparedness
   h. Components that require an upgrade
   i. Options for improving connectivity between and within City facilities
2. Staffing resources, including positions, roles, skills, organization structure for IT, required to support information management and the IT strategy
3. Current business processes, procedures, and forms used by staff as they access IT resources
4. Needs and opportunities
   a. Current and projected technology needs driven by organizational changes
   b. Potential for IT to be better integrated into departmental programs/functions
   c. Business needs of all departments in the City of Foster City
   d. The current and potential use of technology. For example, SharePoint Online is our primary file repository, however the full capabilities of SharePoint are not yet maximized
   e. Sufficiency of existing relationships, maintenance strategies, replacement cycles and opportunities for enhancement of these strategies.
   f. High-level analysis of enterprise architecture integration opportunities for key applications.
   g. Assessment of the City's GIS program, organizational structure and staffing.
   h. Expansion of technology use by field workers
   i.

Following the conclusion of the assessment, the City expects at minimum the following deliverables:
   a. Inventory and analysis of IT infrastructure and systems, including gaps and vulnerabilities
   b. Analysis of IT structure and staffing, including gaps and vulnerabilities
   c. Analysis of IT business process, including gaps, pain points and the current vulnerabilities

      d. Analysis of current IT role and recommendations on future IT strategy and IT role
      e. Report containing a prioritized set of recommendations for immediate, short- and long-term solutions. The report shall include but shall not be limited to:
            i. Solutions for risks that require immediate mitigation
            ii. Solutions for any identified risks, gaps, pain points or vulnerabilities
            iii. Opportunities to serve unmet needs
            iv. Metrics for measuring IT performance
      f. Each recommendation shall also include cost and time estimates.

Outcomes

The successful consultant is expected to perform and report on an in-depth needs analysis and review of the current environment through interviews with IT staff, Department Heads, keys users and elected officials. It is expected that the needs analysis will reflect best practices for all departments and how best to integrate existing and new IT services and support for these departments.

Based on the consultant's analysis, they will provide recommendations for improvement in the form of a five (5) year IT strategic plan. Recommendations should be supported with comparison to other municipalities with similar complexities and of similar size. The plan must prioritize projects and estimate implementation costs and timeframes for recommended changes. The plan should also include a five year estimated capital and operating budget.

The purpose of the Five (5) year IT strategic plan is to lay out the path to actualizing the IT strategy and vision across the City of Foster City and particularly in IT, given the resources identified in the assessment phase of the project.

Tasks undertaken by the consultant may include but are not limited to the following:
1. Incorporate learning and information gathered during the assessment
2. Research costs of IT solutions
3. Update the City regularly on work progress
4. Present drafts of the strategic plan to City
5. Revise strategic plan upon gathering feedback

The City of Foster City expects that the five (5) Year IT strategic plan will cover topics such as, but not limited to:
1. IT governance
2. Replacement planning
3. Service methodology
4. Updated policies and procedures (new policies and procedures if recommended)
5. Organization-wide technology project prioritization evaluation and prioritization process and visual matrix.
6. Metrics for IT performance
7. IT structure and staffing appropriate for carrying out the strategy in relation to the size of the organization
8. Internal and external resources required for implementation
9. Present findings and recommendations to the City's Management Team and do a presentation at a City Council meeting.
10. Revise findings and recommendations upon gathering feedback

Section 3

Proposal Submittal Requirements

Below are all the items that must be submitted by the Vendor. Any Vendor who fails to include responses to the following requirements shall be deemed non-responsive.

Requirements
1. A detailed budget containing all costs, including staff time and all projected expenses. Indicate if different rates are used for different services and/or different team roles.
2. A detailed estimated timeline with all project milestones and dependencies included. All tasks related to planning, implementation, testing and deployment should be included.
3. A detailed description of the tasks that will be undertaken. Please respond to all of the Project Requirements (See Section 2).
4. Company history and core services.
5. Client references and descriptions of their projects (at least 3). Ideally include IT Strategic Plan projects performed for other governmental clients.
6. If the execution of work to be performed by your company requires the hiring of subcontractors, you must clearly state this in your proposal.
7. Answers to the following questions about your company:
    - Local Address
    - Location of Headquarters
    - Number of years in software development
    - Number of overall employees

Section 4
Vendor Evaluation Process

1. Selection/Evaluation Criteria for RFP Proposals

   Proposals will be reviewed by selected members of Foster City's staff from various departments.

   A subset of vendors will be requested to perform 1 to 2 hour interview during the week of 6/19/2023-6/23/2023. Selected vendors will be contacted during the week of 6/12/2023 to set up a timeslot for their demo.

2. City Purchasing Ordinance '3.04.260 --Lowest responsible bidder determination' states as follows:

   In determining the "lowest responsible bidder," the following factors may be considered in addition to price:

   A. The ability, capacity and skill of the bidder to perform the contract or provide the service required;
   B. The character, integrity, reputation, judgment, experience and efficiency for the city or other contracting parties;
   C. The quality of performance of previous contracts or services for the city or other contracting parties;
   D. The previous and existing compliance by the bidder with the laws and ordinances relating to a contract or service;
   E. The sufficiency of the financial resources and ability of the bidder to perform the contract or provide the services;
   F. The ability of the bidder to provide future maintenance and service for the use of the subject of the contract. (Ord. 536 § 1 (part), 2007)

3. Project Specific Evaluation

   RFP Format Response Section
   The vendor shall respond to all the areas listed in Section 3. The vendor shall describe how their proposal will meet the objectives, tasks, requirements, and other services identified in this document.