

City of Fort Wayne & Allen County, IN

REQUEST FOR PROPOSAL (RFP)

for

Information Technology Outsourcing Services

RFP#: 7205796

RFP Publish: Tuesday, July 14th, 2020

Proposals Due: Thursday, August 27th, 2020 at 11:00am (ET)



Fort Wayne, IN



Allen County, IN

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1. INSTRUCTIONS TO PROPOSERS

1.1 PROPOSAL DELIVERY

Proposals must be received by the City of Fort Wayne & Allen County Indiana (hereafter referred to as "the City/County") prior to the due date and time. It is the sole responsibility of the proposer to ensure timely delivery of the proposal. **Late proposals will not be considered.**

1.2 POINT OF CONTACT FOR RFP: CITY-COUNTY AGENT

The City/County agent, identified below, is the sole point of contact regarding the RFP documents from the date of issuance until selection of the successful proposer:

Joel Buege (Consultant acting as agent on behalf of the City/County)

E-mail: Joel@PREMISconsulting.com

1.3 RESTRICTION ON COMMUNICATION WITH THE CITY-COUNTY

The following provision is intended to ensure a fair and equitable review process so that there is no actual or potential situation where one RFP Proposer secures or attempts to secure an unfair advantage over another RFP Proposer or creates a situation where there is an appearance of impropriety in contacts between the RFP Proposer and the City/County officials.

After release of the RFP, no officer, employee, agent, lobbyist or representative of the Proposer shall have any discussion, verbal or written, with any members of the City/County directly or indirectly with respect to and/or pertaining to this specific **RFP#: 7205796**

All communications relating to this RFP must be directed to the City/County Agent named above. Violating this provision may result in a Proposer being disqualified from this procurement process.

1.4 LOCATION OF RFP DOCUMENTS

This RFP, associated documents and forthcoming addendums may be viewed and downloaded via the following location:

- ➡ URL: <https://questcdn.com/>
- ➡ Note: Vendors are required to fill out a short registration form to gain access to this site. No, worries, no charge to sign up with Quest. Search under Requests for RFP# 7205796
- ➡ FYI: Vendors will also use this same site to upload their completed bids/proposal documents on or before the RFP Due Date.

All addenda and notices related to this solicitation will be posted on the Quest website under the project # 7205796. **It is the responsibility of the proposer to monitor this site and your company profile email provided to Quest for notices and addenda.**

1.5 SUBMISSION OF PROPOSAL

Proposers should upload their completed proposals including all required information and documents described in this RFP to the URL: <https://questcdn.com/>. (i.e. Their proposal, the excel pricing workbook and any ancillary files required to complete your submission). **NOTE: NO PRINTED COPY REQUIRED. ALL ELECTRONIC SUBMISSION.**

TECHNICAL PROPOSAL

1. ONE (1) electronic copy (PDF format)

PRICE PROPOSAL – MUST BE SEALED SEPARATELY

1. ONE (1) electronic copy (please use only the Excel workbook provided you.)

1.6 SCHEDULE OF EVENTS – 4 TIER EVALUATION PROCESS

The following dates are set forth for informational and planning purposes; however, the City/County reserves the right to modify the dates.

RFP Schedule	2020 Dates (all times EASTERN)
RFP Release Date	July 14 th (Tuesday)
Pre-Bid E-Conference (see info below)	July 23 rd (1:00-3:00pm/Thursday)
Last day for Submitting Questions	July 30 th (3:00pm/Thursday)
Release of Addendum – Answers to Questions	August 6 th (Thursday)
Technical and Pricing Proposals Due	August 27th (11:00am/Thursday)
Tier 1: Proposal Screening / Admin Review	August 27 th - 29 th
Tier 2: Written Evaluation	August 31 st – September 11 th
Down Select #1 Announcements: Top 4 proposals advance	September 15th
Release of Addendum – Presentation Scripts	September 15 th
Reference Checks	Week of Sept 21 st
Tier 3: Presentations and Vendor Demos	Week of September 28 th
Down Select #2 Announcement: Top 2 proposals advance to BAFO phase	October 6th (Tuesday)
Release of Addendum – Sample Contract, Contract Exceptions Form and BAFO Form	October 6 th (Tuesday)
Tier 4: Best and Final Offer (BAFO)	Begins October 7 th
BAFO workshops (1 day per BAFO vendor)	Week of October 12 th
BAFO submissions due	October 23rd (12:00pm/Friday)
Down Select #3 Announcement: Top 1 vendor advances	October 27th
Contract Negotiations: Top 1 vendor	October 28 th – November 6 th
City/County Approval	Week of November 9 th
Contract Signing and Transition Begins	Immediately following City/County Approval

1.7 OPTIONAL PRE-BID E-CONFERENCE CALL (RESPECTING COVID19 RULES)

Although we would all enjoy gathering onsite for a typical pre-bid meeting, during this covid19 climate, we are playing it safe for everyone's benefit. That said, proposers are encouraged to attend the **non-mandatory** pre-bid E-conference.

- **Pre-Bid E-Conference: 1:00–3:00pm (EST) on (Thursday), July 23rd, 2020**
- **ZOOM URL location info below:**

Name: CFW-AC_IT Outsourcing RFP#7205796_Pre-Bid_Zoom Meeting

<https://us02web.zoom.us/j/9046165487?pwd=ZUtqRjhNdWlpZDFaMWtYQldTRXMrUT09>

Meeting ID: 904 616 5487 / Password: CFWAC-IT

Verbal discussions at the pre-bid shall not be considered part of the RFP unless submitted in writing.

1.8 QUESTION AND ANSWER PERIOD (Q&A)

Proposers are invited to submit written questions and requests for clarifications regarding the RFP. **All questions and/or requests for clarifications must be in writing (email) and received on or before 3:00 pm (EST), Thursday, July 30th, 2020.**

Please email all Q&A submissions in industry standard/readable formats (MS Word, PDF, etc.) to

Joel Buege (Consultant acting as agent on behalf of the City/County)

E-mail: Joel@PREMISconsulting.com

When submitting questions please include the page and/or section number(s) to allow for easier navigation and a more detailed response. If you have ANY issues, completing this RFP task, please contact the following person for assistance. We will be happy to help.

Answers to submitted questions will be published via an addendum to the City of Fort Wayne Website: <https://questcdn.com/>

1.9 PROPOSED SAMPLE CONTRACT

PLEASE NOTE: During the evaluation process, after down select #2, the **advancing proposer(s) will be provided a copy of the City/County's proposed contract for review and comment.** Although specific terms may be subject to negotiation, the "general/base" City/County requirements have been included in the appendix section of this RFP document for your initial review and consideration. The remainder will be included in the aforementioned City/County proposed contract after down select #2.

The advancing proposer(s) will be asked to review, comment, and return the proposed contract indicating any exceptions as part of the pre-formal contract negotiations process. Detailed instructions for this process will accompany the proposed contract. **It is NOT necessary for a proposer to submit a copy of your own proposed sample contract.**

2. PROPOSAL FORMAT AND ORDER

2.1 GENERAL INSTRUCTIONS

The following section outlines the FORMAT AND ORDER upon which the proposals must be organized. It is designed and ordered to facilitate a uniform review process. Failure to adhere to the Proposal Format and Order listed below may result in the disqualification of the proposal.

1. Proposals should be labeled appropriately on the front cover to include the RFP name, RFP number, company name and the due date.
2. All responses must be written in the English language. Main text must be a common typeface (Arial, Times New Roman, etc.) and must **not be smaller than** 10 pt. font size.
3. The main technical proposal should address each item presented in the RFP in accordance with the directions found herein.
4. **Please be certain to address all relevant and requested information. Answers should be clear, **YET BRIEFLY** described and specific to the City/County.**
5. In areas where service provider questions are answered, please restate the specific question or bullet with the answer directly below, referencing any numbering or lettering scheme used in applicable section of the RFP.
6. Proposals should be based only on the material contained in the RFP. In addition to the main document, this includes written responses to questions as well as any other official amendments or addenda published by the City/County concerning the RFP.
7. **PLEASE limit marketing information to ONLY that which is pertinent to this specific RFP. Please keep responses brief and concise. We hope you understand and respect this request.**
8. **Total "Technical proposal" page count should not exceed 250 pages.**

The proposal MUST be divided into two separate parts: the technical proposal and the pricing proposal.

1. The TECHNICAL proposal: including all required RFP documents should be submitted in a single, commonly readable document/format. Please label/name this e-file: "CFW-AC_RFP7205796_Tech-Proposal_(vendor name)"
2. The PRICE proposal: MUST be submitted separate from the technical proposal. Please label/name this e-file: "CFW-AC_RFP7205796_PRICE-Proposal_(vendor name)"

NOTE: The pricing proposal must clearly separate ALL pricing (e.g. hardware items from software items, licensing, professional fees, transition costs, etc.). Please simply follow the instructions provided in the Price Proposal.

2.2 SUBMITTING INSTRUCTIONS FOR BID DOCUMENTS

Technical Bids and Pricing proposals should be **uploaded** to the following location.

➡ City of Fort Wayne Website: <https://questcdn.com/>

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- ➡ Note: Vendors are required to fill out a short registration form to gain access to this site. i.e. same location the RFP documents were published to.

2.3 TECHNICAL PROPOSAL (CONTENT AND ORDER)

2.3.1 TABLE OF CONTENTS

The proposer shall include a table of contents in its proposal detailed enough to allow easy navigation and review.

2.3.2 LETTER OF TRANSMITTAL

The Letter of Transmittal must minimally contain and/or state:

1. Company name, identification of type of proposer's legal entity (corporation, Limited Liability Company, etc.) and address of the proposer.
2. Please also include any local (Indiana) business address(s). Include any regional offices and/or headquarters, foreign or domestic.
3. Year established (include former names and year established, if applicable.)
4. Type of ownership and parent company, if applicable
5. A/The contact person include the name, title, address, telephone number and email of the key contact person for any questions regarding your proposal.
6. **A statement that the proposer understands and complies with all requirements of this RFP and/or details any exceptions.**
7. Must be signed by an officer authorized to obligate the proposer to the proposed products and services stated.

2.3.3 EXECUTIVE SUMMARY

Please include an Executive Summary of the product and services in your proposal, including but not limited to the following information:

1. Statements that demonstrate that the proposer (and subcontractor(s) if contemplated) understands the products and services as specified in this RFP.
2. An overview of the proposer (and subcontractor(s) if contemplated) plans and ability to provide and successfully transition/implement your proposed solution for the City/County including all related products and services.
3. Number of years' experience with providing the types of products and services specified in this RFP.
4. Your level of technical experience/expertise in providing the types of products and services specified in this RFP.
5. Services and other relevant experience similar to those specified in this RFP that you have provided to other public sector clients of similar size/scope to the City/County.

2.3.4 TECHNICAL APPROACH SECTION

In this section, please provide a detailed description of all products and services as stated (requested) by the City/County in **Section 5 – “Scope of Services” of this RFP**. Proposals should clearly identify any deviations from the stated requirements or requirements that the proposer cannot satisfy.

2.3.5 VENDOR VIABILITY AND FINANCIAL CAPACITY

For all Service Providers, please include the following information in the "Vendor Viability and Financial Capacity" section of your response.

1. Please also include any pending litigation, state regulatory, or federal regulatory actions that may have a material impact on the financial condition of the prime contractor or subcontractor (if any) that is not otherwise disclosed in the above financial information.
2. The Service Provider should be a “responsible” Service Provider that is both ethically and financially in good standing within the industry, as determined by the City/County. If the Service Provider has had a contract terminated for default or breach during the past three (3) years, or has been the subject of any governmental securities investigation during the past three (3) years, this fact must be disclosed in the RFP response along with the Service Provider’s position on the matter(s). **If the Service Provider and subcontractors (if contemplated) has experienced no such terminations for default in the past three years, then please indicate as such in your response to this section.**
3. Please include any clients that have discontinued use, for any reason other than contract expiration/completion, of your proposed IT sourcing services in the past three (3) years, along with any explanation of your position on the matter(s). **If the Service Provider has experienced no such client discontinuance of services in the past three years, then please indicate as such in your response to this section.**

2.3.6 SUBCONTRACTOR INFORMATION

If a joint venture or subcontracts are contemplated, provide the same information as above for any subcontractors, and explain their role in the proposal. The prime contractor must assume all responsibility for the work, including the work of any subcontractors.

2.3.7 MBE/WBE/VBE PARTICIPATION – GOAL, NOT A REQUIREMENT

1. It is the **goal** of the City/County that Minority Business Enterprises (MBEs), Women Business Enterprises (WBEs), and Veteran Business Enterprises (VBEs) shall have feasible opportunity to participate in the performance of contracts. Consequently, the City/County has established MBE participation goals of 15%, WBE participation goals of 8%, and VBE participation goals of 3% for its dollars spent on public works, goods, and services.
2. In order to help accomplish this **goal**, the City/County is requesting that you include with your response information regarding your status as an MBE, WBE or VBE. Additionally, please include contact information for any MBE, WBE or VBE owned contractors directly participating in your business operations.

2.3.8 REFERENCES AND EXPERIENCE

Please submit a minimum of three (3) and maximum of five (5) references from the last five (5) years that can attest to your ability to provide the skills and services proposed in this RFP.

At least two (2) references MUST be for a government client (A City, A County, A City/County and/or SLED contract) of similar size and scope to this RFP. The responses should emphasize the services and experiences, which most closely match those requested by the City/County.

1. Client Name
2. Contract Title and/or Contract Reference Number
3. Primary Contact name, Title, Telephone Number and Email Address
4. Contract Dates and Length
5. Summary of services and/or products delivered/provided

NOTE: Please ensure ALL reference contact information is current and accurate. (i.e. person, title, email phone etc.)

2.3.9 REQUIRED APPENDIX FILE DOCUMENTS

Please fully complete and submit with your proposal all required appendix file documents listed below and contained in this RFP document.

- ❖ Appendix C: Non-Collusion Affidavit
- ❖ Appendix D: Insurance Affidavit
- ❖ Appendix E: E-Verify Affidavit
- ❖ Appendix F: Vendor Disclosure Statement
- ❖ Appendix G: Non-Discrimination Affidavit
- ❖ Appendix H: Iran Certification Affidavit
- ❖ Appendix I: RFP Submission Checklist

2.4 PRICE PROPOSAL (CONTENT)

Instructions regarding the price proposal requirements are described and are to be responded to in the Microsoft Excel file named below.

Please see attached EXCEL file: CFW-AC_RFP7205796_PRICE-Proposal-v2.

Instructions for responding to each requirement are provided in the workbook and respective spreadsheets. **Your proposal MUST be made in the workbook provided (not a copy, duplicated or otherwise modified version).** Responses received in any other format will not be considered.

2.4.1 PRICING DETAIL

The proposer must provide its price proposal in accordance with the specifications provided in this RFP. Pricing proposals must be firm for a period of 120 days from proposal due date unless otherwise specified.

3. CITY/COUNTY BACKGROUND AND VISION FOR THE FUTURE

3.1 CITY/COUNTY IT

The purpose of this section to provide an overview of the City/County IT, and their role in achieving the goals of the City/County's IT strategy to further an understanding of the sourcing strategy.

[Allen County](#) and the [City of Fort Wayne](#) are local units of government within Indiana. They are fiscally and politically separate units of government however share many/most IT infrastructure and applications services for efficiency purposes.

Here are links to a map of [Allen County](#) and [Fort Wayne](#). [City Utilities](#) is municipal water, sewer, and storm water Utility wholly owned by the City of Fort Wayne.

The County, City and the Utility all share a common IT infrastructure, such as networks, Internet connectivity, storage area networks, and servers. Certain software, such as email, 911 dispatch, and public safety management are shared. Each unit also has many software applications are unique to their business needs. The business units share a common standard for computer desktop hardware and office productivity software. For the past 25 years, the County, City and the Utility have jointly shared an IT services contract to manage the local IT infrastructure and applications.

The following section outlines the direction in which City, County and Utility IT is moving to deliver technology solutions that fundamentally change and improve services to its constituents.

3.2 IT VISION AND STRATEGY FOR TOMORROW

City/County IT is undergoing some transformation in order to provide more comprehensive ongoing support as well as strategic technology solutions to its customers to concentrate on improving the delivery of City/County IT services in a **cost-effective manner** while focusing on increasing the use of innovation in local government services.

3.2.1 REFOCUSING CITY/COUNTY IT

As part of the City/County IT's refocusing efforts, below are several CRITICAL SUCCESS factors we want each proposer to consider and respond/expand upon in your response(s).

- 1. Create a flexible organization** – Develop a modified structure that is results-oriented, and that brings together the best and most appropriate skills and resources to complete the project (sharing resources, knowledge, and best practices among various groups).
- 2. Provide stable and well-informed leadership** – Help guide the City/County business units (IT Customers) to identify and pursue additional technology-enabled business strategies, rather than deliver only what was requested. Lead not follow. Deliver value-add results.
- 3. Build business skills – Enhance and retain skill sets such as business consulting, project management and subject matter experts vital to a successful business partnership, and access complementary and supplementary skills as required. Appropriate skill allocation will provide continuity while advancing technology.**
- 4. Develop new implementation processes** – Develop new ways to scope and deliver applications, change processes for IT planning, implementation, and performance

measurement, and create an effective service delivery model.

- 5. Build Customer Confidence** - Keeping ahead of the customer community in support, innovation, and solutions has sometimes proven difficult in tough budget times. Have a well-informed staff of "Business Relationship" minded IT people that are empowered to lead the customers through projects, problems and solutions will strengthen the IT Enterprise and accomplish true results for our IT customers.
- 6. Providing oversight of projects** – Provide standardization of project methods, process, and solutions. Evaluate best practice and results that will give the City/County the most effective Return on Investment. Tracking hardware trends and even looking at shared service models for applications that might work in that environment will help keep costs minimized while keeping up with the latest trends.
- 7. Managing the Contracts** – Specialty sourcing has become more common to ensure that enterprise applications are maintained properly and that licenses are tracked for compliance on an annual basis. This sourcing RFP covers contractual agreements with existing providers which could/will need to evolve over time.
- 8. Managing/Oversight of IT Purchasing** – As a key member of the IT services team for the City/County and to maintain consistency in versioning for both hardware and software, the City/County seeks to have our service provider(s) management and oversight involvement with all IT purchasing decisions and facilitation.
- 9. Managing the Licenses** – When possible, the City/County secures enterprise licenses for application used by multiple agencies, or even one organization. However, not all software vendors provide this option and it is critical to track license usage – whether it is a Client Access License or a server processor license. City/County IT will secure the license and work with the sourcing provider to run periodic audits to ensure compliance with licenses.
- 10.Improving the Service Desk** – Service desks have traditionally measured first call resolution in determining their effectiveness and expecting this to also gauge customer satisfaction. There are additional steps toward improving customer satisfaction. Second, issue avoidance ensures that not only is the initial issue, for which the user called, resolved, but also known side effects or related issues are reviewed with the user to reduce the need for the user to make a second call.
- 11.Enhance E-Gov Services** - -Government services provide business and residential customers with the convenience of conducting business with local government online. One of the IT initiatives is to expand and improve Government-to-Business (G2B) and Government-to-Citizens (G2C) services. The City/County looks forward to hearing proposers creative and experienced ideas in accomplishing this ongoing initiative

This will be accomplished through the following

- ❖ Align information technology strategies with the City/County business units' strategies.
- ❖ Restructure and staff the IT organization to accomplish the IT strategy
- ❖ Provide the necessary skills to support the new organizational structure and
- ❖ Empower and hold staff accountable to enable technology, add value, and lead as well as serve the users to reach this vision.

4. SOURCING GOALS, SCOPE AND CRITICAL SUCCESS FACTORS

The selected Service Provider(s), working in partnership with the City/County, will provide the resources and expertise necessary to bring about a transformation of the City/County's technology services in an effort to fulfill its mission to the residents and businesses of the City/County. **Please consider ALL these Goals and Scope factors when preparing your "creative and comprehensive" proposals.**

4.1 GOALS AND SCOPE

4.1.1 DESIRED RELATIONSHIP WITH SOURCING SERVICE PROVIDER(S)

The philosophy and spirit of the relationship that the City/County hopes to build with the selected Service Providers includes open communication that leads to a mutually successful partnership.

1. While the cost of services is a factor in the selection of a Service Provider, the primary goal is to secure a relationship with quality vendor(s) who will work with the City/County in a strategic partnership in the future.
2. The relationship with the Service Provider(s) must be flexible to allow both parties to absorb and/or release technical and managerial aspects of IT as improvements and enhancements to the IT environment are realized.

4.1.2 LENGTH OF CONTRACT COMMITMENT

The City/County intends to enter into a **five (5) year contract** for the services described in this RFP document, with an option for the City/County to extend the term for **two (2) additional one-year terms**.

4.1.3 HARDWARE AND SOFTWARE

All known hardware and software that is installed, on-order, or in use by the City/County as stated in this RFP are included in the scope of this RFP at contract start. Support for all additional equipment and software that is deployed as a result of environment changes including, but not limited to technology conversion, upgrades, expansions, technology changes, and legislative mandates shall be supported by Service Provider.

Unless otherwise agreed by the City/County and Service Provider, title to and beneficial ownership of all existing IT assets will remain with the City/County. Additionally, as these assets are refreshed or replaced during the lifespan of this Sourcing Agreement, they should be similarly managed by the Service Provider.

All new hardware devices and software under the purview and scope of this RFP are required to meet the minimal configuration, performance, information system security, and standardization requirements as defined – and modified – by the City/County.

4.1.4 PERSONNEL

The Service Provider is expected to provide all technical, managerial, and administrative staff necessary to perform its responsibilities and deliver the services described in this RFP and/or

applicable service area proposed. The City/County agrees to designate, make available and provide reasonable access to City/County personnel to facilitate the Service Provider's efficient and timely performance of its obligations under this service agreement.

4.1.5 FACILITIES

The City/County will provide office accommodations and other facilities to house sourcing staff located on-site at City/County business locations. However, the Service Provider is under no obligation to use any space currently provided by the City/County in the provision of these services.

4.1.6 OPERATIONAL SAVINGS AND REINVESTMENT

The City/County desires a mutually beneficial relationship with its Service Provider(s) and through efficient management, economies of scale, infrastructure improvements and other means, the Service Provider(s) is/are expected to reduce overall daily operating expenses for the City/County. Expenses reduced in one area would be reinvested in other service improvements for the City/County.

4.1.7 PERFORMANCE FEE REDUCTIONS

The Service Providers' fee reductions for failure to meet SLR requirements will be negotiated using business outcome measures as the basis for performance metrics wherever possible.

4.1.8 VALUE ADDED BENEFIT CONSIDERATIONS

The City/County believes that this initiative and the City/County's position as a customer in the IT marketplace offers it a unique opportunity to bring added value benefits to residents, businesses, and the entire community. **The City/County encourages the Service Providers to propose creative offerings in addition to providing the IT services specified in this RFP.**

These offerings are obviously at the discretion of the Service Provider, but your organization could consider enhancements to the City/County's education and economic development initiatives. These added value offerings could include, but are not limited to the following examples:

- ❖ Enhancing computer technology literacy throughout the City/County.
- ❖ Providing wireless access to educational facilities in the area.
- ❖ Offering computer hardware, software, network infrastructure, administrative services, and training to schools and other educational facilities in the area.
- ❖ Providing pricing agreements and discounts to neighborhood groups, boards, independent agencies and other third parties.

Specific Service Provider Questions

1. *Describe the added value your organization could offer, both immediately and in the long term, beyond providing the IT services as described by this RFP.*
2. *Does your organization maintain facilities within Allen County that provide employment to area residents? If so, would your organization consider expanding these facilities if selected as the City/County IT Service Provider? Would your organization consider locating any new facilities within the Fort Wayne-Allen County area?*
3. *What steps could your organization take to foster job retention and creation within the County and/or within the region?*

4.2 CRITICAL SUCCESS FACTORS OF SOURCING AGREEMENT

To succeed the City/County needs IT service provider(s) that can recommend and execute in the following areas:

4.2.1 STRATEGIC

1. Successfully and continually investigate, present, and implement strategies that improve the service delivery model of IT
2. Demonstrate alignment and partnership by sharing in performance penalties
3. **Demonstrate the ability to propose IT solutions versus waiting for direction from the City/County and following through on critical issues**
4. Execute on the expectations of the services agreement (contract) yet demonstrate the ability to discuss and refine areas that are perceived as out of scope
5. Present options that strengthen, or in some cases, establish the following capabilities: audit, change management, project management, document management, inventory management, etc.
6. Demonstrate and execute on such industry recognized methodologies such as Six Sigma, PMI and/or ITIL
7. Present best in class strategies, IT policies, and practices (e.g. cyber security management, security management, document retention, standard configuration, energy conservation, move/add/change process, etc.)

4.2.2 OPERATIONAL

1. Deliver on and exceed operational expectations. Operational excellence should be the goal always.
2. Successfully investigate, present, and implement strategies that improve the service delivery model for IT and the City/County overall
3. **Deliver projects work on time, on budget, with the expected features, and with the expected quality**
4. Manage/Meet/Exceed network uptime service level agreements (SLAs)
5. Manage/Meet/Exceed application availability to SLAs
6. Manage/Meet/Exceed key operating systems availability to SLAs
7. Maintain, execute, and audit all services operating procedures

4.2.3 CLIENT FOCUS

1. Demonstrate/Document that testing and implementations are completed on the client's schedule and exceed expectations.
2. Scale staffing to meet and exceed the needs and expectations of the City/County.
3. Strengthen helpdesk operations by raising the knowledge expectations of the first responders and manage, meet, and exceed first call resolution rates.
4. Continually meeting and exceeding end-user (customer) experience with superior service delivery within ALL service towers.

4.2.4 MANAGEMENT

1. Actively and continually address on-going training needs of the organization and staff
2. Maintain and support an effective, ACCURATE, and comprehensive asset management

- process for IT infrastructure (hardware and software).
- 3. Continually seek ways to strengthen and improve the overall IT governance process
- 4. Define, implement, and execute client-approved IT policies effectively and efficiently to the City/County

4.3 KEY FACTORS KEY TO THE CIO'S

City/County IT leadership is comprised of 3 CIO's. The Allen County CIO, City CIO, and the Utilities CIO. In addition to the critical success factors listed above, the CIO's are also keen on hearing your input and experience with respect to these KEY factors.

- 1. A trustworthy partnership and IT advisor with transparency
- 2. Dashboard visibility of help desk, network, and server KPIs
- 3. Access, visibility to asset inventory data at any time (on demand)
- 4. Early notice of improvement needs. A PROACTIVE not REACTIVE IT service provider
- 5. Accurate and easy access/visibility to ticketing system/service call ticket status for all
- 6. Bench strength when we need it. Grow and shrink IT org as demand and/or project work warrants
- 7. Be a hero to process, not a process of heroes. Polish those processes – deliver new PCs on time, on spec and ready for sign-in
- 8. Keep the IT environment safe and secure. Leading edge not lagging edge technology
- 9. All the systems work efficiently and as they should and with sufficient response time
- 10. All the systems are current and agile enough to change with new and evolving needs

4.4 THE "NEW NORMAL". COVID-19 UPDATE

The Coronavirus (Covid-19) pandemic has clearly created hardships for us all. Specific to this RFP, requiring the City/County to quickly rethink, retool and adjust their workforce to continue supplying their essential governmental services during these tragic times. With this in mind, the City/County is extremely interested in your recommendations as part of your RFP proposal regarding the following:

Specific Service Provider Questions

- 1. *How do you propose to supply (meet and exceed) the services requested of this RFP in this new and evolving Covid-19 climate?*
- 2. *Remote workforce(s) of some varying degree will likely become part of the new normal. How do you propose to meet that emerging, new demand in a widened campus environment? (as it relates to the requirements of this RFP.)*
- 3. *How do you propose managing/supporting City/County supplied "take home" technology? And/Also supporting City/County customers using home (or non-C/C owned) computers?*
- 4. *What do you anticipate are the security ramifications of VPN connections from a home (or non-C/C owned) computer?*
- 5. *Because of this Covid-19 imposed remote workforce, a number of City/County depts/agencies in leadership positions have actually documented an INCREASE in productivity/efficiency in certain positions/roles – not a decrease. With municipal (taxpayer) efficiency in mind always, how do you propose that you (the vendor) and better use of technology can help maintain and support this INCREASE in productivity trend?*

4.5 NEW STRATEGIC ROLES NEEDED: BUSINESS RELATIONSHIP MANAGERS (BRM)

The City/County IT has recognized the need for new strategic roles to meet new, and evolving business unit demand. A Business Analyst (BA) or more commonly called, Business Relationship Manager (BRM) role is of great interest to the City/County moving forward to act as a professional liaison between the business units and City/County IT. **As part of this RFP bid process (and your submittal) please include** your recommendations for assembling, staffing and ongoing management of a BRM team. We encourage your insights and recommendations to this role/team however at this time we “estimate” a staff of **six (6) BRM’s** are necessary to start. Perhaps more staff (or refined duties) once this role/team is established. Below is a high-level description of the BRM role for your review and consideration.

Summary of BRM Role Description:

Position is responsible for coordinating complex strategic technology planning for the City-County enterprise and/or assigned common function depts. The Business Relationship Manager (BRM) provides enterprise wide support of the City/County IT as it relates to planning and budgetary practices, project management and other IT initiatives. The Business Relationship Manager provides business unit communication, a liaison role and advocates for business unit needs on enterprise IT projects while also promoting City/County IT leadership and CIO initiatives.

Independent judgment is utilized on a regular basis. BRM works independently to analyze business unit and enterprise needs and translate them into an appropriate technical solution. Reviews technical specifications and makes appropriate recommendations for management decisions. Position requires the knowledge of established policies and procedures.

Specific Service Provider Questions

1. *Please describe your experience(s) with a strategic role like the BRM role.*
2. *Please describe your experience(s) with assembling, staffing, and managing a BRM team.*
3. *Please describe how the BRM team interacts with and works with the project mgmt. team.*
4. *How do BRM’s communicate a new idea? To CFW/AC staff, when needed? To vendor mgmt.?*
5. *How do you measure the productivity of the BRM staff?*
6. *A BRM idea gets accepted: What happens next and which role(s) drive the next step and the subsequent project?*
7. *Is there a standard process to propose new ideas and estimate cost(s) needed?*

5. SCOPE OF SERVICES: THE MEAT & POTATOES – ENJOY.

5.1 INTRODUCTION TO SCOPE OF SERVICES

This section defines the Scope of Services desired for this exciting sourcing initiative, including the service environment, service descriptions with roles and responsibilities, service level requirements (SLRs) and desired reporting needs of the City/County.

5.2 RESPONSE INSTRUCTIONS

The Scope of Services are defined and detailed in two (2) major service areas and are defined/described in the following fashion (including RFP section reference):

- 1. 5.3 - INFRASTRUCTURE SERVICES (which includes)**
 - ❖ **5.4 - Service Management, Governance and Reporting**
 - ❖ **5.5 - Help Desk Services**
 - ❖ **5.6 - Desktop and Distributed Computing Services**
 - ❖ **5.7 – Network, Network Security and Server Services**
 - ❖ **5.8 - Asset Management**
- 2. 5.9 - APPLICATION SERVICES (which includes)**
 - ❖ **5.9 - Service Management, Governance and Reporting**
 - ❖ **5.9 - Application Development and Enhancements**
 - ❖ **5.9 - Application Support and Maintenance**

NOTE 1: Service Providers must submit one (1) inclusive and comprehensive proposal for the above stated service areas. The City/County IS open to a teaming/partnering/prime & sub-contractor style approach/response IF that suits your particular situation and strengthens your overall singular proposal.

NOTE 2: The City/County welcomes **creative and innovative solutions in all aspects of this RFP**. Including on-site, off-site, onshore, and/or mixed environment solutions provided the stated services, service levels and performance desired can meet/exceed expectation. The City/County is open to new models of sourcing. While we require a response as requested in the format directed, new ways of doing business will be considered in addition to the standard response. We encourage creative responses.

Service Providers should demonstrate their understanding and experience with ALL stated goals, critical success factors, services, service levels and performance measurements of this RFP and/or applicable service area you are responding to. Additionally, we encourage your responses to address each of the following components:

1. Your understanding, acceptance of and role you play in the goals and critical success factors stated in this RFP.
2. Your proposed organizational structure.
3. **Identification of key personnel proposed for the assignment. Please include a brief (1) page TOTAL resume OR Bio of all key personnel.**

4. The repeatable methodology, approach and processes used to implement the services requested, including scheduled reporting requirements and tools employed.
5. Answers to specific questions posed in each service category integrated into the overall response for each service area.
6. Any exceptions to the stated requirements and content of this RFP. A brief explanation of the exception and why.

In addition to responding directly to the requests in this RFP, Service Providers are encouraged to propose alternatives that they feel are in the best interest of both parties, which may improve the City/County technology environment - e.g., providing services from remote locations, onshore (i.e., Service Provider-owned or co-located facilities).

5.2.1 ROLES & RESPONSIBILITIES TABLES

For all "Roles & Responsibilities" tables contained within the Scope of Services section of this RFP, a "P" indicates primary responsibility and an "S" indicates secondary (or backup) responsibility; "SP" denotes the Service Provider and "C/C" denotes the City/County.

***** The Infrastructure Services section begins on the next page followed by Application Services *****

5.3 SCOPE OF SERVICES: INFRASTRUCTURE SERVICES

5.4 SERVICE MANAGEMENT, GOVERNANCE AND REPORTING

The Service Provider is to implement a management structure to facilitate communications between the Service Provider, its subcontractors, and the City/County and to address and resolve concerns escalated by either the Service Provider or the City/County. **Routine meetings and reporting processes must be defined to ensure a smooth interface and timely resolution of issues.**

City/County IT leadership will oversee and govern the relationship with the Service Provider. The City/County desires a single interface to coordinate the delivery of all services from the Service Provider. The City/County will not resolve issues or disputes between the Service Provider's personnel and any subcontractors retained by the Service Provider.

For operational services such as problem resolution, help desk inquiries, desktop software procurement, and the like, there must be routine and continuous interaction between the Service Provider's employees and the City/County's customer base. This operational interface will determine the satisfaction of the City/County's employees with the services delivered by the Service Provider. The Service Provider is expected to continuously measure and improve its service delivery and customer satisfaction with those services.

The Service Provider will perform services and activities associated with reporting on the ongoing status of the service environment. The Service Provider is to assemble and create regular reports on the performance of outsourced functions in order to assist in the effective management of the Service Agreement and enable continuous improvement of the in-scope services that the City/County receives. Reports must be compiled and distributed to the City/County management in agreed upon formats. Reports must be compiled and published on all functions, including performance, SLRs, cost management and subcontractor relationships on an enterprise-wide and department-level basis. These reports must include the measurement of the Service Provider's actual performance against the required service levels. The City/County seeks a Service Provider that will operate under the principles of full financial and operational disclosure to the City/County with respect to the service agreement and the parties' relationship. The City/County expects the Service Provider to accommodate City/County's decisions on reporting formats, content, and frequency.

The following table identifies (but is not limited to) the underlying roles and responsibilities associated with service management reporting services.

Service Management Reporting Roles and Responsibilities	SP	C/C
1. Develop and document service management/reporting requirements and policies.	X (S)	X (P)
2. Develop and document service management reporting procedures.	X	
3. Approve service management reporting procedures.		X
4. Develop and document criteria and formats for administrative, service activity and service level reporting.	X (P)	X (S)
5. Develop and implement customer satisfaction program for tracking the quality of service delivery to City/County. Coordinate program with other Service Providers.	X (P)	X (S)

Service Management Reporting Roles and Responsibilities	SP	C/C
6. Measure, analyze, and report system and service performance relative to requirements.	X	
7. Prepare performance and other service level reports and provide as scheduled.	X	
8. Prepare and provide activities reports and others as defined.	X	
9. Prepare reports on statistics, root cause analysis and trends as requested.	X	
10. Perform or support operations and other audits periodically.	X (S)	X (P)
11. Develop plans and procedures to ensure financial transparency in operations.	X	
12. Approve the plans and procedures		X

Specific Service Provider Questions: Service Management and Governance

1. Describe your governance process and the management structure your organization intends to implement for managing its relationship with the City/County.
2. Describe how your organization monitors its performance of services. Provide examples of performance metrics, benchmarking techniques, and report content. Explain how performance monitoring is leveraged to promote continuous process improvement.
3. Describe your approach for ongoing communication with the customer base. Provide examples you have used with clients to help manage change and set service expectations.
4. How do you identify efficiencies or changes as personnel, technology, environment, etc. changes? We do not do this well today, particularly in the Infrastructure arena, and it costs us in many ways.
5. How will you address End of Life planning on both software and hardware and how will you keep us informed of future needs for budgeting?
6. Describe any PMI, ITIL, Six-Sigma methodologies and processes that your organization employs and has implemented.

5.4.1 CITY-COUNTY TECHNOLOGY STANDARDS ADMINISTRATION

At the direction of the City/County, the Service Provider will perform services and activities associated with the continuous planning, policy setting and enforcement of City/County Technology Standards Administration (for both hardware and software). The following table identifies (but is not limited to) the underlying roles and responsibilities associated with technology standards administration services.

Technology Standards Development Roles and Responsibilities	SP	C/C
1. Develop and document technology standards and architectural direction.	X (S)	X (P)
2. Conduct annual or as-needed technical and business planning sessions to update standards and architectural direction.	X (S)	X (P)
3. Investigate and document new hardware and system software products and services for potential use within the City/County.	X	
4. Perform feasibility studies (including risk analysis) for the implementation of new technologies that will improve City/County business operations.	X	
5. Coordinate and deliver technology workshops on industry trends and best practices within an agreed-upon schedule (e.g., semi-annual; annual, etc.).	X	

Technology Standards Development Roles and Responsibilities	SP	C/C
6. Perform liaison function to business units to ensure that technology standards are communicated and enforced within the City/County.	X	

Specific Service Provider Questions: Technology Standards Administration

1. Explain your organization's experience in providing strategic and operational planning and technology standards and policy enforcement assistance to customers. Cite any references to organizations similar to the City/County to which you have provided strategic planning assistance.
2. Describe how your organization will assist in developing its overall technology standards, policies, and strategies.
3. Describe how your organization would support and manage exceptions to standards and policies.
4. Provide examples where you have led real technology changes, particularly related to the City/County goals stated previously.

5.4.2 TECHNOLOGY REFRESH

The Service Provider will perform services and activities associated with keeping the City/County's computing environment current with advances in technology.

Desktops/Laptops Devices: In general, the current plan for the majority of desktop computers, laptops and/or portable devices is to buy/own the equipment with a (up to) seven (7) year replacement/refresh cycle from a hardware perspective and a three or four (3 or 4) year O/S rev level check/upgrade cycle. These terms based upon h/w, s/w and business need compatibility. This policy may be modified from time to time at the mutual agreement and planning of the City/County and service provider.

To accommodate departments and agencies that are unable to fund the optimal refresh cycle, the Service Provider should work with the City/County leadership to create and approve a cascade procedure to redeploy experienced (high-end) equipment of varying levels based on IT need. Levels TBD based on C/C and Service Provider planning efforts.

It is expected that the service cost of technology refresh will be considered in Service Providers fixed cost for this contract and is not considered a separate initiative. If the technology refresh cycle is less than described above, the City/County may request a reduction in the annual fixed cost.

Servers: The current plan for servers is to buy/own the equipment with a (up to) seven (7) year replacement/refresh cycle or when deemed end of life or other applicable business case to replace outside of set schedule. These terms based upon h/w, s/w and business need compatibility

The following table identifies (but is not limited to) the underlying roles and responsibilities associated with technology refresh services

Technology Refresh Roles and Responsibilities	SP	C/C
1. Develop and document technology refresh program policies.	X (S)	X (P)
2. Develop and document refresh program procedures and plans.	X	

Technology Refresh Roles and Responsibilities	SP	C/C
3. Review and approve refresh program procedures and plans.		X
4. Implement and manage a technology refresh plan.	X	
5. Review and update the technology refresh program on an annual basis to ensure it continues to meet City/County requirements.	X(P)	X(S)

Specific Service Provider Questions: Technology Refresh

1. Describe your methodology for ensuring the most cost-effective approach to refreshing the City/County's equipment and systems.
2. Describe how your organization will ensure that the City/County will receive the full benefits of upgrades and advances in technology, and their associated increases in productivity. The City/County wishes to stay within one version of current release. Explain your creative approach.
3. Describe the methodology that your organization will implement to ASSURE the City/County that its IT infrastructure, systems, and applications will be kept current with industry advances. Please be specific.

5.4.3 TRANSITION MANAGEMENT

The Service Provider is to implement an expeditious and seamless transition of services, without interruption, from the current services to those within the scope of this RFP. The transition plan should include, among other things, the manner in which the Service Provider will assume responsibility both during and after the transition period is completed of the service agreement for the following:

1. The provision of all services agreed upon in the RFP and resulting contract
2. Assumption of major projects
3. Management of technology assets and resources
4. Communication with the City/County's departments, other public entities, and private entities
5. Identification of contracts and licenses requiring cancellation, renewal, or assignment to the City/County to the extent practicable
6. Subcontractor relationships and arrangements.

The details and timing of the transition plan shall be included in the (to be negotiated) services agreement, based upon discussions with the Service Provider.

Specific Service Provider Questions: Transition Management

1. Provide your organization's transition plan. The transition plan must include sections that identify the tasks, timeframes for the tasks, milestones, roles and responsibilities for City/County and Service Provider personnel, and any major task contingencies.
2. Describe how your organization proposes to manage the transition of in-scope services to your organization.
3. Provide a plan for communicating to the customer base during the transition.
4. Describe your experience with managing the change from an existing Service Provider to your company (if applicable).
5. Describe how your organization proposes to meet or exceed service levels within 3 months of contract implementation.

5.5 HELP DESK SERVICES

This section defines the service environment, service descriptions with roles and responsibilities, service level requirements (SLRs) and reporting required for the provision of help desk services to the City/County.

The Service Provider **will be responsible for operating a single point of contact help desk** in support of requests for technology services from City/County personnel, third-parties involved in providing technology services to the City/County and for all services and activities included in the scope of the agreement pertaining to the help desk services.

5.5.1 HELP DESK GOALS AND CRITICAL SUCCESS FACTORS

NOTE to Service Providers: Please read this section carefully and prepare your responses accordingly and creatively.

1. The help desk should be the **single point of contact to solve City/County technology requests** from problem resolution through requesting a development project and all technology related items and tasks in between.
2. The help desk should be able to manage, maintain and support (cradle to grave) multiple tickets submitted via one (1) email. This has been a challenge today.
3. **Help Desk tickets, regardless of service area ownership or ultimate resolution should be the oversight and governing body OF the help desk ticket from start to finish (cradle to grave). The customer should not be responsible for managing tickets that are transferred from team to team, service area to service area and/or vendor to vendor.**
4. The help desk should be intimately linked to both asset management for deployment of new technology and all other technology services to track repetitive problems, identify trends and anticipate technology needs.
5. **The help desk management tools should be able to track & report trends, determine issues (using parent/child tickets, for example), provide standard help desk utilization reporting, and provide reporting for root cause analysis. It should also allow for warm transfers if/where needed.**
6. The help desk should prepare and maintain help desk procedural documentation which should be integrated into a knowledgebase available to the help desk and City/County personnel.
7. **Over time, the goal must be that help desk calls are reduced, as a result of new technologies, service provider and help desk efficiencies realized and a robust knowledge base and refresh program well maintained.**

5.5.2 CURRENT HELP DESK SERVICES ENVIRONMENT

5.5.2.1 HELP DESK BASELINE STATS

Description	Totals	Additional Info
Centrally located help desk	Yes	Remote/offsite

Description	Totals	Additional Info
Full function help desk	Yes	Ticket creation, Remote Desktop Services, AD account creation/deletion
Help desk software used	Yes	Service NOW (vendor owned) (City/County Data Accessible)
Total # of C/C locations	91	
Total # of C/C locations supported by IT	91	
Total # of customers served by IT	Approx. 3,500	Includes seasonal workforce
Total # of devices deployed/serviced by IT	Approx. 5,775	Includes: PCs, Laptops, Tablets, Printers, Scanners, and the like
Total # of servers deployed/supported	297	
Total # of contacts made to the help desk per month	940	Average over the last 12 months
Total # of new tickets opened per month	1,163	Average over the last 12 months
Total help desk contacts made 2018	11,310	Contacts, not tickets
Total help desk contacts made 2019	11,266	Contacts, not tickets
Total help desk contacts made 2020 (Q1)	4049	Contacts, not tickets

5.5.2.2 HELP DESK BASELINE VOLUMES: BY SEVERITY LEVEL

Severity Level	2018	2019
Severity Level 1	0	0
Severity Level 2	32	38
Severity Level 3	13,991	13,680
Severity Level 4	68	57
All Other Categories	29	36
TOTALS:	14,120	13,811

5.5.2.3 HELP DESK BASELINE VOLUMES: BY CALL TYPE

Call Type	2018	2019
Assignment (auto generated from monitoring)	273	232
Email	2,503	1,390
Internal	2,313	2,142
Phone	8,807	9,876
Security Calls	0	0
Self Service	224	171
Walk-in's	0	0
TOTALS:	14,120	13,811

NOTE: The "Internal" category is used to count tickets created for internal use such as change management, tracking, projects, etc. done by the sourcing provider. The City/County intends to discuss the definition of this, as well as, all call types with the BAFO vendor(s) to ensure transparency throughout the RFP process.

The Help Desk statistics should emphasize the use of Parent/Child tickets to help identify problems or trends in the environment and discourage individual tickets when the same issue is being reported on multiple occasions.

NOTE to Service Providers: Unduly opening/closing tickets to inflate ticket counts has/is and will be monitored closely by the City/County and action taken to remedy. Example: Calling the help desk to check status of a ticket is NOT another ticket.

5.5.2.4 INSTALLS, MOVES, ADDS, CHANGES (IMAC) VOLUMES AND PROJECTIONS

The City/County's projected usage is detailed below. These metrics represent the City/County's most realistic projection of the IMAC volumes based on a combination of past trends, known application requirements, and current anticipated overall business direction over the term of the contract.

NOTE: Although the City/County is willing to discuss and modify/clarify the IMAC definitions and volumes as part of this RFP process, the starting point baseline has been listed below.

IMAC Definitions Table

Hardware	Counts
Install PC (including monitor)	1
Install Monitor (replacement or additional)	1
Install Laptop, Tablet, etc. (including docking station)	1
Install Desktop Printer (local)	1
Install Network Device (Printer, Scanner, etc.)	1
Install Handheld Devices (Blackberry, iPhone, etc.)	1
Move PC	1
Move Monitor	1
Move Laptop, Tablet, etc.	1
Move Desktop Printer (local)	1
Move Network Device (Printer, Scanner, Etc.)	1
Software	Counts
Image Install or Re-image	1
Install Application (per app. locally installed only)	1
End-user Data Transfer (local transfer only)	1
Other	Counts
Disposal (including paperwork, per piece)	1
Hard Drive Wipe - Non disposal only	1

Note to Service Provider: Only one IMAC will be counted per delivery. In addition, automated application deployment will not be counted as an IMAC and will be utilized whenever possible.

IMAC Projections

	2020	Year 1	Year 2	Year 3	Year 4	Year 5
IMACs	2,000	2,400	2,450	2,500	2,550	2,600

5.5.3 HELP DESK SERVICE REQUIREMENTS

Help desk services are those services required to coordinate and respond to requests, inquiries and notifications made directly by the City/County. **This includes taking ownership of all requests for service, including those that may subsequently be escalated or transferred to more specialized entities for resolution (whether that entity is the City/County, the Service Provider or a designated third party).**

The help desk must be available **24 x 7, 52 weeks per year**, including holidays with support staff on-call for 911 and Public Safety minimally. The City/County is willing to discuss a hybrid scenario, such as; 7:00am-6:00pm x 5 days per week support with on-call support after hours for non 24hr shops to minimize cost but maximize support.

NOTE: The City/County is open to new, creative and different Help Desk management approaches **(including onsite, offsite, client pool and/or mixed environment)** to meet its technology needs as long as the City/County is supported at or above the level described in this RFP. **Proposers are encouraged to bring your collective experience(s) to bear** in suggesting creative options and cost saving measures that will meet and/or exceed current support levels described in this RFP.

5.5.3.1 HELP DESK ADMINISTRATION

The Service Provider will minimally perform services and activities associated with the setup and administration of the help desk. The table below includes (but is not limited to) the following primary roles and responsibilities associated with help desk administration activities.

Help Desk Administration Roles and Responsibilities	SP	C/C
1. Document help desk process and procedure manual that meets requirements and adhere to defined policies.	X	
2. Approve help desk administration process and procedure manual.		X
3. Develop and publish a comprehensive help desk transition plan including integration within the City/County.	X	
4. Utilize a single system to document, manage and track all requests for service, problem reports and inquiries regardless of the means by which the request is submitted (e.g., telephone, email, online, etc.).	X	
5. Monitor and track all requests for service birth to closure. Escalate within the Service Provider organization and City/County as required.	X	
6. Provide online (AND MOBILE APP) capability for City/County to check/monitor status of service requests throughout ticket lifecycle.	X	
7. Prepare and publish weekly, monthly, quarterly, and annual help desk reports sufficient to manage and maintain service levels and/or as requested by the City/County.	X	

Help Desk Administration Roles and Responsibilities	SP	C/C
8. Develop and execute end-user satisfaction surveys according to service level requirements.	X (P)	X (S)
9. Maintain a continuous improvement program that improves help desk services.	X	

Specific Service Provider Questions: Help Desk Administration

1. Please describe your help desk methodology and approach - including any tools, technology, and people you intend to use to meet and/or exceed City/County requirements and expectation.
2. Please describe your transition plan/approach to seamlessly transition your services without disruption to City/County business and services.
3. Please describe your help desk knowledge base, how it works, who has access to it, who can contribute to it and how it is maintained and continually updated to stay current.
4. Please describe your process for providing after hours support.
5. Please describe any continuous improvement programs you intend to implement.
6. Describe your methodology for performing an SLA audit to monitor trends that allows your organization to make projections and adjustments in the City/County's best interests.

5.5.3.2 HELP DESK SERVICE REQUEST COORDINATION

The Service Provider will perform services and activities associated with the coordination and completion of service requests. The table below includes (but is not limited to) the following primary roles and responsibilities associated with service request coordination activities.

Service Request Coordination Roles and Responsibilities	SP	C/C
1. Develop and document service request coordination requirements and policies.	X (S)	X (P)
2. Document and track requests for service in all areas supported	X	
3. Verify acceptance of services by contacting the end-user to confirm results and level of satisfaction.	X	
4. Ensure that inventory and configuration management records are kept current to reflect accurate service request history.	X	

Specific Service Provider Questions: Service Request Coordination

1. Please describe your process for conducting "warm transfers" of help desk tickets to third-party Service Providers and/or City/County personnel. – i.e. outside of your staff.
2. Describe your process for updating and managing this "transferred" help desk ticket described in question 1 to from creation to completion/close.
3. How would you propose implementing a loaner program for desktops or laptops when problem resolution cannot be performed in a reasonable timeframe, especially in critical areas?

5.5.3.3 HELP DESK INQUIRY RESPONSE AND PROBLEM RESOLUTION

The Service Provider will perform services and activities associated with response to inquiries and resolution of problems reported by the City/County. The table below includes (but is not limited to) the following primary roles and responsibilities associated with inquiry response and problem resolution activities.

Inquiry Response and Problem Resolution Roles and Responsibilities	SP	C/C
1. Develop and document inquiry response and problem resolution requirements and policies.	X (S)	X (P)
2. Approve inquiry response and problem resolution procedures.		X
3. Implement self-help features and functions that enable end-users to perform preliminary problem diagnosis, troubleshooting and resolution including access to knowledge base.	X	
4. Identify need for ongoing end-user training based on calls received and continual trending analysis.	X	

5.5.3.4 HELP DESK ROOT CAUSE ANALYSIS

The Service Provider will perform services and activities required to diagnose, analyze, recommend, and take corrective measures to prevent recurring problems and/or trends. The table below includes (but is not limited to) the following primary roles and responsibilities associated with root cause analysis (RCA) services.

Root Cause Analysis Roles and Responsibilities	SP	C/C
1. Develop and document requirements and policies for root cause analysis, such as events that trigger an RCA.	X (P)	X (S)
2. Develop procedures for performing an RCA that meet requirements and adhere to defined policies.	X	
3. Approve RCA procedures.		X
4. Identify the root cause of repetitive problems or failures.	X	
5. Conduct RCA for all severity level 1 and severity level 2 incidents.	X	
6. Track and report the consequences of repetitive failures.	X	
7. Provide the City/County with written reports detailing the cause of, and procedure for, correcting such failure; provide updates on a weekly basis until closure.	X	
8. Develop and implement solutions to recurring problems identified by proactive trend analysis.	X	

Specific Service Provider Questions: Root Cause Analysis

- Please describe your approach to performing root cause analysis. Describe your process for training your personnel on the root cause process and ensuring that the approach is being followed.*
- Please provide an example(s) of a problem that has been root cause analyzed for a past or current client.*
- Please include a copy of your root cause template and/or report.*

5.5.4 HELP DESK SERVICES: SERVICE LEVEL REQUESTS (SLR)

A key objective of the City/County's decision to source IT services is to maintain effective service levels. The Service Provider must consistently meet or exceed the following SLRs as tracked and reported monthly to the City/County.

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NOTE: The City/County realizes that this sourcing project presents a unique opportunity to learn from the past and apply it to the future. With that goal in mind, **the City/County is interested in and encourages the inclusion of any/all "creative and customer focused" SLRs** that you (the Service Providers) have had and/or are having success with **and encourage you to include them as additional and/or in replace of the SLRs listed below and a brief description of your rationale for doing so.**

SLR Description	Performance Target	SLR
Help Desk - Incident Resolution		
1 st Call Resolution Rate	Resolution on first call (<i>Excluding calls to the Help Desk not related to technical issues</i>)	93%
Email Response rate (beyond automated responses)	≤ 30 mins	98%
Severity 1—Urgent	Response within 30 minutes and resolution within 2 hours	98%
Severity 2—Critical	Response within 1 hour and resolution within 4 hours	95%
Severity 3—Normal	Response within 1 hour and resolution within 8 business hours	85%
Severity 4—Cosmetic	Response within 1 hour and resolution within 12 business hours	85%
Help Desk - Incident Closure		
Root Cause Analysis (RCA)	Provide monthly RCA report for all Sev 1, Sev 2 and all Reoccurring Problem Tickets.	
Reoccurring Problem	<2% recall (ticket reopen) (definition TBD)	2%
User Account Administration		
New User Account (up to 5 per request)	Completed within 2 business days of ticket initiation.	98%
New User Account (6-20 per request)	Completed within 3 business days of ticket initiation.	95%
Password Reset	Completed within 10 minutes of receipt of request.	98%
Privilege Changes	Within 2 business hours of authorized request.	98%
Emergency Disable Account	Within 30 minutes of authorized request.	100%
Disable User Account (non-emergency)	Within 4 business hours of authorized request.	98%
Customer Satisfaction		
Triggered Satisfaction Survey Response	Vendor Mgmt responds to any/all dissatisfied survey response by contacting the customer within 8 business hours and conducts RCA. RCA is documented and reported monthly to C/C.	100%
Close ticket survey	Brief 3-5 ques survey sent at ticket close. Avg rating of satisfied or very satisfied.	95%
Annual Customer Satisfaction Survey - (conducted by independent 3rd party Surveyor)	Users surveyed should be very satisfied or satisfied	96%
Help Desk - Response Time		
Speed-to-Answer	≤ 60 sec	90%

SLR Description	Performance Target	SLR
Call Abandonment rate	≤ 2% of calls that abandon greater than or equal to 60 seconds	2%
Reporting Requirements		
SLR/SLA and ALL contractual Reporting Requirements	Measure and report ALL contractual report requirements (SLR/SLA and others) as stated within the timeframes detailed. (weekly, monthly, etc.)	98%
XLR: Service Desk Quality/ Self Help	% accuracy of knowledgebase searches	90%
XLR: Service Desk Quality/ Self Help	% Issues resolved through self help	25%
XLR: Service Desk Quality/ Self Help	% Reduction in Service Desk volumes	25%
XLR: Service Desk Quality/Customer Fulfillment	Number of end user escalations	<5 per month

Specific Service Provider Questions: Customer Satisfaction Surveying

1. Please describe your methodology and approach for meeting and exceeding the stated SLRs in a **cost-effective** way.
2. Please describe your customer satisfaction surveying process and procedure, including any tools and technologies used.
3. Please discuss your methods for encouraging AND maximizing customer satisfaction surveying participation without undue intrusiveness.

5.5.5 STANDARD HELP DESK REPORT REQUIREMENTS

Minimally, the following standard reports will be required. Others can/will be discussed/requested as needed/required.

Description	Timing
IMAC Reports	Measure daily, report monthly
Inventory Reports	Measure daily, report monthly
Service Request, Call Type and Call Volume Reports	Measure daily, report monthly
Service Level Agreement (SLA) Reports	Measure daily, report monthly
Root Cause Analysis Reports	Measure daily, report monthly
Trending Reports	Measure daily, report monthly
Aging Issues Report: Executive level report listing aging tickets, escalated issues, etc. over the last 24 hours and last 7 days.	Every morning / summary per week

Specific Service Provider Questions: Help Desk Reports

1. Beyond what you are required to report contractually, please describe your organizations philosophy/approach to learning from and adapting your services based on reports management and analysis.
2. Please describe your reporting methodology, tools, and process. Please also describe if/how the City/County would/will have access to this system to generate on demand, ad-hoc, real time and/or specialized reporting on an as needed basis.

5.6 DESKTOP SERVICES

This section defines the service environment, service descriptions with roles and responsibilities, service level requirements (SLRs) and reporting required for the provision of desktop services to the City/County.

5.6.1 DESKTOP GOALS AND CRITICAL SUCCESS FACTORS

1. Maximize and optimize equipment performance - Improve configuration management and performance testing as equipment is deployed and periodic evaluation of help desk calls to identify trends in equipment failure.
2. Improve license management procedures – Management and version control of software licenses should be tracked to ensure both compliance and application currency.
3. Prepare and maintain service-related documentation in a knowledgebase that will be available to Service Provider and City/County.
4. Provide problem management resolution support to help desk staff and City/County desktop environment.
5. Manage and optimize desktop environment (including enhanced security and cyber-security) ensuring that all desktop components are effectively and efficiently integrated.
6. Maintain current and optimal operating system software and utilities on all platforms.

5.6.2 CURRENT DESKTOP SERVICES ENVIRONMENT

5.6.2.1 DESKTOP BASELINE STATS

Description	Totals	Additional Info
Total # of C/C locations supported by IT	91	
Total # of customers served by IT	Approx. 3,500	
Total # of devices deployed/serviced by IT	Approx. 5,775	Includes: PCs, Laptops, Tablets, Printers, Scanners, and the like
Total # of standard images	1	All model specific drivers are loaded through SCCM. All department specific software is loaded after/singularly, based on the needs of the user and/or department. (i.e. Not an optimal process.)
Total # of applications included in base/standard image	2	Operating System, McAfee Anti-Virus. Hoping to change this in next contract.
% of desktop computers (PCs, laptops, tablets, etc.) owned or leased	100% owned that are IN-SCOPE	However, the C/C owns more equipment than this scope/IT is responsible for. Hoping that could change if offered a better alternative.
% of desktop computers (PCs, laptops, tablets, etc.) under warranty	Unknown	The City/County hopes better asset mgmt will bring clarity to this figure.
% of desktop computers (PCs, laptops, tablets, etc.) under maintenance	100%	100% of the 3,488
Total desktop tickets 2018	11,310	Current vendor ticketing system does not track by the devices that are worked on, only by user or dept.

Description	Totals	Additional Info
Total desktop tickets 2019	11,265	Current vendor ticketing system does not track by the devices that are worked on, only by user or dept.
Total desktop tickets 2020 (through Q2)	5,725	Current vendor ticketing system does not track by the devices that are worked on, only by user or dept.

5.6.3 DESKTOP SERVICE REQUIREMENTS

Desktop services are those services required to support network-attached and end-user devices and peripherals (including devices such as printers and scanners), stand-alone devices, and software enabling individual and collective use of computing resources in the City/County environment.

5.6.3.1 DESKTOP OPERATIONS AND ADMINISTRATION SERVICES

The Service Provider will operate, support, monitor, and manage all City/County distributed devices, desktop hardware, and software. Operations and administration responsibilities of the Service Provider include:

1. Operating and monitoring the desktop equipment (e.g., end-user devices)
2. Deployment of software to desktops and peripherals
3. Managing desktop data and storage resources
4. User administration; and
5. Hardware maintenance.

The Service Provider will perform services and activities associated with the operation and administration of desktop services to meet the processing requirements of the City/County. The table below includes (but is not limited to) the following primary roles and responsibilities associated with desktop operations and administration services.

Operations and Administration Roles and Responsibilities	SP	C/C
1. Develop and document desktop operations requirements and policies, including schedules for the operation of distributed systems.	X (S)	X (P)
2. Develop desktop operations procedures that meet requirements and adhere to defined policies.	X	
3. Approve desktop operations procedures.		X
4. Manage (i.e., create, modify, delete) user accounts for accessing and using desktop systems and resources.	X	

Specific Service Provider Question: Desktop Operations and Administration

1. Describe your process/strategy for 2nd issue (call back) avoidance.

5.6.3.2 DESKTOP MONITORING AND PROBLEM RESOLUTION SERVICES

The Service Provider will perform services and activities associated with the monitoring of the desktop environment and resolving identified problems. The table below includes (but is not limited to) the following primary roles and responsibilities associated with desktop monitoring and problem resolution services.

Monitoring and Problem Resolution Roles and Responsibilities	SP	C/C
1. Develop and document requirements and policies for desktop monitoring and problem resolution.	X (S)	X (P)
2. Develop and document monitoring and problem management procedures, including escalation thresholds that meet requirements and adhere to defined policies.	X	
3. Approve monitoring and problem resolution procedures.		X
4. Implement measures for proactive monitoring and self-healing capabilities to limit outages that affect desktop operations.	X	
5. Identify desktop problems and resolve in accordance with SLRs. Escalate as required. Coordinate activities with the help desk.	X	
6. Monitor for and restrict receipt of email spam, virus, spyware, and adware.	X	

5.6.3.3 DESKTOP SOFTWARE DEPLOYMENT AND MANAGEMENT SERVICES

The Service Provider will perform services and activities associated with deploying and managing software that enable City/County productivity in the desktop and distributed environment. The table below includes (but is not limited to) the following primary roles and responsibilities associated with desktop software deployment and management services.

Software Deployment and Management Roles and Responsibilities	SP	C/C
1. Develop and document software deployment and management requirements and policies.	X (S)	X (P)
2. Develop procedures for software deployment and management that meet requirements and adhere to defined policies.	X	
3. Approve software deployment and management procedures.		X
4. Utilize the necessary utilities/tools to maintain and ensure compliance with desktop hardware and software licensing and report compliance at least annually.	X	
5. Manage software deployment using automated tools and formal (industry standard) project management methodologies.	X	
6. Develop, maintain, and implement desktop images/builds to meet City/County business needs.	X	
7. Develop a continuous plan to maintain/improve/minimize the number of desktop images.	X	
8. Approve all new created or updated images prior to deployment.		X
9. Participate in training City/County personnel as appropriate on new/upgraded software. (e.g., features of new operating systems, etc.)	X(P)	X(S)

5.6.3.4 DESKTOP HARDWARE MAINTENANCE

The Service Provider will perform services and activities associated with maintaining desktop systems hardware. The table below includes (but is not limited to) the following primary roles and responsibilities associated with desktop hardware maintenance services.

Hardware Maintenance Roles and Responsibilities	SP	C/C
1. Develop and document hardware maintenance and repair requirements and policies.	X (S)	X (P)
2. Approve hardware maintenance and repair procedures.		X
3. Perform diagnostics as needed to identify the cause of hardware problems, and report findings.	X	
4. Install manufacturer field change orders, firmware upgrades, and other manufacturer provider-supplied hardware improvements for supported desktop hardware.	X	
5. Manage warranties for City/County owned/leased hardware to ensure that parts under warranty are replaced under the terms of the warranty.	X	
6. Ensure that all hardware maintenance activities conform to configuration management and change control processes.	X	

Specific Service Provider Question: Hardware Maintenance

1. Describe your process for managing your parts inventory either on-site or at an off-site location while meeting established service levels.
2. Please describe your experience with and process for supporting handheld devices, tablets, smart phones and etc.
3. In this environment we need the ability to provide loaner/hot swap devices to our public safety customers. What experiences have you had with this process and on what scale?

5.6.3.5 DESKTOP PERFORMANCE MANAGEMENT

The Service Provider will perform services and activities associated with managing the performance of the desktop environment. The table below includes (but is not limited to) the following primary roles and responsibilities associated with desktop performance management services.

Performance Management Roles and Responsibilities	SP	C/C
1. Develop and document desktop performance mgmt. requirements and policies.	X (P)	X (S)
2. Approve performance management procedures.		X
3. Perform capacity planning to develop resource requirements projections.	X (P)	X (S)
4. Provide technical advice and support to the help desk, application maintenance and development staffs as required.	X	
5. Evaluate, identify, and recommend configurations or changes to configurations which will enhance desktop performance.	X	
6. Authorize improvement plans.		X

5.6.3.6 DESKTOP CONFIGURATION MANAGEMENT

The Service Provider will perform services and activities associated with tracking and managing the configuration of individual system components and identification of the relationships and dependencies among them. The table below includes (but is not limited to) the following primary roles and responsibilities associated with desktop configuration management services.

Configuration Management Roles and Responsibilities	SP	C/C
1. Develop and document configuration management requirements and policies.	X (P)	X (S)
2. Develop configuration management procedures that meet requirements and adhere with defined policies.	X	
3. Approve configuration management procedures.		X
4. Provide a configuration management tool subject to approval by the City/County. This tool will enable the Service Provider to deliver services at a lower cost and should therefore be considered within the fees of the fixed cost price.	X	
5. Approve configuration management tool.		X
6. Document and maintain desktop hardware and software specifications and configurations.	X	
7. Provide information about the configuration, functionality, and other aspects of the desktop environment upon request.	X	
8. Track all software versions in use in the desktop environment. Document issues and considerations associated with each version and environment.	X	

Specific Service Provider Question: Configuration Management

1. Please describe your methodology surrounding patch management for both desktop and server areas.

5.6.3.7 DESKTOP SYSTEMS INTEGRATION AND TESTING

The Service Provider will perform services and activities associated with building and maintaining the technical infrastructure, and the testing, integration, and migration activities to ensure that all components of the desktop environment work together effectively. **The City/County is particularly interested in improving performance in this area.** The Service Provider should create a systems integration and testing plan that will outline how the following tasks will be accomplished. The table below includes (but is not limited to) the following primary roles and responsibilities associated with desktop systems integration and testing services.

Systems Integration & Testing Roles and Responsibilities	SP	C/C
1. Develop and document system testing and integration requirements and policies.	X (P)	X (S)
2. Develop systems testing and integration procedures that meet requirements and adhere to defined policies.	X	
3. Approve testing and integration procedures.		X
4. Prepare system plans and schedules to support new and enhanced applications, architectures, and standards.	X	

Systems Integration & Testing Roles and Responsibilities	SP	C/C
5. Review and approve system plan and schedules.		X
6. Perform and approve user acceptance testing for new and upgraded equipment and software.		X
7. Assess and communicate the overall impact and potential risk to existing operations prior to implementing changes.	X	
8. Coordinate the scheduling of all changes to the desktop environment through defined change control processes.	X	
9. Test and stage new and upgraded equipment and software to smoothly transition into production environment prior to going live on the network.	X	
10. Perform data migration from existing systems to new systems.	X	
11. Update configuration management documentation and asset inventory to reflect hardware and software changes.	X	

5.6.4 DESKTOP SERVICES: SERVICE LEVEL REQUESTS (SLR)

A key objective of the City/County's decision to source IT services is to maintain effective service levels. The following minimum service levels are being requested by the City/County. The Service Provider must consistently meet or exceed the following SLRs as tracked and reported monthly to the City/County.

NOTE: The City/County realizes that this sourcing project presents a unique opportunity to learn from the past and apply it to the future. With that goal in mind, **the City/County is interested in and encourages the inclusion of any/all "creative and customer focused" SLRs** that you (the Service Providers) have had and/or are having success with and **encourage you to include them as additional and/or in replace of the SLRs listed below and a brief description of your rationale for doing so.**

SLR Description	Performance Target	SLR
Response to incident or service request by Desktop technician	Within 2 hours of ticket receipt	90%
Resolution of incident or service ticket by Desktop technician	Sev 1: Resolution within 2 hours	98%
	Sev 2: Resolution within 4 hours	95%
	Sev 3: Resolution within 8 business hours	90%
	Sev 4: Resolution within 12 business hours	90%
Deployment – Desktop		
Urgent Request, New PC setup or reimaging single installation (High Priority)	1 Business Day	98%
PC setup or reimaging (single request): 1-5, 6-10, 11+	PC setup or reimaging (single request): 1 business day, 5 business days, 10 business days	95%
Physical Equipment Moves		
Urgent Request, single move (High Priority)	6 business hours	98%
PC move (single request):	PC move (single request):	95%

SLR Description	Performance Target	SLR
1-5, 6-10, 11+	1 business day, 5 business days, 10 business days	
Customer Satisfaction		
Triggered Satisfaction Survey Response	Vendor Mgmt responds to any/all dissatisfied survey response by contacting the customer within 8 business hours and conducts RCA. RCA is documented and reported monthly to C/C.	100%
Close ticket survey	Brief 3-5 ques survey sent at ticket close. Avg rating of satisfied or very satisfied.	95%
Annual Customer Satisfaction Survey - (conducted by independent 3rd party Surveyor)	Users surveyed should be very satisfied or satisfied	96%
XLR: Desktop Services/ Device Performance	% of end user devices monitored	>80%
XLR: Desktop Services/ Device Performance	% of failed changes	<5%
XLR: Desktop Services/ Device Performance	% of issues reported vs. self-healing scripts deployed	>15%
Reporting	Report all contractual SLR/SLA and reporting requirements as per agreed upon frequency	98%

5.6.5 STANDARD DESKTOP REPORT REQUIREMENTS

Minimally, the following standard reports will be required. Others can/will be discussed/requested as needed/required

Description	Timing
SLR Compliance	Measure daily, report monthly
Service Failure Exception Reports	Measure daily, report monthly
Trending of Desktop Support Issues	Measure daily, report quarterly
Inventory Reports	Measure daily, report monthly
Root Cause Analysis Reports	Measure daily, report monthly

Specific Service Provider Questions: Desktop Reports

1. In addition to the reports listed above, please include a BRIEF sample copy of any/all applicable standard desktop reports your organization utilizes for review and consideration.
2. Beyond what you are required to report contractually, please describe your organizations philosophy/approach to learning from and adapting your services based on reports management and analysis.

5.7 NETWORK SERVICES

This section defines the service environment, service descriptions with roles and responsibilities, service level requirements (SLRs) and reporting required for the provision of network and server

services including network security for supporting the wide area network (WAN) and local area networks (LANs) for the City/County.

5.7.1 NETWORK SERVICES GOALS AND CRITICAL SUCCESS FACTORS

1. Maximize and optimize equipment performance - Improve configuration management and performance testing as network equipment is deployed and periodic evaluation of help desk calls to identify trends in equipment failure.
2. Improve license management procedures – Management and version control of network software licenses should be tracked to ensure both compliance and application currency. Self-audits should be performed at least quarterly to determine compliance and anticipate licensing needs for the near future.
3. Prepare and maintain service-related documentation in a knowledgebase that will be available to service provider and City/County personnel.
4. Manage network systems performance to ensure optimum throughput.
5. Provide problem management resolution support to help desk staff and City/County network environment.
6. Manage and optimize a secure network environment ensuring that all networked components are effectively and efficiently integrated.
7. Maintain current and optimal operating system software and utilities on all networked platforms.

5.7.2 CURRENT NETWORK SERVICES ENVIRONMENT

5.7.2.1 NETWORK BASELINE STATS

Description	Totals	Additional Info
Total # of C/C locations supported by IT Network Services	91	
Total # of customers served by IT Network Services	Approx. 3,500	Depending on time of year and seasonal employee headcount
Total # of devices deployed / supported by IT Network Services	819	Including: Servers, VM hosts, Routers, Switches, Firewalls, WAPs
Total # of servers (physical & virtual) deployed/supported	297	
Total # of Network O/Ss in the City/County supported by IT	Approx. 9 O/S's	Includes O/S versions for Windows Servers, Linux Servers, Firewalls, Routers, Switches, and WAPs

5.7.3 NETWORK SERVICES REQUIREMENTS

Network services are those services and activities supporting use of the City/County LAN/WAN infrastructure. This includes provision, management, administration, support and troubleshooting of all City/County servers (physical & virtual), network devices such as routers, switches and hubs, maintaining a secure network environment, managing the enterprise applications, such as email, messaging, and virus and intrusion detection, and enabling internet access.

5.7.3.1 NETWORK OPERATIONS AND ADMINISTRATION

The Service Provider will operate, monitor, and manage the City/County servers and LAN/WAN environment. Operations and administration responsibilities of the Service Provider will include (but not be limited to):

1. Provisioning to ensure that the network and servers will adequately support the needs of the City/County.
2. Monitoring/Managing City/County network security & cyber security policy to meet/exceed industry requirements and standards.
3. Maintaining network hardware and software to meet/exceed City/County as well as industry standards limits.
4. Monitoring, supporting, and growing the wireless access points (WAPs) in use throughout the City/County.

5.7.3.2 NETWORK PROVISIONING

The Service Provider will perform services and activities associated with the provisioning of the network infrastructure. The table below includes (but is not limited to) the following primary roles and responsibilities associated with network provisioning.

Provisioning Roles and Responsibilities	SP	C/C
1. Development of strategy and direction of networks and servers	X(S)	X(P)
2. Develop and document network and server provisioning requirements and policies.	X (P)	X (S)
3. Develop and document procedures for provisioning and administration that meet requirements and adhere to defined policies.	X(S)	X(P)
4. Perform capacity planning to develop network and server resource requirements projections and associated databases.	X (P)	X (S)
5. Manage network systems performance to ensure optimum throughput.	X(P)	X(S)
6. Coordinate ordering and procuring of network circuits from public carriers.	X(S)	X(P)
7. Manage the efforts of public carriers (and other third parties) to meet defined schedules, project plans, etc.	X	
8. Ensure that all new circuits, devices and network software provisioned are included in configuration management documentation.	X	
9. Provide estimates for assets and services not included in the scope of this SOW.	X	

5.7.3.3 NETWORK ADMINISTRATION SERVICES

The Service Provider will perform services and activities associated with the administration of the network environment. The table below includes (but is not limited to) the following primary roles and responsibilities associated with network administration services.

Administration Roles and Responsibilities	SP	C/C
1. Develop and document network and server administration requirements and policies.	X (S)	X (P)
2. Develop and document procedures for administration that meet requirements and adhere to defined policies.	X	

Administration Roles and Responsibilities	SP	C/C
3. Approve administration procedures.		X
4. Maintain IP addressing schemes, router and switch configurations, routing tables, VPN configurations, etc.	X	
5. Manage user accounts (City/County and affiliated entities) as needed for accessing and using network and enterprise application resources.	X	
6. Ensure that network and server administration activities are coordinated through defined change control processes.	X	

5.7.3.4 NETWORK & CYBER SECURITY

The City/County maintains data that must remain secure at all times. The Service Provider must maintain a physically and cyber secure environment including limited access to servers and storage environment. The table below includes (but is not limited to) the following primary roles and responsibilities associated with network & cyber security.

Network Security & Cyber-Security Roles and Responsibilities	SP	C/C
1. Develop information security & cyber security requirements and policies.	X (S)	X (P)
2. Develop and document security & cyber security procedures that meet requirements and adhere to defined policies.	X	
3. Approve security & cyber security procedures and policies.		X
4. Ensure proper cyber security talent is secured through relevant IT roles: Such as: Network admins, System admins, CIO's and the like.	X	
5. Ensure up-to-date cyber security methods are being employed, including but not limited to: a. Closely monitor relevant known vulnerabilities b. Implement latest relevant MFA c. Monitor data traffic to: i. Establish known patterns ii. Identify anomalies iii. Thwart persistent threat actors	X	
6. Ensure up-to-date cyber security methods are being employed, including but not limited to: a. Develop and follow a thorough, cautious patch regimen b. Conduct routine security exercise (i.e. Penetration tests, Vulnerability assessments, and etc.) c. Implement appropriate encryption (i.e. end to end, end point device encryption and network traffic)	X	
7. Ensure that appropriate security & Cyber security measures exist at all points of entry into the City/County IT environment.	X	
8. Monitor, track, and report security policy violations and security violation attempts.	X	
9. Plan & execute countermeasures in response to security & cyber security violation attempts.	X	
10. Implement and maintain spyware, adware, spam, and virus protection processes.	X	

Network Security & Cyber-Security Roles and Responsibilities	SP	C/C
11. Implement automated process to ensure that network attached City/County devices are kept at current levels of security & cyber security protection.	X	
12. Perform, coordinate, and assist as required in policy and process audits to ensure that policies and procedures fully address security issues.	X	

Specific Service Provider Questions: Network Security

1. Describe the frequency with which the City/County can expect your organization to conduct system security and cyber security audits and how your organization will involve the City/County in system security audits.
2. Describe your organization's approach to assessing the City/County's application vulnerabilities and security/cyber security risks.
3. Describe your process and any tools your organization will utilize/implement to enable centralized security monitoring of network traffic, and provide automated alerts upon detecting violations

5.7.3.5 NETWORK MONITORING AND PROBLEM RESOLUTION SERVICES

The Service Provider will perform services and activities associated with monitoring the network and resolving identified problems. The table below includes (but is not limited to) the following primary roles and responsibilities associated with network monitoring and problem resolution services.

Monitoring and Problem Resolution Roles and Responsibilities	SP	C/C
1. Develop and document requirements and policies for network and server monitoring and problem management.	X (S)	X (P)
2. Develop and document monitoring and problem management procedures, including escalation thresholds that meet requirements and adhere to defined policies.	X	
3. Approve network and server monitoring and problem management procedures.		X
4. Provide and implement appropriate tools to track and monitor web traffic.	X	
5. Implement measures for proactive monitoring and self-healing capabilities to limit outages to the network.	X	
6. Monitor network 24 hours per day, 7 days per week.	X	
7. Identify network problems involving circuits, hardware, software and resolve in accordance with SLRs. Coordinate activities with the help desk. Escalate as required.	X	
8. Coordinate resolution of circuit problems with third parties, including public carriers, ISP, and City/County affiliates using the network.	X	
9. Track and report status of network and server activities and problems.	X	
10. Ensure that all network and server monitoring and problem resolution activities conform to defined change control procedures.	X	

5.7.3.6 NETWORK HARDWARE MAINTENANCE

The Service Provider will perform all services and activities associated with maintaining network hardware. The table below includes (but is not limited to) the following primary roles and responsibilities associated with network hardware maintenance services.

Network Hardware Maintenance Roles and Responsibilities	SP	C/C
1. Develop and document hardware maintenance and repair requirements and policies.	X (S)	X (P)
2. Develop and document hardware maintenance and repair procedures that meet requirements and adhere to defined policies.	X	
3. Approve hardware maintenance and repair procedures.		X
4. Identify physical facilities changes needed to support installation of new or upgraded hardware.	X	
5. Coordinate/perform facilities changes needed to support installation of new/upgraded hardware.	X (P)	X (S)
6. Install (or coordinate installation of) new or enhanced network hardware components to meet City/County communications requirements.	X	
7. Perform diagnostics as needed to identify the cause of hardware problems, and report findings.	X	
8. Install manufacturer change orders, firmware upgrades, and other service provider-supplied hardware improvements for network supported hardware. (especially "core" devices)	X	
9. Replace defective parts on network supported hardware.	X	
10. Coordinate maintenance activities and repair of third-party service provider-supported hardware.	X	
11. Monitor hardware warranties to ensure that parts under warranty are replaced under the terms of the warranty.	X	
12. Ensure that all hardware maintenance activities conform to configuration management and change control processes.	X	

5.7.3.7 NETWORK PERFORMANCE MANAGEMENT

The Service Provider will perform services and activities associated with managing the performance of the network environment. The City/County is interested in understanding what opportunities there are for optimizing network capacity. The table below includes (but is not limited to) the following primary roles and responsibilities associated with network performance management services.

Performance Management Roles and Responsibilities	SP	C/C
1. Develop and document network performance requirements and projections.	X (S)	X (P)
2. Develop and document performance management procedures that meet requirements and adhere to defined policies.	X	
3. Approve performance management procedures.		X
4. Perform tuning to maintain optimum performance across the network.	X	
5. Manage network resources, devices, and traffic to meet defined availability and performance SLRs.	X	

Performance Management Roles and Responsibilities	SP	C/C
6. Provide technical advice and support to the help desk, desktop and application maintenance and development staffs as required.	X	
7. Evaluate, identify, and recommend configurations or changes to configurations that will enhance network performance.	X	
8. Implement improvement plans. Coordinate with third-party carriers as required.	X	

Service Provider Questions: Network Performance Management

1. Discuss as part of your response what approach you would take to balance performance needs with capacity issues both now and for the future when the need for storage capacity is ever increasing.

5.7.3.8 NETWORK CONFIGURATION MANAGEMENT

The Service Provider will perform services and activities associated with tracking and managing the configuration of individual system components and identification of the relationships and dependencies among them. The table below includes (but is not limited to) the following primary roles and responsibilities associated with network configuration management services.

Configuration Management Roles and Responsibilities	SP	C/C
1. Develop and document network configuration and server management requirements and policies.	X (P)	X (S)
2. Develop configuration management procedures that meet requirements and adhere to defined policies.	X	
3. Approve configuration management procedures.		X
4. Document and maintain network, server, and enterprise application specifications, configurations, topology, and diagrams.	X	
5. Document and maintain inventory of all software used in managing the network environment.	X	
6. Document and maintain configuration inventory of all hardware used in the network environment.	X	
7. Document and maintain inventory of all network circuits and point-to-point connections in the network environment.	X	
8. Provide information about the configuration, functionality, and other aspects of the network upon request.	X	
9. Ensure that disaster recovery documentation correctly reflects the network environment.	X	

5.7.3.9 ENTERPRISE SYSTEMS ADMINISTRATION

The Service Provider will perform services and activities associated with the support of existing and future enterprise computing systems, such as email, calendaring, and mail messaging delivery components and etc. The table below includes (but is not limited to) the following primary roles and responsibilities associated with enterprise systems administration services.

Enterprise Application Computing Services Roles and Responsibilities	SP	C/C
1. Develop and document enterprise application computing systems requirements and policies.	X (P)	X (S)
2. Develop procedures for performing enterprise application systems administration that meet requirements and adhere to defined policies.	X	
3. Approve enterprise application systems administration procedures.		X
4. Set up and manage user accounts, perform access control, manage files, and disk space.	X	
5. Provide technical assistance and subject matter expertise as required by the City/County staff and third-party Service Providers for enterprise application computing products and solutions.	X	
6. Perform system or component configuration changes necessary to support enterprise computing services.	X	
7. Install/apply preventative maintenance releases and fixes, service packs, and other program services provided by third-party software Service Providers to ensure proper operation of installed software.	X	
8. Upgrade software to new versions/releases as needed to provide improved/enhanced functionality.	X	
9. Perform diagnostics as needed to identify the cause of software problems and report findings.	X	
10. Ensure that all software maintenance activities conform to configuration management and change control processes.	X	

5.7.3.10 NETWORK STORAGE AND DATA MANAGEMENT

The Service Provider will perform services and activities associated with managing data and maintaining storage resources for the network environment. The table below includes (but is not limited to) the following primary roles and responsibilities associated with network storage and data management services.

Storage and Data Management Roles and Responsibilities	SP	C/C
1. Develop and document network storage and data management requirements and policies.	X (S)	X (P)
2. Develop procedures for performing network storage management that meet requirements and adhere to defined policies.	X	
3. Approve network data and storage management procedures.		X
4. Perform capacity planning to develop storage and data management requirements projections for network and distributed environment.	X (P)	X (S)
5. Monitor and control storage access and performance according to defined management policies.	X	
6. Perform data backups and restores per established procedures and service level requirements for all devices.	X	

5.7.3.11 NETWORK BACKUP/RESTORE

The Service Provider will perform services and activities associated with developing and maintaining a comprehensive plan to backup and restore the data and programs of the City/County. The Service

Provider will maintain and execute backup procedures that will ensure full restoration of City/County computing services throughout the enterprise in a timely fashion in the event of hardware or software failures and/or data loss due to malware, corruption and/or by other means. The table below includes (but is not limited to) the following primary roles and responsibilities associated with network backup/restore services.

Backup Schedule			
Tier I	Daily	With Logs	Incremental, stored offsite and/or alternate location
Tier II	Weekly	With/out Logs	Incremental, stored offsite and/or alternate location
Tier III	Monthly	With Logs	Incremental, stored offsite and/or alternate location
Tier IV	Quarterly	With Logs	Full back up, stored offsite and/or alternate location

Backup/Recovery Roles and Responsibilities	SP	C/C
1. Define backup/restore requirements and policies for City/County systems.	X(S)	X(P)
2. Develop and document a backup/restore plan and procedures that meet requirements and defined policies for continuing operation of systems and services.	X	
3. Develop RTO (Recovery Time Objectives) and RPO (Recovery Point Objectives) as part of the test procedures	X(S)	X(P)
4. Review and approve backup/restore plans and procedures.		X
5. Test backup and restore capabilities on an agreed-upon regular basis	X	

Specific Service Provider Questions: Network Backup/Restore

1. Please describe your proven/tested methodology and approach for a comprehensive, efficient yet cost effective backup and restore process.

5.7.4 NETWORK SERVICES: SERVICE LEVEL REQUESTS (SLR)

A key objective of the City/County's decision to outsource IT services is to maintain effective service levels. The following minimum service levels are being requested by the City/County. The Service Provider must consistently meet or exceed the following SLRs as tracked and reported monthly to the City/County.

NOTE: The City/County realizes that this sourcing project presents a unique opportunity to learn from the past and apply it to the future. With that goal in mind, **the City/County is interested in and encourages the inclusion of any/all "creative and customer focused" SLRs** that you (the Service Providers) have had and/or are having success with and encourage you to include them as additional and/or in replace of the SLRs listed below and a brief description of your rationale for doing so.

SLR Description	Performance Target	SLR
Server		
Production Applications and Databases	Sun-Sat, 000-2400	99.9%
Production messaging Servers (e-mail)	Sun-Sat, 000-2400	98.0%
Shared Storage systems	Sun-Sat, 000-2400	98.0%
QA/Test Systems and Servers	Sun-Sat, 000-2400	95.0%
Internet Access Availability	Sun-Sat, 000-2400	99.9%
LAN Availability	Sun-Sat, 000-2400	99.9%
Wireless Network Availability	Sun-Sat, 000-2400	99.9%
Application Response Time: Production Systems	Transactions complete < 2.0 sec	98.0%
Customer Satisfaction		
Triggered Satisfaction Survey Response	Vendor Mgmt responds to any/all dissatisfied survey response by contacting the customer within 8 business hours and conducts RCA. RCA is documented and reported monthly to C/C.	100%
Close ticket survey	Brief 3-5 ques survey sent at ticket close. Avg rating of satisfied or very satisfied.	95%
Annual Customer Satisfaction Survey - (conducted by independent 3rd party Surveyor)	Users surveyed should be very satisfied or satisfied	96%
System/Server/Network Administration (All Platforms)		
Capacity/Performance: Continuously monitor server and network capacity and performance and storage capacity for defined threshold alerts and anomalies. Notify City/County when alerts are triggered, or anomalies are identified on system resources.	1-hour notification of City/County of verification of event trigger or anomaly identification.	100.0%
Capacity/Performance Planning: Trend Analysis and reporting across all platforms. Capacity change requests - Server & Storage	Monthly analysis reports and interim reports on rapidly developing events and trend identification.	100.0%
Deploy service/security patches and antivirus updates necessary to protect or repair environment vulnerabilities.	Same business day as signoff subject to agreed-upon change control procedures.	100.0%
Deployment: New Server	Virtual server - 1 business day Physical server, 3 business days (upon receipt of equipment)	100.0%
Critical Restore Requests:	1 Hour to begin the restore process. 8 hours to complete the process.	99.0%
Non-Critical Restore Requests	1 day to begin from time of notification by Service Recipient. 2 days to complete	95%
Backup Services: Server Backup	Tier I (Daily with logs – incremental)	99.0%

SLR Description	Performance Target	SLR
	Tier II (Weekly without logs – incremental)	100%
	Tier III (Monthly – with logs – Full)	100%
Reporting	Report ALL contractual SLR/SLA and reporting requirements below as per agreed upon frequency & schedule	98%

5.7.5 STANDARD NETWORK AND SERVER SERVICES REPORT REQUIREMENTS

Minimally, the following standard reports will be required. Others can/will be discussed/requested as needed/required

Description	Timing
SLR Compliance	Measure daily, report monthly
Response Time by Application	Measure daily, report monthly
Trending of Network Support Issues	Measure daily, report quarterly
Maintenance Monitoring Reports as per defined schedules	Measure daily, report monthly
Security Monitoring Reports as per defined schedules	Measure daily, report monthly
Detailed Outage Reports	Measure daily, report monthly
Capacity Planning Reports	Measure daily, report monthly
Root Cause Analysis Reports	Measure daily, report monthly

Specific Service Provider Questions: Network and Server Services Reports

1. In addition to the reports listed above, please include a sample copy of any/all applicable standard network reports your organization utilizes for review and consideration.
2. Beyond what you are required to report contractually, please describe your organizations philosophy/approach to learning from and adapting your services based on reports management and analysis.

5.8 ASSET MANAGEMENT

5.8.1 ASSET ACQUISITION

The Service Provider will perform services and activities associated with the evaluation, selection and acquisition of new and upgraded hardware and software as requested by the City/County. While the City/County will have responsibility of asset acquisition, it is interested in reserving the ability to take advantage of the purchasing power of the Service Provider if it is financially advantageous. The City/County anticipates that it will work closely with the Service Provider in the acquisition of hardware and software. The following description of roles and responsibilities reflect that close working relationship.

Asset Acquisition Roles and Responsibilities	SP	C/C
1. Develop and document asset acquisition requirements and policies.	X(S)	X(P)

Asset Acquisition Roles and Responsibilities	SP	C/C
2. Develop and document asset acquisition procedures that meet requirements and adhere to defined policies.		X
3. Review and approve asset acquisition procedures.		X
4. Develop and maintain list of pre-approved suppliers.	X(S)	X(P)
5. Demonstrate that best efforts are being pursued to obtain best pricing (e.g., use of pooled government procurement mechanisms).		X
6. Assist in periodic audits of procurement procedures.	X(S)	X(P)
7. Manage the asset ordering, procurement, and delivery processes in compliance with City/County procurement and acceptance processes.		X
8. Manage and track service orders.		X
9. Ensure that new assets comply with established City/County IT standards and architectures.	X(S)	X(P)
10. Review and approve selection of hardware to be installed in City/County facilities and software to be installed on City/County hardware.		X (P)
11. Provide estimates for assets and services not included in the scope of the SOWs.	X (S)	X (P)

5.8.2 ASSET MANAGEMENT AND TRACKING

The Service Provider will perform services and activities associated with managing and tracking new and upgraded hardware and software. The following table identifies (but is not limited to) the underlying roles and responsibilities associated with asset management and tracking services. The City/County is interested in significant improvements in this area, specifically in the tracking of software licenses.

Asset Management and Tracking Roles and Responsibilities	SP	C/C
1. Develop and document asset management requirements and policies that cover both owned and leased assets.	X (S)	X (P)
2. Develop and document asset management procedures that meet requirements and adhere to defined policies.	X	
3. Review and approve asset management procedures.		X
4. Establish, update, and maintain and otherwise act as custodian of an asset inventory database and system configuration documentation, including software license documentation.	X (P)	X (S)
5. Maintain the records necessary to track, manage and support warranty services of all assets (e.g., asset/serial number, program number, physical license, install date and location - including location history).	X	
6. Track status and timing of in-force service contracts and licenses. Notify City/County of expiration and renewal requirements.	X (P)	X (S)
7. Provide asset inventory reports upon request.	X	
8. Provide ability for direct end-user inquiry into asset database.	X	
9. Terminate, dispose of, or relocate assets as needed/specified by the City/County. Provide disposition reports as needed.	X	

Specific Service Provider Questions: Asset Management & Tracking

1. *Please describe your approach to measuring and maintaining a high level of quality and accuracy of your asset management database for both hardware and software assets.*

5.8.3 ASSET MANAGEMENT: SERVICE LEVEL REQUESTS (SLR)

A key objective of the City/County's decision to source IT services is to maintain effective service levels. The following minimum service levels are being requested by the City/County. The Service Provider must consistently meet or exceed the following SLRs as tracked and reported monthly to the City/County. The percentage below refer to the percentage of devices that are accurately tracked.

SLR Description	Performance Target	SLR
Asset Management		
Target A: Network attached - Automatic Discovered Data Fields		98%
Target B: Network Attached - Manually Updated Data Fields		95%
Target C: Non - Network Attached - manually Updated Data Fields		90%
True ups & Corrections		
Target A: Network attached - Automatic Discovered Data Fields	SLR added to measure response to inaccurate data. Within 10 business days data will be restored to within the percentage goals	98%
Target B: Network Attached - Manually Updated Data Fields		95%
Target C: Non-Network Attached - manually Updated Data Fields		90%

5.9 SCOPE OF SERVICES: APPLICATION SERVICES

This section defines the service environment, service descriptions with roles and responsibilities, service level requirements (SLRs) and reporting requirements for the provision of application enhancement, development, maintenance, and support services supporting the current portfolio of applications at the City/County.

5.9.1 APPLICATION SERVICES GOALS AND CRITICAL SUCCESS FACTORS

1. Maintain and enhance service level standards for application support issues tied to criticality of need
2. Provide accurate estimates for application enhancement and development activities
3. Provide best practice project management techniques for all application services activities
4. Manage application performance to ensure optimum throughput
5. Continually measure customer satisfaction for all application services activities
6. Provide a long-range plan and a methodology for retirement decisions for legacy applications where appropriate.

5.9.2 CURRENT APPLICATION SERVICES ENVIRONMENT

The overall goal for the application services environment is to provide high quality customer service in a cost-effective manner. The City/County is looking for a service provider to be innovative in recommending how these services will continue to be provided. A key goal for the City/County is to ensure that existing applications continue to function effectively and meet the growing needs of its employees and constituents until such time as the application can be significantly modified or replaced.

Application Services include the activities associated with the maintenance, enhancement, development and support of applications, including: modifications for limited improvements in functionality or troubleshooting; new application development; development of minor enhancements required to meet all functional, regulatory and legal requirements; general support such as providing end-users with answers to basic questions regarding those legacy applications, and any related database administration maintenance activities.

The City/County prefers, whenever possible, to implement packaged solutions. Therefore, while there can be some development tasks that fall under this scope, most are related to GIS, web support, or integration of packages into the environment, including writing interfaces to legacy applications, developing reporting programs, converting data, etc. However, there is occasionally a need for minor application development services that fall under this scope of work.

Currently the City/County maintains support of existing applications, as well as development of new applications through the current sourcing provider. These support and development functions are provided by a team comprised of Technical Specialists, Database Administrators, .NET Developers, and management staff.

The existing applications list is extensive and ranges from small single-user databases to large enterprise implementations serving several hundred users. While many of these applications are purchased 3rd-party applications and systems, a large number of them have been developed in-house by the outsourcing provider and previous vendors. The existing applications currently being

supported are based upon several different technologies such as C#.net, MS SQL Server database, Visual Basic 6, JAVA, VB.NET, VBA, HTML5, and Unix scripting language.

5.9.2.1 APPLICATION SERVICES BASELINE STATS

Description	Totals	Additional Info
Total # of C/C Applications supported by IT Application Services	57	There are more applications that are supported directly by the respective application vendor and not local IT
Total # of C/C Databases supported by IT Application Services	72	There are more databases that are supported directly by the respective app/DB vendor and not local IT
Total # of Databases in use at C/C	Approximately 360	This includes, but not limited to SQL, Access, or proprietary databases owned or created by the C/C, and either supported by another vendor or without support from anyone.

NOTE: Please see "Appendix J: Exhibits Tables" of this RFP document for further detail and asset inventory listings for the Application Services area.

5.9.2.2 GEOSPATIAL INFORMATION SERVICES (GIS)

The Geospatial Information Services (GIS) provided by the City/County IT are widely utilized throughout the enterprise.

The Service Provider should be able to discuss its expertise and qualifications to do the following:

1. GIS Planning and Analysis

- a. Conduct analyses of departmental needs for GIS development
 - ✓ Conduct departmental interviews with key personnel and/or clients
 - ✓ Examine and documenting current and planned business processes
 - ✓ Document technical and business requirements
 - ✓ Design data architecture and design consulting and planning
- b. Develop a GIS strategic plan which may include the phasing and prioritization of projects
- c. Document recommended policy, guidelines and procedures including administration, GIS maintenance, operations, and security

2. GIS data analysis and data layer creation

1. Integrate existing data sources and data layers. Integration may also be with other key technologies including but not limited to web-based applications, document management, and multimedia technologies
2. Convert data from legacy or stand-alone applications
3. Train customers in GIS applications, including but not limited to data maintenance procedures, maintenance, use and support

4. Project Manage GIS application development and integration including monitor schedules and deliverables, quality assurance, communications

3. GIS Application Development

Application development services cover GIS desktop and Web applications and include the development of new applications as well as enhancements and upgrades of existing applications. The qualified vendor(s) must possess skills in the following development platforms:

- a. Development of ESRI's ArcGIS Server technology
- b. Arc-Objects programming using VB/COM
- c. Java Scripts/REST/Virtual Earth API
- d. XML and Web Services
- e. GIS system integration with non-spatial technologies
- f. Python

4. GIS Application Architecture Support

- a. Manage the day-to-day support of the enterprise geospatial applications and services.
- b. Serve as subject matter expert to other development partners as well as enterprise project teams with regard to utilization of geospatial web-services and integrations.

Geospatial Information Services & Responsibilities	SP	C/C
1. Establish and maintain a GIS strategic plan and an annual work plan.	X (S)	X(P)
2. Establish and maintain policies, guidelines, and procedures governing the delivery of Geospatial services. To include licensing, administration, and security.	X (S)	X(P)
3. Maintain user and library inventories as required by the GIS license agreement.	X (P)	X(S)
4. Install/apply preventative maintenance releases and fixes, service packs, and other program services provided by GIS software vendors to ensure proper operation of installed software.	X	
5. Respond to user requested installations of desktop GIS software throughout the enterprise.	X	
6. Maintain the Enterprise GIS data editing workflows.	X	
7. Provide GIS software training through both classroom and individual sessions.	X	
8. Maintain user and library inventories as required by the GIS license agreement.	X	
9. Manage the City/County Enterprise GIS applications, web-services, and mapping services.	X	
10. Through established prioritization processes, design, developer, test, and implement GIS applications.	X	
11. Ensure that all software, data, and application maintenance activities conform to configuration management and change control processes.	X	

Specific Service Provider Questions: Geospatial Information

1. Explain your organizations experience with GIS strategic planning.

2. Describe how your organization will ensure that the City/County will receive the full benefits of GIS software upgrades and advancements in technology. Please explain your creative approach to management of the upgrade process.
3. Describe your organizations suggested approach to training of end-users in the use of GIS software.
4. Describe a recent and most relevant, preferably in public-sector, GIS development or integration engagement/project that your organization has completed.
5. Describe your methodology for managing the day-to-day support of the enterprise GIS infrastructure and applications.

5.9.2.3 CITY/COUNTY PUBLIC WEBSITE

Content on the public websites is the responsibility of the various City Departments and County Agencies and is authored and maintained by approximately 200 web editors and authors throughout those entities. The City/County IT manages the overall structure and look and feel of the websites and has established a governance process for the public websites. The following table identifies (but does not limit) the underlying roles and responsibilities associated with the public websites.

Public Website Roles & Responsibilities	SP	C/C
1. Develop and document requirements and policies for the use of the public websites.	X (S)	X (P)
2. Develop and document procedures for the use of the public websites that meet requirements and adhere to defined policies.	X	
3. Review and approve public websites procedures.		X
4. Maintain and troubleshoot standard templates, master pages, style sheets and web forms.	X	
5. Manage the structure of the public websites.	X	
6. Maintain the integrity, accuracy, security and timeliness of published content.	X(P)	X(S)
7. Provide support for multi-lingual versions of published content.	X	
8. Assist content editors in publishing new content.	X	
9. Provide graphic design support for implementing new elements conforming to the current look and feel of the websites.	X	
10. Determine graphic look and feel of the public websites.	X(S)	X(P)
11. Provide graphic design support to implement any changes to the look and feel of the websites.	X	
12. Serve as a technical resource to the website's user group(s).	X	

Specific Service Provider Questions: Public website

1. Please describe your experience supporting a public website and the content creators.

5.9.2.4 INTRANET

Content on the intranet sites are the responsibility of the Departments, Agencies, or project teams for whom the various sub-sites have been established. City/County IT manages the overall structure

and look and feel of the portals and has established a governance process for the intranet sites. For the intranet, the governance includes delegation of site administration authority to designated individuals or groups for Agency/Department/Project sites. The following table identifies (but does not limit) the underlying roles and responsibilities associated with the City/County intranet.

Intranet Roles & Responsibilities	SP	C/C
1. Develop and document requirements and policies for the use of the intranet sites.	X (S)	X (P)
2. Develop and document procedures for the use of the intranet that meet requirements and adhere to defined policies.	X	
3. Review and approve intranet policy & procedures.		X
4. Deploy, maintain, and troubleshoot standard master pages, templates, and style sheets.	X	
5. Assist end user site administrators in the creation of new sites and sub-sites as needed.	X	
6. Assist end user site administrators with site feature activation and deactivation as needed.	X	
7. Assist end user site administrators with user and group permissions administration as needed.	X	
8. Administer SharePoint search scopes and index crawls.	X	
9. Provide graphic design support to end users as needed.	X	
10. Perform periodic migration of content and structure from production farm to test/staging farm.	X	

5.9.3 APPLICATION DEVELOPMENT, MAINTENANCE AND SUPPORT REQUIREMENTS

The following activities are within the scope of applications services.

5.9.3.1 ACCOUNT MANAGEMENT, GOVERNANCE AND REPORTING

The Service Provider is to implement a management structure to facilitate communications between the Service Provider, its subcontractors, and the City/County and to address and resolve concerns escalated by either the Service Provider or the City/County. Routine meetings and reporting processes must be defined **to ensure a smooth interface and timely resolution of issues.**

The City/County seeks a single point of contact scenario with the service provider. The City/County will not resolve issues or disputes between the Service Provider's personnel and any subcontractors retained by the Service Provider.

For operational services such as problem resolution, help desk inquiries, desktop software procurement, and the like, there must be routine and continuous interaction between the Service Provider's employees and the City/County's customer base. This operational interface will determine the satisfaction of the City/County's employees with the services delivered by the Service Provider. The Service Provider is expected to continuously measure and improve its service delivery and customer satisfaction with those services.

The Service Provider will perform services and activities associated with reporting on the ongoing status of the service environment. The Service Provider is to assemble and create regular reports on the performance of outsourced functions in order to assist in the effective management of the Service Agreement and enable continuous improvement of the in-scope services. Reports must be compiled and distributed to the City/County management in agreed upon formats. Reports must be compiled and published on all functions, including performance, SLRs, cost management and subcontractor relationships on an enterprise-wide and department-level basis. These reports must include the measurement of the Service Provider's actual performance against the required service levels. The City/County seeks a Service Provider that will operate under the principles of full financial and operational disclosure to the City/County with respect to the service agreement and the parties' relationship. The City/County expects the Service Provider to accommodate management's decisions on reporting formats, content, and frequency.

The following table identifies (but is not limited to) the underlying roles and responsibilities associated with account management reporting services.

Account Management Reporting Roles and Responsibilities	SP	C/C
1. Develop and document account management/reporting requirements and policies.	X (S)	X (P)
2. Develop and document account management reporting procedures.	X	
3. Approve account management reporting procedures.		X
4. Develop and document criteria and formats for administrative, service activity and service level reporting.	X (P)	X (S)
5. Develop and implement customer satisfaction program for tracking the quality of service delivery to City/County. Coordinate program with other Service Providers.	X (P)	X (S)
6. Measure, analyze, and report system and service performance relative to requirements.	X	
7. Prepare performance and other service level reports and provide as scheduled.	X	
8. Prepare and provide activities reports and others as defined.	X	
9. Prepare reports on statistics, root cause analysis and trends as requested.	X	
10. Perform or support operations and other audits periodically.	X (S)	X (P)
11. Develop plans and procedures to ensure financial transparency in operations.	X	

Specific Service Provider Questions: Account Management and Governance

- 1. Describe your governance process and the management structure your organization intends to implement for managing its relationship with the City/County.*
- 2. Describe how your organization monitors its performance of services. Provide examples of performance metrics, benchmarking techniques, and report content. Explain how performance monitoring is leveraged to promote continuous process improvement.*
- 3. Describe your approach for ongoing communication with the customer base. Provide examples of newsletters, intranet communications, etc. you have used with clients to help manage change and set service expectations.*

5.9.3.2 TRANSITION MANAGEMENT

The Service Provider is to implement an expeditious and seamless transition of services, without interruption, from the current services to those within the scope of this RFP. The transition plan should include, among other things, the manner in which the Service Provider will assume responsibility both during and after the transition period is completed of the service agreement for the following:

1. The provision of services including handoff/transfer of existing/open helpdesk tickets on switch over date.
2. Assumption of major projects
3. Management of assets and resources
4. Consistent and ongoing communication with the City/County's departments and agencies
5. Management of City/County's current third-party contractors for whom the Service Provider will act as agent
6. Identification of contracts and licenses requiring cancellation or assignment to the City/County to the extent practicable
7. Manage subcontractor relationships and arrangements.

The details and timing of the transition plan shall be included in the (to be negotiated) services agreement, based upon discussions with the Service Provider.

Specific Service Provider Questions: Transition Management

1. *Provide your organization's transition plan. The transition plan must include sections that identify the tasks, timeframes for the tasks, milestones, roles and responsibilities for City/County and Service Provider personnel, and any major task contingencies.*
2. *Describe how your organization proposes to manage the transition of in-scope services to your organization.*
3. *Provide a plan for communicating to the customer base during the transition.*
4. *Describe your experience with managing the change from an existing Service Provider to your company (if applicable).*
5. *Describe how your organization proposes to meet or exceed service levels within 3 months of contract implementation.*
6. *Describe your organization's experience in managing complicated transitions involving dispersed IT environments.*
7. *Describe the anticipated impact that the transition will have on normal City/County business operations. Identify the anticipated disruption that transition tasks will have on the City/County's normal work environment and how your organization will minimize and manage any disruption.*

5.9.3.3 PLANNING AND ANALYSIS

Planning and analysis for application maintenance and support services involves those activities associated with the maintenance (or creation) of user, business and technical requirements and specifications to update or enhance City/County legacy application systems.

Planning and Analysis services to be performed by the Service Provider will include at a minimum:

1. Requirements definition: Those activities associated with the assessment of user needs used to determine technical design.

2. Design specifications: The development of the overall approach to satisfying the application requirements, such as creating documentation that specifies all components, program modules, data stores, interfaces, interface components and associated operations procedures for the City/County technical environment; and
3. Accurate and comprehensive project estimation including due dates and milestone delivery dates.

5.9.3.4 ANNUAL IT AUDITS

The Provider will perform and/or assist with the services and activities associated with conducting annual IT audits. The following identifies (but is not limited to) the primary roles and responsibilities associated with application requirements definition activities.

Requirements Definition Roles and Responsibilities	SP	C/C
Account Provisioning & Deprovisioning		
1. Create and review procedures and policies for provisioning and deprovisioning accounts.	X(P)	X(S)
2. Create standard automated processes for creating and removing accounts.	X	
3. Review role-based account access for each access based internal system.	X(P)	X(S)
Regular Access Reviews		
1. Create and review procedures and policies for auditing the access granted for key applications.	X(P)	X(S)
2. Submit a quarterly report on the accounts with access to each application and their level of access.	X	
Security and application administration		
1. Identify functions that, from an internal controls standpoint, should only be assigned only to system administrators.	X	
2. Regularly review the people that have administrative access and remove access from people • With end-user functions in the system. • With no job roles that require administrative duties.	X	
3. Ensure logging is on for all critical admin activities in each system.	X	
4. Create and review procedures and policies for the review of admin access logs. • The procedures should document who performs the review, what security admin activities are included, how it is determined that actions are appropriate, and how often/when such activities will be reviewed.	X	
5. Perform such reviews on a regular basis (e.g., monthly, or quarterly), documented, approved, and maintained for future reference and regular reporting.	X	
Remote Access		
1. Create and review procedures and policies for reviewing the remote access rights for user accounts.	X(P)	X(S)
2. Create regular reports to management on the remote access accounts.	X	

5.9.3.5 APPLICATION REQUIREMENTS DEFINITION

The Provider will perform the services and activities associated with the assessment of user needs and requirements for legacy systems. The following table identifies (but is not limited to) the underlying roles and responsibilities associated with application requirements definition activities.

Requirements Definition Roles and Responsibilities	SP	C/C
1. Document business, functional and technical requirements in agreed upon formats.	X(S)	X(P)
2. Approve requirements definition documents.		X
3. Maintain and enhance a standard for prioritization and justification for all application services requests and activities	X(S)	X(P)

5.9.3.6 DESIGN SPECIFICATIONS

The following table identifies (but is not limited to) the underlying roles and responsibilities associated with application design specification activities.

Design Specifications Roles and Responsibilities	SP	C/C
1. Create application design documents from business, functional and technical requirements.	X	
2. Approve design specifications procedures.		X
3. Document and recommend implementation/development/technical options to the City/County.	X	

5.9.3.7 PROJECT ESTIMATIONS

The Provider will perform services and activities associated with estimating the level of effort and cost of application maintenance and support assignments. **The estimates should be completed within five (5) business days of a written request unless the time is extended by mutual agreement with the City/County, and there should be no cost to the City/County to prepare estimates for additional work.** The following table identifies (but is not limited to) the underlying roles and responsibilities associated with project estimating activities.

Project Estimating Roles and Responsibilities	SP	C/C
1. Provide cost and schedule estimates, and impact analyses, for potential application enhancement and maintenance activities.	X	
2. Review and approve estimates and analyses.		X
3. Ensure that all approved projects (with dates) are incorporated into the work plan update processes.	X (S)	X (P)
4. Incorporate all new projects into the prioritization processes.		X

5.9.3.8 APPLICATION DEVELOPMENT

Application development services are those activities involved in the in the creation of new applications, tools, web-services, and integrations. Additional services will also include modifications and enhancement to existing applications.

Application Development Roles and Responsibilities	SP	C/C
1. Establish and adhere to applications development documentation and policy guidelines. These guidelines will establish technology framework and tool standards, integration standards, and code-reuse specifications	X(S)	X(P)
2. Maintain development and configuration management environment(s)	X	
3. Manage the development and test environments and associated test data	X	
4. Perform actual application development coding	X	
5. Monitor application availability and thru-put usage	X	

5.9.3.9 OPERATIONS AND ADMINISTRATION

Operations and administration services are those activities associated with managing the application services environment. Operations and administration services to be performed by the Provider include:

1. Test and integration services to ensure that all individual program components configured with or added to the applications environment work together properly as a single system performing all of the intended functions.
2. Migration and implementation of new and upgraded application components to the production environment.
3. Development of system and user documentation.

5.9.3.10 DATABASE ADMINISTRATION

The Service Provider will perform services and activities associated with the administration, maintenance, creation, and support of existing and future databases (primary DB used is MS SQL Server). This includes, but is not limited to, such activities required for the responsibility of managing data, database performance, indexes, organization, space allocation, and data recovery and integrity at a physical level. The table below includes (but is not limited to) the following primary roles and responsibilities associated with network database administration services.

Database Administration Roles and Responsibilities	SP	C/C
1. Define and document authorization requirements for users, roles, schemas, etc. and approve change requests.	X(S)	X(P)
2. Define and document database data definition requirements for applications (tables, triggers, attributes, etc.).	X	
3. Define and document database creation, update, and refresh requirements.	X	
4. Approve all documented requirements.		X
5. Create and update databases, incorporating defined authorization requirements.	X	
6. Define and execute database performance to keep databases running at optimal performance.	X	
7. Open, track, and manage to resolution all database problems with the appropriate database support organization.	X	
8. Provide technical assistance and subject matter (e.g., data dictionary and data mapping) expertise to the City/County applications developers and third-party support personnel.	X	
9. Define and document database backup schedules, retention periods, and volume levels (i.e. full, incremental, or differential).	X	

Database Administration Roles and Responsibilities	SP	C/C
10. Maintain all appropriate database configuration files and provide information as required to the help desk. Provide second-level help desk support for database access problems.	X	
11. Maintain documentation for all database instance parameters and system settings.	X	

Specific Service Provider Questions: Database Administration

1. Discuss your experience maintaining network and application coordination to ensure availability and maximum performance thru put.

5.9.3.11 TESTING AND INTEGRATION

The Provider will perform services and activities associated with the testing and integration of maintenance and enhancements, and development projects. The following table identifies (but is not limited to) the underlying roles and responsibilities associated with testing and integration activities.

Testing and Integration Roles and Responsibilities	SP	C/C
1. Create test cases and test data.	X(S)	X(P)
2. Manage the test environments and associated test data.	X	
3. Ensure that all testing activities conform to the requirements of defined Change Control procedures.	X	X
4. Perform unit, end-to-end, integration, stress, and regression testing and document results.	X	
5. Perform data migration and data conversion tests.	X	
6. Review and approve results of all testing activities.		X
7. Develop and conduct user acceptance, quality assurance (QA) testing and document results.	X	
8. Assist in conducting and documenting user acceptance and QA testing		X
9. Review testing results to identify variances between documented requirements and provided functionality and usability.	X	
10. Review testing results for compliance with policies, procedures, plans, and metrics (e.g. defect rates, progress against schedule, etc.).		X
11. Correct defects identified during the testing efforts.	X	
12. Prepare application(s)/module(s) for migration into City/County production environment.	X	

5.9.3.12 MIGRATION AND IMPLEMENTATION

The Provider will perform services and activities associated with the implementation of application maintenance and support projects from the test environment into production. The following table identifies (but is not limited to) the underlying roles and responsibilities associated with migration and implementation activities.

Migration and Implementation Roles and Responsibilities	SP	C/C
1. Create detailed implementation plans, including project schedules and staffing requirements, to meet City/County delivery requirements.	X	
2. Review and approve implementation plans, schedules, and deployment staffing levels.		X
3. Create checklist and prepare other materials for discussion at "go/no-go" decision meetings.	X	
4. Approve decisions made in "go/no-go" meeting.		X
5. Ensure that migration and implementation activities conform to the requirements of defined Change Control procedures.	X	
6. Develop and deliver system and user documentation.	X	
7. Develop training materials and provide training to the City/County.	X	
8. Perform data migration from existing systems to new systems.	X	
9. Perform data conversion from existing systems to new systems.	X	
10. Migrate application maintenance/enhancement into production.	X	
11. Provide test to production turnover implementation support, including having staff available at user locations as needed.	X	
12. Conduct post-implementation user acceptance.	X (S)	X (P)

5.9.3.13 LEGACY APPLICATION DOCUMENTATION

The Provider will perform services and activities associated with ensuring that City/County legacy application documentation is updated to reflect maintenance and enhancements which have been implemented. The following table identifies (but is not limited to) the underlying roles and responsibilities associated with legacy application maintenance documentation activities.

Legacy Application Documentation Roles and Responsibilities	SP	C/C
1. Provide system specifications documentation (e.g., data models, operational workflows, etc.) per agreed-upon standards.	X	
2. Provide application hardware and system software requirements documentation.	X	
3. Develop, provide, and maintain system installation, support, configuration, and tuning manual(s).	X	
4. Develop, provide, and maintain end-user documentation, including updates and release notes.	X	
5. Develop provide and maintain application operating and security procedures.	X	
6. Review and approve all provided documentation.		X
7. Maintain an application documentation library.	X	
8. Maintain version control for all documentation for which Provider is responsible.	X	

5.9.3.14 TECHNICAL SUPPORT

Technical support services are those activities associated with the provision of application services. Technical support services to be performed by the Provider include:

1. Application maintenance support: To ensure that in-use applications continue to function as required by the City/County. Support includes:
 - a) Corrective maintenance to resolve problems
 - b) Preventative maintenance to proactively mitigate impact of known conditions which could affect an application
 - c) Adaptive maintenance required as a result of changes to interfacing external applications or hardware, and
 - d) Perfective maintenance to maintain optimum performance.
2. Software configuration management and version control to maintain documentation of system components and tracking of modifications to an application's components over time with the ability to restore an application (or component) to prior versions, and
3. Providing general technical assistance to the help desk and City/County end-users.

5.9.3.15 LEGACY MAINTENANCE PROGRAMMING SUPPORT

The Provider will perform services and activities associated with making program changes to City/County legacy applications. The following table identifies (but is not limited to) the underlying roles and responsibilities associated with legacy maintenance support activities.

Legacy Maintenance Programming Roles and Responsibilities	SP	C/C
1. Perform corrective maintenance per plan or otherwise as required.	X	
2. Perform preventive maintenance per plan or otherwise as required.	X	
3. Develop application prototypes as needed to demonstrate support of requirements.	X	
4. Review and approve application prototype.		X
5. Identify and document potential changes to requirements or scope.	X(P)	X(S)
6. Review and approve changes to requirements or scope.		X
7. Manage programming efforts using industry-standard project management methodologies and tools.	X	
8. Debug application code as needed.	X	
9. Identify and recommend programming modifications and enhancement adjustments that will improve application performance.	X	
10. Provide technical and functional assistance and support regarding applications to the Help Desk and to end-users as required.	X	
11. Respond to trouble resolution items in accordance with defined SLRs.	X	
12. Ensure that all maintenance programming activities conform to the requirements of defined change control, configuration management and software version control procedures.	X	

5.9.3.16 SOFTWARE CONFIGURATION MANAGEMENT AND VERSION CONTROL

The Provider will perform services and activities associated with managing legacy application program configurations and versions. The following table identifies (but is not limited to) the underlying roles and responsibilities associated with software configuration management activities.

Software Configuration Management Roles and Responsibilities	SP	C/C
1. Track application versions in each environment (e.g., test, development, production).	X	
2. Track status of code migration from development to test to production.	X	
3. Ensure that all program code libraries are available to be backed up and included in restore and recovery procedures.	X	

5.9.4 APPLICATION SERVICES: SERVICE LEVEL REQUESTS (SLR)

A key objective of the City/County's decision to outsource application services is to maintain effective service levels. The following minimum service levels are being requested by the City/County. The Service Provider must consistently meet **or exceed** the following SLRs as tracked and reported monthly to the City/County.

NOTE: The City/County realizes that this outsourcing project presents a unique opportunity to learn from the past and apply it to the future. With that goal in mind, **the City/County is interested in and encourages the inclusion of any/all "creative and customer focused" SLRs** that you (the Service Providers) have had and/or are having success with and encourage you to include them as additional and/or in replace of the SLRs listed below and a brief description of your rationale for doing so.

5.9.4.1 APPLICATION SERVICES SLR DETAILS

Application Enhancement Services SLRs			
Description	Service Measure	Performance Target	SLR
Project Estimation (actual vs. estimated cost)	Target Cost	Actual Estimate (definition TBD during contract negotiations)	≤ 10% of estimate 95% of the time
Customer Satisfaction	Target time	Rated satisfied or very satisfied at quarterly intervals/ after delivery of upgrade	95%
Formula	Performance = Transactions completed within required time/total transactions		
Measurement Interval	Monitor continuously, measure weekly, report monthly		
Measurement Tool	Provider to furnish monitoring, auditing, and reporting tools.		

Application Maintenance and Support SLRs			
Description	Service Measure	Performance Target	SLR
Severity 1 (Urgent)	Time to Resolve	4 hours	98.0%
Severity 2 (Critical)	Time to Resolve	8 hours	98.0%
Severity 3 (Average)	Time to Resolve	Next business day or otherwise as prioritized	98.0%
Severity 4 (Low)	As prioritized	Next business day or otherwise as prioritized	98.0%

Application Maintenance and Support SLRs	
Formula	Number of requests completed on time/total of all requests occurring during measurement period
Measure Interval	Measure weekly, report monthly
Measurement Tool	Service Provider to furnish monitoring, auditing, and reporting tools.

XLR's being contemplated		
XLR: Application Performance	% of critical applications being measured for response time. (App list agreed upon by both parties)	>80%
XLR: Application Performance	% of transaction response time within acceptable range.	>96%
XLR: Application Performance	% Reduction in applications related service volumes. (annual %)	>15%
XLR: Application Performance	% Reduction in applications "support and maintenance costs". (annual %)	>15%

5.9.5 STANDARD APPLICATION SERVICES REPORT REQUIREMENTS

Minimally, the following standard reports will be required. Others can/will be discussed/requested as needed/required.

Description	Timing
SLR Compliance	Measure daily, report monthly
Response Time by Application	Measure daily, report monthly
Trending of Application Support Issues	Measure daily, report quarterly
Detailed Outage Reports	Measure daily, report monthly
Root Cause Analysis Reports	Measure daily, report monthly

6. EVALUATION AND SELECTION PROCESS

6.1 INTRODUCTION

This section describes the evaluation and selection process that will be used to determine which proposal provides the greatest benefit(s) to the City/County. The evaluation process will consist of four (4) major evaluation tiers (down-select periods). They are listed below and described in this section.

1. Tier 1: Proposal Screening / Administrative Review
2. Tier 2: Written Evaluation
3. Tier 3: Oral Presentation / Vendor Demonstration
4. Tier 4: Best and Final Offer (BAFO)

ALL proposals and proposers will be treated and evaluated fairly and equally with respect to this RFP evaluation process.

6.1.1 CITY/COUNTY EVALUATION TEAM

The City/County has established an evaluation committee comprised of individuals selected from City/County IT and Business Unit Management teams that will be responsible for the review and evaluation of proposals. The City/County may engage additional subject matter experts during the evaluation process to assist the evaluation team in gaining a better understanding of technical, financial, legal, contractual, project, or program issues. These additional subject matter experts will not have voting privileges or responsibility for the evaluation process.

In the end, the Evaluation Committee will recommend to the City/County leadership for award of the contract to the compliant proposer whose proposal receives the most points in accordance with the evaluation criteria described in this section of this RFP.

6.2 EVALUATION CRITERIA

The evaluation and selection committee will review and evaluate all viable proposals based on the following criteria and associated point system.

Scoring Requirements:	Evaluation Criteria:	Available Points:
PROPOSER VIABILITY AND EXPERIENCE ASSESSMENT		
Viability	Provider financial strength	25
	Provider resource pool	
Experience	Demonstration of service capability	125
	Depth of government experience	
	Ability to implement desired services	
	References	
PROJECT TEAM ORGANIZATION AND STAFFING ASSESSMENT		
Project Team Organization and Staffing	Project Team organizational structure	125
	Project Manager depth and similarity of experience	
	Project Manager & team certifications	

Scoring Requirements:	Evaluation Criteria:	Available Points:
	Project Team depth and similarity of experience	
SCOPE OF SERVICES (same for both service towers)		
INFRASTRUCTURE SERVICES: Account Mgmt functions, Help Desk, Desktop services, Network and Server Services APPLICATIONS SERVICES: Application Development, Enhancement, Maintenance and Support	Thoroughness of approach (efficient, tested, creative, cost saving measures, etc.)	375
	Proposed methodology (including but not limited to service delivery approach and creative solutions)	
	Maturity, flexibility, and scalability of services being proposed	
	Ease of use for business units, end user operations	
	Impact to existing operations (i.e., congruence with technology directions)	
	Fit with City/County culture	
	Overall scope and creativity of the solution	
TRANSITION AND IMPLEMENTATION APPROACH		
Transition/Deployment Approach	Thoroughness of approach	150
	Proposed methodology (including but not limited to deliverables-based implementation phasing)	
	Demonstrated knowledge including use of best practices	
	Impact to existing operations	

6.2.1 SPECIFIC SCORING TERMS AND DEFINITIONS

Term	Definition
Maturity	A market-based perspective on the specific technologies being proposed that indicates present and future viability of the given solution
Thoroughness of Approach or Plan	The level of detail and completeness the Proposer provides in response to specific requirements
Demonstrated Knowledge	The extent to which the Provider demonstrates present capabilities to perform the services required by the solicitation, including use of best practices
Scope of the Solution	The extent or scale of the Proposer's response to specific RFP requirements
Impact to Existing Operations	This includes any identified impact or affect to City/County, including business operations and level of City/County staff participation required to implement the solution

6.3 WEIGHTING OF PRICE

Price will be a weighed, formula driven scoring element during the written evaluation phase. The total number of points awarded for price is 200.

FORMULA: (Lowest price proposal / price of proposal being evaluated) x 200 = total price points.

6.4 TIER 1: PROPOSAL SCREENING - ADMINISTRATIVE REVIEW (PASS/FAIL)

The City/County will first examine proposals to determine their conformance with the stated RFP requirements. Any proposals that are deemed to be non-conforming to the stated requirements may be rejected. Proposals that are timely submitted and are not subject to rejection will be reviewed in accordance with the remainder of this section.

6.5 TIER 2: WRITTEN EVALUATION

The evaluation committee will use the evaluation criteria and point system provided above to evaluate and score each viable WRITTEN proposal. There is a maximum of **800 (non-price) points** per proposal.

The evaluation committee will score proposals without regard to price. Price will be scored using a weighted formula calculated by the City/County Agent designated for this RFP process task and audited by a non-voting member of the City/County. A maximum of **200 price points** are available. See pricing formula above.

These scores will be combined for a maximum of **1000 total points** as per the point system provided above.

The top four (4) proposals will advance. ALL proposers will be notified at the conclusion of the Written Evaluation.

6.6 TIER 3: ORAL PRESENTATIONS AND VENDOR DEMONSTRATIONS

During this phase, the advancing proposers will be invited to present their qualifications, proposal content and demonstrate the capabilities of their service offerings to the evaluation committee. Each proposer at this stage will begin again at 0 points. The oral presentations, vendor demonstrations along with reference checks will be scored with a maximum possible score of **800 points** for this step.

Detailed and specific presentation scripts will be provided (in advance) to those advancing proposers to aid in the development of their presentations. After each invitee has presented, the evaluation committee will again score each proposer using the maximum **800 (non-price) points system**.

Proposers are expected to bring as many from their proposed team and KEY personnel as possible to the oral presentations. Please see the "Schedule of Events" table in section 1 for the tentative timeframe for these activities.

During this step, pricing proposals will be shared, reviewed, and scored via the evaluation committee. A maximum of **200 price points** are available per proposal. These scores will be combined for a maximum of **1000 total points** as per the point system provided above.

The (max) top two (2) proposals will advance to the next (BAFO) Tier. All advanced proposers will be notified at the conclusion of the Tier 3 Evaluation.

6.7 TIER 4: BEST-AND-FINAL OFFER (BAFO)

At this stage, a brief Best and Final Offer (BAFO) period will be conducted with the (max) top two (2) proposals based on the finalist's increased understanding of the Scope of Services required, the City/County's increased understanding of each proposals pricing structure for the requested service(s) and their more accurate estimation of the proposer's cost to provide the requested service(s). Specific BAFO instructions will be provided to the advancing proposers during this step. BAFO submissions will be submitted to the City/County Agent listed in section 1 of this RFP.

The Evaluation and Selection Committee will again use the same **800 (non-price) points** and **200 price points** system (1000 points total) to conduct a final scoring round and select the top scoring proposal.

The highest overall scoring proposal will then advance to the last final stage – the Contract Negotiations phase. Advanced proposers will again be notified at the conclusion of this Evaluation Tier.

6.8 CONTRACT NEGOTIATIONS

The City/County will then begin negotiations with the highest scoring proposer. If negotiations do not result in a contract acceptable to the City/County within an acceptable timeframe, the City/County may then elect to begin negotiations with the proposer having the second highest overall score. This process will continue until either a contract is awarded, or the RFP is cancelled.

7. APPENDIX A: STANDARD RFP PROVISIONS

Please read, understand, and adhere to the following additional provisions related to the submission, evaluation, award, and administration of this RFP process. Failure to do so, may - at the sole discretion of the City/County - be grounds for dismissal of a/the service provider(s) proposal from further evaluation, including subcontractors (if contemplated).

7.1 COLLUSION PROHIBITED – AFFIDAVIT REQUIRED

Any agreement or collusion among proposers or prospective proposers, in restraint of freedom of competition by agreement to propose a fixed price or otherwise shall render the proposals of such proposers' void. Proposers will be required to execute and submit with their proposals a Non-Collusion Affidavit in the form appended hereto as APPENDIX C. Any disclosure by one proposer to another proposer of the content of a proposal in advance of the submission of proposals shall render the proposals of both such proposers void and may at the discretion of the City/County render the RFP proceedings void.

7.2 GRATUITIES PROHIBITED

The laws of Indiana provide that it is illegal to offer, promise, or give anything of value or benefit to government employees with the intent to influence that employee's acts, opinion, judgment or exercise of discretion with respect to that employee's duties. Evidence of violations of this clause will be grounds for dismissal of a/the service provider proposal and such evidence turned over to the appropriate law enforcement agency.

7.3 PROVIDE EVIDENCE OF ABILITY TO OBTAIN INSURANCE

Each proposer shall be required to provide evidence satisfactory to the City/County that it can obtain the required insurance coverages. For this purpose, each proposer shall submit with its proposal the signed certification form included in Appendix D of this RFP, in which the proposer's insurance agent will be required to certify that the proposer can obtain the required insurance coverages. Failure to submit the required certification form may be grounds for rejection of the proposal.

7.3.1 INSURANCE AND INDEMNITY REQUIREMENTS

The successful proposer will, in its contract with the City/County, be required to agree to defend, pay on behalf of, indemnify, and hold harmless the City/County its elected and appointed officials, employees and others working on behalf of the City/County. The successful proposer will also be required to obtain and maintain in continuous effect during the term of its contract with the City/County, and while any of its obligations under said contract remain unsatisfied, the insurance coverages set forth hereto, with amounts, coverages, limits, exclusions, and endorsements as detailed in this RFP.

7.4 FORMATION OF CONTRACT

Contract to be negotiated and executed upon Selection by evaluation committee of Best Proposal / Designation of Successful Proposer.

7.4.1 SUBMISSION OF EVIDENCE OF INSURANCE BY SUCCESSFUL PROPOSER.

Upon City/County approval of the recommendation of the evaluation committee, and authorization to execute the contract, the successful proposer shall submit (a) a certificate or certificates of insurance evidencing insurance coverages of the type and amount, and with the endorsements, required by this RFP and located in APPENDIX D.

7.4.2 EXECUTION OF CONTRACT BY SUCCESSFUL PROPOSER.

Upon the successful conclusion of contract negotiations by the City/County and successful proposer, and/or upon the City/County's completion of a form of contract incorporating the terms of proposal submitted by the successful proposer in its RFP, the successful proposer shall be required to execute the contract and return it to the City/County within the time specified by the City/County. The contract must be executed by the successful proposer if an individual, or by the authorized representative or representatives of any partnership or corporation making or joining in the proposal, and all signatures must be notarized.

7.4.3 SUCCESSFUL PROPOSER'S FAILURE TO EXECUTE CONTRACT OR TO SUBMIT REQUIRED INSURANCE.

The successful proposer's refusal to negotiate contract terms as provided in the RFP, or its refusal to limit negotiations to the terms identified in the RFP, shall be considered a default by the proposer and shall be grounds for rejection of proposer's proposal. The successful proposer's failure to submit an insurance certificate or certificates evidencing required insurance coverages shall be considered a default by the proposer and shall be grounds for rejection of proposer's proposal.

7.5 PREPARATION OF PROPOSALS

Each proposer must furnish ALL information and, in the order, and format required by this RFP and on clearly referenced attachments as needed. Proposals not submitted in this manner may be considered non-responsive. Any attempt to alter the wording in the RFP may result in rejection of the proposal.

Proposer must furnish all information necessary to evaluate their proposal. Proposals that fail to meet the mandatory requirements of the RFP will be grounds for disqualification.

7.5.1 PROPOSAL PREPARATION COSTS

All costs associated with preparing a proposal and participating in this RFP process shall be borne by the Proposer.

7.6 ERRORS IN PROPOSALS

The City/County reserves the right to correct obvious errors such as arithmetic, typographical, or transposition errors during the evaluation. Such corrections must be approved by the Purchasing Department and countersigned by the Service Provider. Service Providers are advised to make sure that their proposals are true and correct at the time of submission.

7.7 AMENDMENTS TO THE RFP AND WITHDRAWAL OF PROPOSAL

The City/County reserves the right to amend the RFP at any time. It is the proposer's responsibility to ensure any and all addenda are obtained.

Proposers who submit proposals in advance of the deadline and/or an addendum may withdraw, modify, and resubmit proposals at any time prior to the deadline for submitting proposals. Proposers must notify the City/County in writing if they wish to withdraw their proposals.

7.8 EVALUATION FACTORS

7.8.1 ACCEPTANCE OF PROPOSALS

The contents of the RFP, winning vendor proposal and all associated RFP documents shall become a part of the resulting contract awarded by the City/County.

7.8.2 DISPOSITION OF PROPOSALS

All proposals submitted in response to the RFP become the property of the City/County and will not be returned to unsuccessful proposers.

7.8.3 REJECTION OF PROPOSALS

The City/County reserves the right to reject any or all proposals, in whole or in part, received in response to this RFP at any time prior to the execution by the City/County and proposer of a final written contract. Issuance of this RFP does not constitute a commitment by the City/County to award a contract and to withdraw the RFP at any time. This RFP is designed to provide proposers with the information necessary to prepare a competitive proposal.

7.8.4 DISQUALIFICATION

Reasons for which the City/County may reject and not evaluate proposals include but are not limited to:

1. The proposer fails to include information necessary to substantiate that it will be able to meet a stated RFP requirement(s).
2. The proposer fails to respond to all of the RFP requirements for information, documents, and/or references.
3. The proposer fails to include any signature, certification, authorization, stipulation, disclosure, or guarantee requested in this RFP.
4. The proposer presents the information requested by this RFP in a format inconsistent with the instructions of the RFP.
5. The proposer initiates ANY unauthorized contact/discussions regarding this RFP with City/County personnel – employees, officials and/or members of the Evaluation and Selection Committee.
6. The proposer limits the City/County's rights.
7. The proposer fails to meet all stated RFP timelines, deadlines, and due dates.

7.8.5 CLARIFICATION PROCESS

The City/County reserves the right to contact a proposer after the submission of proposals for the purpose of clarifying proposal content. An individual authorized to legally bind the proposer shall sign responses to any request for clarification. Clarification responses shall be submitted to the City/County within the time specified in the City/County's request. Failure to comply with requests for additional information may result in rejection of the proposal as non-compliant.

7.8.6 NONMATERIAL VARIANCES

The City/County reserves the right to waive or permit cure of nonmaterial variances in the proposal if, in the judgment of the City/County, it is in the City/County's best interest to do so. Nonmaterial variances may include, but are not limited to, minor informalities that do not affect responsiveness, that are merely a matter of form or format, that do not change the relative standing or otherwise prejudice other proposers, that do not change the meaning or scope of the RFP, or that do not reflect a material change in the services.

7.9 RELEASE OF CLAIMS

By submitting a proposal, the proposer agrees that it will not bring any claim or cause of action against the City/County based on any misunderstanding concerning the information provided herein or concerning the City/County's failure, negligent or otherwise, to provide the proposer with pertinent information as intended by this RFP.

7.10 ASSIGNMENT OF CONTRACT

No contract awarded pursuant to RFP shall be assignable by the successful proposer without the written consent of the City/County.

7.11 PUBLIC DISCLOSURE

The information supplied by a Service Provider as part of an RFP response will become the property of the City/County. Proposals will be available to interested parties in accordance with the Indiana Access to Public Records Act. None of the proposal responses will be made available to the public until after award of a contract by the City/County, or cancellation of the procurement, all in accordance with said Act in order to avoid giving advantage to competing proposers.

To the extent requested by a Service Provider and allowed by law, the City/County will treat trade secrets and confidential financial information as confidential (if designated as confidential). The City/County will take into consideration the possibility of harm resulting from any disclosure but reserves the right to make the final determination in accordance with the law.

7.12 PROPOSAL LIFE

Service Providers must hold their proposals open and pricing firm for at least one hundred twenty (120) calendar days from the proposal submission deadline. Any proposal accepted by the City/County for the purpose of contract negotiations shall remain valid until superseded by an executed contract or until rejected by the City/County.

7.13 POSSESSION AND REVIEW

During the evaluation period and prior to award, possession of the proposals and accompanying information is limited to the RFP Evaluation Committee, the City/County Purchasing Division, attorneys, contracted RFP consultants and the City/County IT leadership. Service Providers who attempt to gain this privileged information or to influence the evaluation process (i.e., assist in evaluation) will be in violation of purchasing rules and their offer will not be evaluated or considered.

7.14 POST PROPOSAL DISCUSSIONS

After the proposal due date, the City/County may conduct discussions with representatives of one or more firms submitting proposals for the purpose of clarification of a company's proposal and/or to ensure full understanding of, and responsiveness to, the solicitation requirements.

The commencement of discussions or the scheduling of presentations does not signify a commitment by the City/County to execute an agreement or to continue discussions with the Service Provider.

7.15 CONTRACT NEGOTIATIONS

The City/County will use the requirements set forth herein as the basis for proposal evaluations. Upon identifying one or more responsible Service Providers (appearing to be most advantageous), the City/County may enter into contract negotiations with one or more Service Providers. If at any time contract negotiations with a Service Provider are believed to be ineffective, the City/County may cease all activities with the Service Provider and, if necessary, begin or continue, contract negotiation and preparation activities with another Service Provider, and the process may continue until a contract is executed. As part of evaluation process, the City/County may entertain "best and final offers" from one or more firms. The City/County reserves the right to cease contract negotiation activities at any time and reject all proposals if such action is determined by the City/County to be in its best interest.

7.16 MULTIPLE AWARDS

The City/County may award a contract to a single Service Provider; or, at its option, may award contracts to multiple Service Providers if deemed to be in the best interest of the City/County.

7.17 NO OBLIGATION TO PROCEED

The City/County is under no obligation to proceed with this project or any subsequent project and may cancel this RFP at any time without the substitution of another, if such cancellation is deemed in the best interest of the City/County. Furthermore, the City/County may reject any and all proposals, to waive any irregularities or informalities in a proposal, and to issue a new or modified RFP, if it is found to be in the best interest of the City/County.

7.18 SUBCONTRACTORS

The City/County intends to contract with one prime contractor who will be solely responsible for contractual performance. In the event the prime contractor utilizes one or more subcontractors, the prime contractor will assume all responsibility for performance of services by the subcontractor(s). A list of all subcontractors proposed to take part in the performance of the contract (at its outset) shall be provided to the City/County for approval prior to contract execution. This request may require that sufficient financial or background information be provided. To the degree available, this information should be included in an appendix with the proposal response.

7.19 TAXES

The City/County is exempt from federal, state, and local taxes and will not be responsible for any such taxes in connection with the award or performance of this contract.

7.20 LICENSE AND PERMITS

The successful Service Provider shall furnish the City/County upon request any and all documentation regarding necessary licenses, permits, certifications and/or registrations required by the laws and regulations of the City/County, other units of local government, the state of Indiana and the United States. The Service Provider must certify that it is now and will remain in good standing with such governmental agencies and that it will keep its licenses, permits, certifications and/or registrations in force during the term of the agreement.

7.21 USE OF CITY-COUNTY'S NAME

Upon entering an agreement, the successful contractor agrees not to use the name of the City/County in relation to the agreement in commercial advertising, trade literature or press releases without the prior written approval of the City/County.

7.22 INCORPORATED BY REFERENCE

This Request for Services (RFP) distributed by the City/County, including any other required terms, will be incorporated by reference and made a part of any resulting contract, except that any material approved by the City/County as confidential will not be publicly disclosed.

7.23 LAW AND VENUE

Any and all actions or proceedings arising out of, or related to, this RFP shall be brought only in an appropriate federal or state court in Fort Wayne, Indiana and submission of a proposal by the Service Provider constitutes consent to the jurisdiction of such courts over Service Provider and the subject matter of such actions or proceedings. All applicable Indiana law will apply.

8. APPENDIX B: STANDARD CITY/COUNTY TERMS & CONDITIONS

NOTE: As stated in section 1.9 of this RFP "Proposed Sample Contract", the City/County will be providing advancing proposers with a copy of the proposed City/County Services Agreement (Contract) for review and consideration. However, below represents a "sample" set of terms and conditions proposers are likely to see in this "to be" provided services agreement. Please review it and please pay particular attention to the "insurance requirements" listed as it relates to a request made in **Appendix D** (Insurance Affidavit) of this RFP. Thank you.

1. **SERVICES.** Supplier agrees to perform the Services beginning on the Begin Date and continuing until the Services are completed. Supplier warrants that the Services will be completed on or before the End Date. TIME IS OF THE ESSENCE. Supplier warrants that all Services shall conform to the Service Description, be of good quality and workmanship, and be free from defects. Supplier further warrants that all goods furnished in connection with the Services shall be merchantable and suitably safe and sufficient for the purpose for which they are normally used. Supplier warrants that it has good title to goods supplied hereunder and that they are free of all liens and encumbrances. These warranties are in addition to those implied in fact or in law. For the purposes of this Agreement, the term "Services" shall include any goods furnished in connection with the Services.
2. **INVOICES.** Supplier shall invoice the City/County for Services performed according to the Rates, Billing Interval, and Invoice Address. Invoices shall be rendered in triplicate and shall itemize the Services performed, the Service Address, and the corresponding rates and taxes, if any. Payment shall be due within thirty (30) days after the invoice date or the date of completion of the invoiced Services, whichever occurs later, provided that the City/County shall not be obligated to make any payment to Supplier hereunder until Supplier has furnished proof satisfactory to the City/County of full payment for all labor, materials, supplies, machinery, and equipment furnished for or used in performance of this Agreement or has furnished all necessary waivers of lien supported by affidavits, all satisfactory to the City/County, establishing that all liens and rights to claim liens that could arise out of the performance of the Services have been waived. Payment of invoices shall not constitute acceptance of the Services, and invoices shall be subject to adjustment for defects in quality or any other failure of Supplier to meet the requirements of this Agreement. The City/County may at any time set off any amount owed by the City/County to supplier against any amount owed by Supplier or any of its affiliated companies to the City/County.
3. **INDEPENDENT CONTRACTOR RELATIONSHIP.** City/County and Supplier are and shall remain as independent contractors with respect to each other. The persons provided by Supplier to perform the Services shall be Supplier's employees and shall be under the sole and exclusive direction and control of Supplier. They shall not be considered employees of the City/County for any purpose. Supplier shall be responsible for compliance with all laws, rules and regulations involving, but not limited to, employment of labor, hours of labor, health, and safety, working conditions, and payment of wages with respect to such persons. Supplier shall also be responsible for payment of taxes, including federal, state, and municipal taxes chargeable or assessed with respect to its employees, such as Social Security, unemployment, Workers' Compensation, disability insurance, and federal and state withholding. Supplier shall also be responsible for providing such reasonable accommodations, including auxiliary aids and services, as may be required under the Americans With Disabilities Act, 42 U.S.C. 12101 et seq., so as to enable any disabled person furnished by Supplier to perform the essential functions of the job. Supplier agrees to defend, indemnify, and hold harmless the City/County from and against any loss, cost, claim, liability, damage, or expense (including attorney's fees) that may be sustained by reason of Supplier's failure to comply with this paragraph.
4. **INDEMNITY.** Supplier shall defend, indemnify, and hold harmless the City/County (including its officers, employees, and agents) from all demands, damages, liabilities, costs, and expenses (including reasonable attorney's fees), judgments, settlements, and penalties of every kind arising out of its performance of Services including, without limitation, damages for personal injury or death or loss or damage to property due, or claimed to be due, to the negligence or willful misconduct of Supplier including such portion thereof due, or claimed to be due, to the negligence of the City/County except that Supplier shall have no duty to hold harmless the City/County for such portion of the foregoing proximately caused by negligence or misconduct of the City/County, and if any suit, claim, or demand was defended by Supplier, then the City/County will reimburse Supplier for its pro-rata share of its costs, expenses (including reasonable attorney's fees), and damages. The City/County may elect to participate in the defense of any suit, claim, or demand by employing attorneys at its own expense, without waiving Supplier's obligations to indemnify, defend, or hold harmless. Supplier shall not settle or compromise any claim, suit, or action, or consent to entry of judgment without the prior written consent of the City/County and without an unconditional release of all liability by each claimant or plaintiff to the City/County.
5. **LIMITATION OF LIABILITY.** Each party's liability to the other for any loss, cost, claim, liability, damage, or expense (including attorneys' fees) relating to or arising out of any negligent act or omission in its performance of obligations

arising out of this Agreement, shall be limited to the amount of direct damage actually incurred. Absent gross negligence or knowing and willful misconduct which causes a loss, neither party shall be liable to the other for any indirect, special, or consequential damage of any kind whatsoever.

- 6. INSURANCE.** Supplier shall maintain in full force and effect during the performance of the Services the following insurance coverage; provided, however, that if a High Risk Insurance Attachment is attached hereto, the requirements of the High Risk Insurance Attachment shall be substituted in lieu of the following requirements:

(a) Worker's Compensation	per statutory requirements.
(b) General Liability	\$1,000,000 minimum per occurrence/ \$2,000,000 aggregate
(c) Automobile Liability	\$1,000,000 minimum per occurrence
(d) Products Liability	\$1,000,000 minimum per occurrence
(e) Completed Operations Liability	\$1,000,000 minimum per occurrence

The Certificate of Insurance must show the City of Fort Wayne & County of Allen, Indiana, its Divisions and Subsidiaries as an Additional Insured and a Certificate Holder, with 30 days notification of cancellation or non-renewal.

- 7. HAZARDOUS MATERIALS.** Supplier will provide to the City/County before performing any Services, a statement describing any Hazardous Materials intended and necessary for use in performing the Services. "Hazardous Materials" means any item which may be classified under federal, state, or local law, as hazardous or toxic. Supplier must comply with all federal, state, or local law in the use, transportation, and disposal of such Hazardous Materials.
- 8. PROGRESS REPORTS.** The Supplier shall submit progress reports to the City/County upon request. The report shall serve the purpose of assuring the City/County that work is progressing in line with the schedule, and that completion can be reasonably assured on the scheduled date. This contract shall be deemed to be substantially performed only when fully performed according to its terms and conditions and any modification thereof.
- 9. CONFLICT OF INTEREST.** Supplier certifies and warrants that neither it nor any of its directors, officers, agents, representatives or employees which will participate in any way in the performance of the Supplier's obligations hereunder has or will have any conflict of interest, direct or indirect, with the City/County or any of its departments, divisions, agencies, officers, directors or agents.
- 10. CONFIDENTIALITY OF DATA, PROPERTY RIGHTS IN PRODUCTS, AND COPYRIGHT PROHIBITION.** Supplier further agrees that all information, data findings, recommendations, proposals, etc. by whatever name described and by whatever form therein secured, developed, written or produced by the Supplier in furtherance of this contract—shall be the property of the City/County. The Supplier shall act as is necessary under law to preserve such property rights in and of the City/County while such property is within the control and/or custody of the Supplier. By this contract, the Supplier specifically waives and/or releases to the City/County any cognizable property right of the Supplier to copyright, license, patent, or other wise use such information, data findings, recommendations proposals, etc.
- 11. CONFIDENTIALITY OF CITY/COUNTY INFORMATION.** Supplier understands and agrees that data, materials, and information disclosed to Supplier may contain confidential and protected data. Therefore, the Supplier promises and assures that data, material, and information gathered, based upon or disclosed to the Supplier for the purpose of this contract, will not be disclosed to others or discussed with other parties without the prior written consent of the City/County.
- 12. EMPLOYER CERTIFICATION.** In accordance with I.C. §22-5-1.7, Supplier understands and agrees to enroll and verify work eligibility status of all newly hired employees of the contractor through E-Verify program or any other system of legal residence verification as approved by the United States Department of Homeland Security. Supplier further understands that they are not required to verify work eligibility status of newly hired employees of the Supplier through the E-Verify program if the E-Verify program no longer exists. Supplier certifies that they do not knowingly employ any unauthorized aliens.
- 13. COMPLIANCE WITH LAWS.** Supplier warrants that the Services shall be in strict conformity with all applicable local, state and federal laws including, but not limited to, the standards promulgated by the occupational Safety and Health Act, Executive Order 11246, as amended, relative to Equal Employment Opportunity and all other applicable laws, rules, and regulations, including the Civil Rights Act of 1964 pertaining to equal opportunity, Section 503 of the Vocational Rehabilitation Act of 1973, the American with Disabilities Act, and Section 402 of the Vietnam Era Veterans

Readjustment Assistance Act of 1974. Supplier agrees to indemnify and hold harmless the City/County from and against any loss, cost, claim, liability, damage, or expense (including attorney's fees) that may be sustained because of Supplier's breach of such warranty.

14. **DEFAULT.** In the event that (a) Supplier breaches any warranty contained herein; (b) Supplier fails to provide the insurance certificate required herein; (c) Supplier or Supplier's insurance carrier fails to defend, indemnify, or hold harmless the City/County as required herein; (d) Supplier's performance of the Services violates applicable law; (e) Supplier admits insolvency, makes an assignment for the benefit of creditors, or has a trustee appointed to take over all or a substantial part of its assets; or (f) Supplier fails to perform or comply with any other provision of this Agreement, such failure, breach, or violation shall constitute a default under this Agreement.
15. **TERMINATION.** In the event of default by Supplier under this Agreement, the City/County reserves the right without liability, in addition to its other rights and remedies, to terminate this Agreement by notice to Supplier as to the portion of the Services not yet rendered and to purchase substitute services at Supplier's expense. Supplier shall reimburse the City/County for the cost of such substitute services upon Supplier's receipt of an invoice therefor.
16. **WAIVER.** No action or inaction by the City/County shall constitute a waiver of any right or remedy.
17. **CANCELLATION.** City/County may at any time cancel this Agreement in whole or in part for its sole convenience upon written notice to Supplier, and Supplier shall stop performing the Services on the date specified in such notice. The City/County shall have no liability as a result of such cancellation, except that the City/County will pay Supplier the Rates for completed Services accepted by the City/County and the actual incurred cost to Supplier for Services in progress. These payments shall not exceed the Aggregate Price.
18. **FORCE MAJEURE.** Neither party shall be liable to the other or responsible for nonperformance of any of the terms of this Agreement due to unforeseeable causes beyond the reasonable control and without the fault or negligence of such party, including, but not restricted to acts of God or the public enemy, acts of government, fire, floods, epidemics, quarantine restrictions, strikes, freight embargoes, or unusually severe weather.
19. **NOTICES.** All notices required or permitted to be made or given hereunder by one party to the other party shall be in writing and shall be deemed to have been given when hand delivered, or on the date stated on the receipt if deposited in the United States mail in certified form, postage prepaid with return receipt requested, and addressed to such other party at its Notice Address or at such other address as may be specified by such other party by written notice sent or delivered in accordance herewith.
20. **ASSIGNMENT.** Any assignment, in whole or in part, of Supplier's rights or obligation under this Agreement without the prior written consent of the City/County shall be void. Supplier shall not use subcontractors to perform any part of the Services without the prior written consent of the City/County.
21. **DISPUTE RESOLUTION.** The City/County shall be the sole judge of the quality of services. In the event of any dispute or disagreement between the parties either with respect to the interpretation of any provision of this agreement or with respect to the performance of either party hereunder, the dispute shall be resolved by the Director of Finance and Administration and will not be subject to arbitration.
22. **ACCESS TO RECORDS.** The Supplier shall maintain all books, documents, papers, accounting records, and other evidence pertaining to the cost incurred. They shall make such materials available at their respective offices at all reasonable times during the contract period and for three (3) years from the date of final payment under the contract for inspection by the City/County or by any other authorized representative of the City/County government. Copies thereof shall be furnished at no cost to the City/County if requested.
23. **NONDISCRIMINATION.** Pursuant to IC 22-9-1-10 and the Civil Rights Act of 1964, Supplier and its subcontractors shall not discriminate against any employee or applicant for employment in the performance of this contract. The Supplier shall not discriminate with respect to hire, tenure, terms, conditions or privileges of employment or any matter directly or indirectly related to employment, because of race, color, religion, sex, disability, national origin, or ancestry. Breach of this covenant may be regarded as a material breach of contract. Acceptance of this contract also signifies compliance with applicable Federal laws, regulations, and executive orders prohibiting discrimination in the provision of services based on race, color, national origin, age, sex, disability, or status as a veteran.
24. **MISCELLANEOUS.** If any provision of this Agreement is held to be invalid or unenforceable, the validity and enforceability of the remaining provisions shall not be affected. This Agreement shall be governed by the laws of the state of Indiana and shall be subject to the exclusive jurisdiction of the courts therein. This Agreement embodies the entire agreement between the parties with respect to the subject matter hereof and supersedes all prior agreements and understanding, whether written or oral, and all contemporaneous oral agreements and understandings relating to the subject matter hereof. No agreement hereafter made shall be effective to modify or discharge this Agreement, in

whole or in part, unless such agreement is in writing and signed by the party against whom enforcement of the modification or discharge is sought. The paragraph headings are for convenience only and are not intended to affect the interpretation of the provisions hereof. This Agreement shall be binding on the parties hereto and their respective personal and legal representatives, successors, and assigns.

Notice to Bidders

1. Cash discounts: Bidders are encouraged to offer discounts for expedited payment of invoices rendered under this contract. Cash discounts will be taken as earned by the City/County. Cash discounts will not be considered in the bid evaluation.
2. The City/County has the right and option to terminate the agreement upon TBD written notice.
3. Quantities indicated are estimates only. City/County reserves the right to buy additional units of commodity specified at the quoted price.
4. Any waiver of the specifications in Requests for Bids or Proposals is void unless a formal addendum is sent from the Purchasing Department.
5. Approved Equivalents: Unless an item is indicated "No Substitute", special brands, when named, are intended to describe the standard of quality, performance or use desired. Equivalent items will be considered by the City/County, provided that the Bidder/Proposer specifies the brand and model, and provides all descriptive literature, independent test results, product samples, etc. to enable the City/County to evaluate the proposed "equivalent". The decision of the City/County as to what items are equivalent shall be final and conclusive. If the City/County elects to purchase a brand represented by the Bidder/Proposer to be an "equivalent", the City/County's acceptance of the item will be conditioned on the City/County's inspection and testing after receipt. If, in the sole judgment of the City/County, the item is determined not to be an equivalent, the item shall be returned at the Bidder/Proposer's expense and the contract canceled without any liability whatsoever to the City/County. When a brand name or level of quality is not stated by the Bidder/Proposer, it is understood the offer is exactly as specified. If more than one brand name is specified, Bidder/Proposer must clearly indicate the brand and model/part number being bid/proposed.
6. Contractor shall understand and comply with the City/County Drug Policy as listed on the City of Fort Wayne website at: www.cityoffortwayne.org, Finance and Administration, Purchasing, Drug Policy.
7. Indiana Business Preference: If Bidder wants to claim local preference per Indiana Code 522-15-20.5, Bidder must indicate Indiana Business status as part of their Bid. No claims for local preference will be allowed by Owner after Proposal opening.
8. Indiana Legal Employment: Pursuant to IC 22-5-1.7, Vendors shall enroll in and verify the work eligibility status of all newly hired employees through the E-Verify Program. As a condition of being awarded any contract, the successful Bidder shall execute the E-Verify Affidavit, affirming that the Vendor does not knowingly employ an unauthorized alien and further affirming that Vendor has enrolled in and is participating in the E-Verify Program.
9. All equipment which runs on electricity will carry the energy star rating whenever possible. Computer equipment, etc., may be selected because it meets this specification over competitors that do not.
10. The owner reserves the right to waive any and all formalities and informalities or to reject any and all proposals. The Owner shall accept proposals which, in his judgment, are in his own best interests. Proposals received after the time set are rejected.
11. All expenses incurred in the preparation of a response to this Proposal shall be borne by the bidder.
12. All submitted proposals shall become the property of the City/County.
13. The City/County is exempt from the payment of state sales and federal taxes.
14. The City/County reserves the right to reject any proposals.

9. APPENDIX C: NON-COLLUSION AFFIDAVIT

(PLEASE INCLUDE A FULLY EXECUTED COPY WITH YOUR PROPOSAL)

The undersigned bidder or agent, being duly sworn on oath, says that he/she has not, nor has any other member, representative, or agent of the firm, company, corporation or partnership represented by him, entered into any combination, collusion or agreement with any person relative to the price to be bid by anyone at such letting nor to prevent any person from bidding nor to include anyone to refrain from bidding, and that this bid is made without reference to any other bid and without any agreement, understanding or combination with any other person in reference to such bidding.

He/She further says that no person or persons, firms, or corporation has, have, or will receive directly or indirectly, any rebate, fee gift, commission, or thing of value on account of such sale.

OATH AND AFFIRMATION

I HEREBY AFFIRM UNDER THE PENALTIES FOR PERJURY THAT THE FACTS AND INFORMATION CONTAINED IN THE FOREGOING BID ARE TRUE AND CORRECT.

Name of Company

Printed Name of Person Signing

Title

Signature

Date

10. APPENDIX D: INSURANCE AFFIDAVIT

(PLEASE INCLUDE A FULLY EXECUTED COPY WITH YOUR PROPOSAL)

CERTIFICATION OF PROPOSER'S INSURANCE AGENT REGARDING PROPOSER'S ABILITY TO OBTAIN REQUIRED INSURANCE COVERAGE

I hereby certify that my client, as identified below, will be able to meet all of the insurance requirements stated in this RFP, has been advised of any additional costs associated with doing so, and has agreed to obtain such coverages if selected as the successful proposer of the RFP to which my client has responded:

Legal Name of Proposer:

Name/Address/Phone/FAX # of Insurance Agency:

Phone:

Name of Agent/Broker (Print):

Signature of Agent/Broker:

11. APPENDIX E: E-VERIFY AFFIDAVIT

(PLEASE INCLUDE A FULLY EXECUTED COPY WITH YOUR PROPOSAL)

Pursuant to Indiana Code 22-5-1.7, Contractor agrees and shall enroll in and verify the work eligibility status of all newly hired employees of the contractor through the E-Verify program. E-Verify means the electronic verification of work authorization program of the Illegal Immigration Reform and Immigration Responsibility Act of 1996 (P.L. 104-208). Division C, Title IV, s.403(a), as amended, operated by the United States Department of Homeland Security or a successor work authorization program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work authorization status of newly hired employees under the Immigration Reform and Control Act of 1986 (P.L. 99-603). Contractor is not required to verify the work eligibility status of all newly hired employees of Contractor through the E-verify program if the E-Verify program no longer exists.

The undersigned, on behalf of the Contractor, being first duly sworn, deposes and states that the Contractor does not knowingly employ an unauthorized alien. The undersigned further affirms that, prior to entering into its contract with the City, the undersigned Contractor will enroll in and agrees to verify the work eligibility status of all its newly hired employees through the E-Verify program.

Name of Company

Printed Name

Title

Signature

Date

12. APPENDIX F: VENDOR DISCLOSURE STATEMENT

(PLEASE INCLUDE A FULLY EXECUTED COPY WITH YOUR PROPOSAL)

CITY OF FORT WAYNE, INDIANA

(Vendor Name)

VENDOR DISCLOSURE STATEMENT RELATING TO:

- 1. FINANCIAL INTERESTS**
- 2. POTENTIAL CONFLICTS OF INTEREST**
- 3. CURRENT AND PENDING CONTRACTS OR PROCUREMENTS**

Vendors desiring to enter into certain contracts with the City of Fort Wayne, Indiana (the "City") shall disclose their financial interests, potential conflicts of interest and current and pending contract or procurement information as set forth below.

The following disclosures by Vendors are required for all contracts with annual payments by the City in the amount of \$50,000 or more. Vendors shall disclose their financial interests, potential conflicts of interest and other contract and procurement information identified in Sections 1, 2 and 3 below as a prerequisite for consideration for a contract awarded by the City. This Disclosure Statement must be completed and submitted together with the Vendor's contract, bid, proposal or offer.

A publicly traded entity may submit its current 10K disclosure filing in satisfaction of the disclosure requirements set forth in Sections 1 and 2 below.

Section 1: Disclosure of Financial Interest in Vendor

- a. If any individuals have either of the following financial interests in Vendor (or its parent), please check all that apply and provide their names and addresses (attach additional pages as necessary):

(i) Equity ownership exceeding 5% (____)

(ii) Distributable income share exceeding 5% (____)

(iii) Not Applicable (If N/A, go to Section 2) (____)

Name: _____ Name: _____

Address: _____ Address: _____

b. For each individual listed in Section 1a. show his/her type of equity ownership:

sole proprietorship (____)
partnership interest (____)

stock (____)
units (LLC) (____)

other explain) _____

c. For each individual listed in Section 1a. show the percentage of ownership interest in Vendor (or its parent): ownership interest:

Name: _____ %

Name: _____ %

Section 2: Disclosure of Potential Conflicts of Interest (not applicable for vendors who file a 10K)

For each individual listed in Section 1a. check "Yes" or "No" to indicate which, if any, of the following potential conflict of interest relationships apply. If "Yes", please describe using space under applicable subsection (attach additional pages as necessary):

a. City employment, currently or in the previous 3 years, including contractual employment for services:

Yes ____ No ____

b. City employment of "Member of Immediate Family" (defined herein as: *Spouse, Child, Step Child, Parent or Step Parent, Father-in-law or Mother-in-law, Brother or Sister, Step Brother or Step Sister, Half Brother or Half Sister, Brother-in-law or Sister-in-law, Son-in-law or Daughter-in-law, Grandparent or Step Grandparent, Grandparent or Step Grandparent of Spouse, Grandchild*)

Including contractual employment for services in the previous 3 years:

Yes ____ No ____

c. Relationship to Member of Immediate Family holding elective City office currently or in the previous 3 years:

Yes ____ No ____

- d. Relationship to Member of Immediate Family holding appointive City office currently or in the previous 3 years:

Yes ___ No ___

Section 3: DISCLOSURE OF OTHER CONTRACT AND PROCUREMENT RELATED INFORMATION

- a. Does Vendor have current contracts (including leases) with the City?

Yes ___ No ___

If "Yes", identify each current contract with descriptive information including purchase order or contract reference number, contract date and City contact below (attach additional pages as necessary).

- b. Does Vendor have pending contracts (including leases), bids, proposals, or other pending procurement relationship with the City?

Yes ___ No ___

If "Yes", identify each pending matter with descriptive information including bid or project number, contract date and City contact using space below (attach additional pages as necessary).

- c. Does vendor have any existing employees that are also employed by the City of Fort Wayne?

Yes ___ No ___

If "Yes", provide the employee's name, current position held at vendor, and employment payment terms (hourly, salaried, commissioned, etc.).

Name / Position / Payment Terms: _____

Name / Position / Payment Terms: _____

Name / Position / Payment Terms: _____

- d. Does vendor's representative, agent, broker, dealer, or distributor (if applicable) have any existing employees that are also employed by the City of Fort Wayne? For each instance, please provide the name of the representative, agent, broker, dealer, or distributor; the name of the City employee, and the payment terms (hourly, salaried, commissioned, etc.).

e. **Company / Name / Payment / Terms:**

Company / Name / Payment / Terms:

Section 4: CERTIFICATION OF DISCLOSURES

In connection with the disclosures contained in Sections 1, 2 and 3 Vendor hereby certifies that, except as described in attached Schedule A:

- a. Vendor (or its parent) has not, within the five (5) year period preceding the date of this Disclosure Statement, been debarred, suspended, proposed for debarment declared ineligible or voluntarily excluded from any transactions by any federal, state or local unit of government;
- b. No officer or director of Vendor (or its parent) or individual listed in Section 1a. is presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state or local) with commission of any offense
- c. Vendor (or its parent) has not, within the five (5) year period preceding the date of this Disclosure Statement, had one or more public transactions (federal, state, or local) terminated for cause or default
- d. No officer or director of Vendor (or its parent) or individual listed in Section 1a. has, within the five (5) year period preceding the date of this Disclosure Statement, been convicted, adjudged guilty, or found liable in any criminal or civil action instituted by the City, the federal or state government or any other unit of local government; and
- e. Neither Vendor, nor its parent, nor any affiliated entity of Vendor, or any of their respective officers, directors, or individuals listed in Section 1a. is barred from contracting with any unit of any federal, state or local government as a result of engaging in or being convicted of: (i) bid-rigging; (ii) bid-rotating; or (iii) any similar federal or state offense that contains the same elements as the offense of bid-rigging or bid-rotating
- f. Pursuant to IC 5-22-16.5, Vendor hereby certifies they do NOT provide \$20 million dollars or more in goods or services to the energy sector of Iran. Vendor also certifies it is not a financial institution that extends \$20 million dollars or more in credit that will provide goods

or services to the energy sector of Iran or extends \$20 million dollars or more in credit to a person identified on the list as a person engaging in investment activities in Iran.

The disclosures contained Sections 1, 2 and 3 and the foregoing Certifications are submitted by

(Name of Vendor)

Address

()

Telephone

E-Mail Address

The individual authorized to sign on behalf of Vendor represents that he/she: (a) is fully informed regarding the matters pertaining to Vendor and its business; (b) has adequate knowledge to make the above representations and disclosures concerning Vendor; and (c) certifies that the foregoing representations and disclosures are true and accurate to the best of his/her knowledge and belief.

Name (Printed) _____ Title _____

Signature _____ Date _____

NOTE: FAILURE TO COMPLETE AND RETURN THIS FORM WITH YOUR DOCUMENTATION MAY RESULT IN YOUR CONTRACT, OFFER, BID OR PROPOSAL BEING DISQUALIFIED FROM CONSIDERATION.

13. APPENDIX G: NON-DISCRIMINATION AFFIDAVIT

(PLEASE INCLUDE A FULLY EXECUTED COPY WITH YOUR PROPOSAL)

_____ acknowledges that the **Board of Commissioners of the County of Allen** values each individual's civil rights and wishes to provide equal opportunity and equitable services for their citizens. As a recipient of federal funds, the Board of Commissioners of the County of Allen is required to conform to Title VI of the Civil Rights Act of 1964, as amended, and all related statutes, regulations, directives, and executive orders, which provide that no person shall be excluded from participation in, denied benefits of, or subjected to discrimination under any program or activity receiving financial assistance from the Federal Government on the grounds of race, color, national origin, gender, sex, sexual orientation, age, disability, genetic information, religion, low income status, or limited English proficiency. As a business partner of the **Board of Commissioners of the County of Allen**, _____ agrees to adhere to the same non-discrimination policy in all of its programs or activities that are implemented with Federal financial assistance.

_____ is an Equal Employment Opportunity (EEO) employer. Accordingly, _____ does not discriminate against or harass employees or applicants for employment based on the individual's race, color, national origin, gender, sex, sexual orientation, age, disability, genetic information, religion, or protected veteran status.

_____ will take affirmative actions to employ, and to advance in employment, all persons without regard to their race, color, national origin, gender, sex, sexual orientation, age, disability, genetic information, religion, or protected veteran status, and to base all employment decisions on valid job requirements and applicant or employee qualifications. This policy applies to all employment actions including, but not limited to, recruiting, hiring, promoting, transferring, demoting, downsizing, terminating, and determining rates of pay or other forms of compensation.

Additionally, retaliation because an employee, applicant, or citizen participating in a program or activity receiving Federal funds has objected to discrimination or harassment, has filed or plans to file a discrimination or harassment complaint, has assisted in a discrimination or harassment investigation, or has otherwise sought to obtain their legal rights under any Federal, State, or Local law is strictly prohibited by _____.

_____ agrees to post, in conspicuous places, available to employees and applicants for employment, notices of its commitment to comply with all Federal, State, and local nondiscrimination statutes, regulations, directives, and executive orders.

Name of Company

Signature of Company Official

Printed Name of Company

Date

14. APPENDIX H: IRAN CERTIFICATION AFFIDAVIT

(PLEASE INCLUDE A FULLY EXECUTED COPY WITH YOUR PROPOSAL)

The undersigned entity or person hereby certifies in accordance with I.C. 5-22-16.5-1 et seq. to the Board of Commissioners of the County of Allen that they are not engaged in investment activities in Iran, as defined in the above cited statute.

Signature

Date

Printed Name

Company Name

15. APPENDIX I: RFP SUBMISSION CHECKLIST

(PLEASE INCLUDE A FULLY EXECUTED COPY WITH YOUR PROPOSAL)

RFP Submission Checklist

☐	Everyone involved in putting together the response has read and understood the RFP requirements.
☐	Proposal follows the order provided in Section 2 "Proposal Format and Order".
☐	The proposal addresses everything requested, particularly those things in the "Scope of Services" section of this RFP. Any exceptions to scope are also noted.
☐	The "Letter of Transmittal" has been completed, signed, and attached in the appropriate order
☐	Vendor has reviewed the Sample Service Agreement in Appendix B and listed any exceptions to the agreement in their written response.
☐	All required appendixes, forms and attachments have been included as stipulated in the document, namely:
☐	Appendix C: Non-Collusion Affidavit
☐	Appendix D: Insurance Affidavit
☐	Appendix E: E-Verify Affidavit
☐	Appendix F: Vendor Disclosure Statement
☐	Appendix G: Non-Discrimination Affidavit
☐	Appendix H: Iran Certification Affidavit
☐	Appendix I: This RFP Submission Checklist

16. APPENDIX J: EXHIBIT TABLES

16.1 IN-SCOPE DESKTOPS, LAPTOPS, TABLETS & IPADS: DESKTOP SERVICES

At present, the City/County asset inventory (**currently managed & maintained by the incumbent service provider**) with respect to desktops, laptops, tablets, and iPads includes the following:

Manufacturers	Quantity
Primary inventory: Dell, HP & Microsoft (various models)	2,958
Secondary inventory: Panasonic and various smaller brand names	329
Apple iPads	252
TOTALS:	3,539

- ❖ Further detail including manufacturer, model #'s and individual qty's for this in-scope service area is available upon request, if needed.

16.2 IN-SCOPE PRINTERS (ALL TYPES): DESKTOP SERVICES

At present the City/County asset inventory with respect to all in-scope printers includes the following:

Manufacturers	Quantity
Primarily inventory: Largely HP (DeskJet, DesignJet & Laser)	758
Secondary inventory: Largely Toshiba, Ricoh, Canon & Dell	219
Remaining inventory: Smaller qty's of Epson, Lexmark, Kyocera, and various other brand name devices	136
TOTALS:	1,113

- ❖ Further detail including manufacturer, model #'s and individual qty's for this in-scope service area is available upon request, if needed.

16.3 IN-SCOPE SCANNERS (ALL TYPES): DESKTOP SERVICES

At present the City/County asset inventory with respect to all in-scope scanners includes the following:

Manufacturers	Quantity
Primary inventory: Fujitsu & Canon	314
Secondary inventory: Xerox & HP	43
Remaining inventory: smaller qty's of various brand name devices	43
TOTALS:	400

- ❖ Further detail including manufacturer, model #'s and individual qty's for this in-scope service

area is available upon request, if needed.

16.4 IN-SCOPE COMMUNICATION DEVICES: NETWORK SERVICES

Type	Manufacturer	Quantity
Firewall	Cisco & Checkpoint	61
Router	Cisco	12
Switch	Cisco, Allen-Bradley, etc.	378
WAP	Cisco	145
TOTALS:		596

- ❖ Further detail including manufacturer, model #'s and individual qty's for this in-scope service area is available upon request, if needed.

16.5 IN-SCOPE SERVERS, SAN, STORAGE, ETC.: NETWORK SERVICES

Type	Manufacturer	Model	Quantity
VMWare ESXHost	Dell Inc.	PowerEdge R740	13
VMWare ESXHost	Dell Inc.	PowerEdge R710	8
VMWare ESXHost	Dell Inc.	PowerEdge R720	2
VMWare ESXHost	Dell Inc.	PowerEdge R810	2
VMWare ESXHost	Dell Inc.	PowerEdge 2950	2
VMWare ESXHost	Cisco Systems Inc.	UCSC-C240-M3S2	2
VMWare ESXHost	Dell Inc.	PowerEdge R740XD	3
Storage Array	EMC	Unity-450F	2
Storage Array	EMC	VNX5300	1
Storage Array	Microsoft	StorSimple 8600	1
Storage Array	Sans Digital	Accuraid AR316T6V	1
Storage Array	Sans Digital	Accuraid EN424I12	1
Storage Array	Sans Digital	Accuraid EN424L12	1
Storage Array	Sans Digital	Accuraid EN212L12	1
Storage Array	Dell Inc.	MD3000	4
Tape Library	Dell Inc.	Power Vault 775N	1
Physical Server	Dell Inc.	PowerEdge R740	1
Blade Server	Dell Inc.	PowerEdge 1855	3
Backup	Dell Inc.	IDPA DP5800	1
Physical Server	Dell Inc.	PowerEdge R720	1
VMWare ESXHost	Dell Inc.	PowerEdge 6850	2
Physical Server	Dell Inc.	PowerEdge 2950	2
Physical Server	Dell Inc.	PowerEdge 2850	1

Type	Manufacturer	Model	Quantity
Physical Server	Dell Inc.	PowerEdge 1950	2
Storage	Dell Inc.	CX3	1
		TOTALS:	59

16.6 IN-SCOPE SERVER OPERATING SYSTEM'S: NETWORK SERVICES

Type	Manufacturer	Model
Windows Server	Microsoft	Windows Server 2003-2016
Linux	Redhat	7.x
Virtual Server Backend	VMWare	VMware ESXi, 6.5.0
Virtual Server Backend	VMWare	VMware ESXi, 5
Virtual Server Backend	VMWare	VMware ESXi, 6
Linux	CentOS	7.8
Linux	CentOS	6.1
Linux	CentOS	8.2
Linux	CentOS	5.6

16.7 EXISTING CITY/COUNTY LICENSES, CONTRACTS AND AGREEMENTS

Vendor	General Products Covered	From	To	Term	Entity
Advanced Graphics Technology, Inc	Legal Aid Subscription for AutoCAD 2017	20200111	20210111	Annual	City
Accela	Accela	20191228	20201227	Annual	City
Accela	Accela	20181228	20191227	Annual	County
Advanced Time Management	Attendance Enterprise 2	20180601	20190531	Annual	County
AES Corporation	AES Intellinet	20200319	20210318	Annual	City
Arcadis US Inc	PMIS Hardware/Software Hosting Service	20191201	20211130	2-Year	City Utilities
ATOS IT Solutions	IT Services	20200101	20201231		City
ATOS IT Solutions	IT Services	20200101	20201231		County
ATOS IT Solutions	IT Services	20200101	20201231		City Utilities
Axon	Evidence Software	20170915	20200914	3-year	City
Barracuda	Spam & Virus Firewall - Instant Replacement	20180626	20210625	3-yr	County
Barracuda	Spam & Virus Firewall - Energize Updates	20180626	20210625	3-yr	County
Barracuda	Spam & Virus Firewall - Instant Replacements	20180626	20210625	3-yr	City
Barracuda	Spam & Virus Firewall - Energize Updates	20180626	20210625	3-yr	City
Carahsoft	Red Hat Enterprise Linux Server	20200208	20210207	1-yr.	City
Cellebrite Inc	UFED Touch Ultimate SW	20200213	20210212	Annual	City
CI Technologies, Inc	IAPro Professional Standards Software	20170525	20220524	5-yr	City
Comcast	Internet - Animal Care & Control	20100826	none	Monthly	City
Comcast	Internet - Public Safety Academy	20151005	none	Monthly	City
Comcast	Internet - Jennings Center	20151023	none	Monthly	City
Comcast	Internet - Cooper Center	20151214	none	Monthly	City
Comcast	Internet - Weisser Center	20151217	20171216	2-yr	City
Comcast	Internet - Fire Station 2				City
Comcast	Internet - Fire Station 4	20180409	20210408	3-yr	City
Comcast	Internet - Fire Station 5	20160810	None	Monthly	City

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Vendor	General Products Covered	From	To	Term	Entity
Comcast	Internet - Fire Station 6	20160810	None	Monthly	City
Comcast	Internet - Fire Station 7	20160810	None	Monthly	City
Comcast	Internet - Fire Station 8	20180327	20210326	3-yr	City
Comcast	Internet - Fire Station 9				City
Comcast	Internet - Fire Station 10	20180327	20210326	3-yr	City
Comcast	Internet - Fire Station 12	20180328	20210327	3-yr	City
Comcast	Internet - Fire Station 13	20180403	20210402	3-yr	City
Comcast	Internet - Fire Station 15		None	Monthly	City
Comcast	Internet - Fire Station 16	20161017	None	Monthly	City
Comcast	Internet - Fire Station 18	20160810	None	Monthly	City
Comcast	Internet - Fire Station 19	20160810	None	Monthly	City
Comcast	Northeast Police Substation				City
Comcast	CU Tank Station				City
Comcast	West State Tower				City
Comcast	Internet - Safety Village	20160810	20190810	3-yr	City
Comcast	Citizens Square Cable TV				City
Comcast	City Parks & Recreation				City
Comcast	Internet - Highway South Barn				County
Comcast	Internet & TV- DoH Annex - New Haven				County
Comcast	Allen County- Juvenile Center				County
Comcast	ACJC - Fairfield				County
Comcast	ACJC _ New Haven				County
CommuniTech Services, Inc	NuPoint Standard Edition IP	20190901	20200831	Annual	City
ConvergeOne	Interactive Intelligence Onsite Support	20200319	20210318	3-yr	FWAC
ConvergeOne	AudioCodes	20190701	20200630	Annual	
ConvergeOne	Genesys PureConnect	20200101	20201230	Annual	City
Custom Guide	MS Training Manual Software	20200331	20210330	Annual	AC/FW
D & M Communications	Phone Suppoprt	20200101	20201231	Annual	City

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Vendor	General Products Covered	From	To	Term	Entity
DDTI	Accuglobe	20200101	20201231	Annual	City
Dell Inc.	SAP Crystal Reports Server, (5) NUL Maint & (5) CAL Maint	20190324	20200324	Annual	City
Dell Inc.	Microsoft Windows Server Standard Per 2 Cores with SA	20190724	20220630		City Utilities
Dell Inc.	Microsoft Azure Cloud Backup Services	20180701	20210630	3-yr	County
Dell Inc.	Microsoft Azure Cloud Backup Services	20180701	20210630	3-yr	City Utilities
Dell Inc.	Microsoft Azure Cloud Backup Services	20180701	20210630	3-yr	City
Dell Inc.	Microsoft Enterprise Agreement - Office 365	20181031	20211030	3-yr	County
Dell Inc.	SQL Server - 2 Cores with Software Assurance x 4 licenses	20190630	20220630	3-yr	County
Dell Inc.	SQL Server - 2 Cores with Software Assurance x 5 licenses	20190630	20220630	3-yr	City
Dell Inc.	SQL Server Standard - 4 Cores with Software Assurance	20200227	20220630		City Utilities
Dell Inc.	(2) Microsoft System Center Datacenter per 16 Cores with Software Assurance	20180701	20210630	2-yr	City
Dell Inc.	Windows Server Standard User CALs with SA	20190701	20220630	3-yr	FWAC
Dell Inc.	Windows Server Standard User CALs with SA	20191206	20220630		
Dell Inc.	VSPRO/MSDN Subscription w/SA	20190701	20220630		FWAC
Dell Inc.	VSPRO/MSDN Subscription w/SA	20170623	20200629		FWAC
Dell Inc.	VSPRO/MSDN Subscription w/SA	20170914	20200629		City Utilities
Dell Inc.	VSPRO/MSDN Subscription w/SA	20181210	20200629		FWAC
Dell Inc.	Microsoft System Center Configuration Manager	20190128	20220630		FWAC
DLT Solutions	Autodesk Architecture Engineering & Construction Collection Subscription	20200131	20210130	Annual	City
DLT Solutions	AutoCAD LT Subscription	20200109	20210108	Annual	City
DLT Solutions	Autodesk Architecture Engineering Collection Subscription	20191206	20210130	Annual	City
DLT Solutions	AutoCAD including specialized toolsets Annual Subscription	20200415	20210415		City
DLT Solutions	AutoCAD LT 2018 Perpetual	20191029	20221028	3-yr	City

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Vendor	General Products Covered	From	To	Term	Entity
DLT Solutions	AutoCAD LT 2018 Perpetual	20191125	20221124	3-yr	City
DLT Solutions	Autodesk Architecture Engineering Construction Collection Subscription for 13 users	20200131	20210130	Upgraded from Civil 3D to AEC 8/26/2019	City
DLT Solutions	Autodesk Architecture Engineering Construction Collection Subscription for 7 Users	20200118	20210117		City
DroneSense Inc	Sensor Drone License	20200302	20220301	2-yr	City
Emerson Network Power - Vertiv	Liebert NX UPS	20200226	20210225		County
ESO Solutions Inc	Firehouse Software	20200105	20210104	Annual	City
ESRI	ARC GIS Software	20190101	20211231	3-yr	FWAC
Faster Assets by CCG	Faster Web Support	20200301	20201231	Annual	City
Faster Assets by CCG	Faster Web Hosting	20200301	20201231		City
Frontier Communications Corp.	1Gig Ethernet Internet Access	20180125	20210124	3-yr	City - Bill AC 1/3rd
Frontier Communications Corp.	Internet - Kreager Park	20140213	None	Monthly	City
Frontier Communications Corp.	Internet - McMillen Community Center	20140410	None	Monthly	City
Frontier Communications Corp.	Internet - McMillen Community Center	20140423	None	Monthly	City
Frontier Communications Corp.	Internet - Solomon Farm Learning Center	20150414	None	Monthly	City
Frontier Communications Corp.	911 Communications	20191028	20201027	Annual	CCP
GE Intelligent Platforms, Inc. dba Gray Matter Systems	Proficy Portal - Global Care Coverage	20200128	20210128	Annual	City Utilities
Hawk Analytics, Inc	Cellhawk	20191214	20201213	Annual	City
HLP, Inc.	Chameleon	20200201	20210131	Annual	City
Imaging Office Solutions	Canon DR-9080C Scanner (CZ316221)	20200106	20210105	Annual	City
Imaging Office Solutions	Canon DR-9080C, CZ306070 Scanner; Canon DR9080C, CZ306074 Scanner	20190329	20200328	Annual	County
Imaging Office Solutions	PA03576-B605, AAADA00489, Fujitsu fi-6670	20190331	20200330	Annual	County
Imaging Office Solutions	PE-25SL-SW Print Extender 25 User Site License; (2) Canon DR-6030C Scanners; Canon DR-G1100 Scanner; PsiGen Capture	20190630	20200629	Annual	County

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Vendor	General Products Covered	From	To	Term	Entity
	Enterprise Zero Volume Bundle 500K, AX Workflow License, AX Server Core 5CC				
Imaging Office Solutions	Professional Services - Routing & Automation	20200625	20210624	Annual	City
Imaging Office Solutions	PC-23040, A001353 PSI Capture 40K/MO License MG-11003, Level 3 Migrations	20180719	20190718	Annual	County
Imaging Office Solutions	9863200,95203 ScanPro 3000 with USB Interface, 9863310 UCC310 Combo Fiche/16-35 Roll Film Carrier	20180713	20190712	Annual	County
Imaging Office Solutions	PsiGen: PC-23100, PSI Capture 100K, PC-23040, PSI Capture, 40K, MG11003, Level 3 Migrations	20190721	20200720	Annual	County
Imaging Office Solutions	9862200, 100704, ScanPro 2200 USB3 W/FC 7x-480x Digital ZOC	20180725	20190724	Annual	County
Imaging Office Solutions	Application Extender, Query Xtractor Site License, Documerge Utility Quietus and Formatta	20191010	20201009	Annual	FWAC
Imaging Office Solutions	Application Extender, Web Services, AX OCR Server, Pegasus ScanFix for AX, Documerge, Pro Quietus 457-100-245 AX Server Core Package-5CC	20180829	20190828	Annual	FWAC
Imaging Office Solutions	E-Forms Mgr, Pro Edition 50K License	20181101	20191031	Annual	County
Imaging Office Solutions	Canon DR-9080C Scanner (CZ304344), 2940 SCSI Card, Framkit, 200, FP450 Canon Printer, MS300 Canon (CS302146)	20181201	20191130	Annual	County
Imaging Office Solutions	9863200, 95925, ScanPro 3000 W/USB3 Interface; 9863610, UCC610 Fiche/AP Card Motorized 16/35/M Carrier	20190315	20200314	Annual	County
Infor Global Solutions	Infor EAM Enterprise Edition/Mobile/Barcode	20200528	20210527	Annual	City Utilities
Infor Public Sector, Inc	Hansen 8	20191201	20201130	Annual	City Utilities/ Civil City
Infor Public Sector, Inc	Hansen Infor Asset Management Software	20191201	20201130	Annual	City Utilities/ Civil City
IT Savvy	Cisco Identity Services Engine Base License; (3) VM Small License; SmartNet Total Care Support	20191127	20201126	Annual	FWAC
Itron	Itron	20200201	20210131	Annual	City

CITY OF FORT WAYNE & ALLEN COUNTY, IN: IT SOURCING SERVICES RFP

Vendor	General Products Covered	From	To	Term	Entity
KNOWBE4 Inc	Security Awareness Training	20191212	20201211	Annual	City
Kronos	Telestaff Enterprise v2	20191230	20201229	Quarterly	City
Kronos	Workforce Central SAAS for SMB	6/22/2019	20200621	Annual	City Utilities
Kwan/VeriPic	VeriPic	20191201	20201130	Annual	City
Labworks LLC	Labworks LIMS	20200101	20201231	Annual	City Utilities
Leads Online	Total Track Plus Metal Theft Investigation	20191101	20201031	Annual	City
Lieberman Technologies	ATWS Tax Warrants System & Cashbook	20190101	20191231	Annual	County
Lieica Geosystems Inc	CS20 Basic CCP; Viva GNSS CCP; Viva TPS Basic CCP; Infinity Flexible Bundle CCP	20190215	20250214	6-yr	
McAfee	Endpoint	20200315	20230314	3-yr	FW/AC
McAfee	Web Gateway	20191230	20201229	Annual	FW/AC
Mecury Licensing	Pegasus Mail	20190908	20200907	Annual	City
Microkey Solutions		20190601	20200531		City
Mideo Systems, Inc	Mideo Software	20200307	20210306		City
Midwest Automated Time Systems	Attendance Enterprise	20190801	20200731	Annual	City
Minitab Inc.	Minitab 17	20190901	20200831	Annual	City
Motorola Solutions	Motorola System	20200205	20210204	Annual	FWAC
Motorola Solutions	Next Generation 911 Command Center Software & Hardware	20200417	20210416	Annual	FWAC
Motorola Solutions	Spillman Flex	20200101	20201231	Annual	FWAC
Mythics Inc	Oracle Right Now: 311 Agent Desktop Cloud Services	20190701	20200630	Annual	City
N Harris Computer Corporation	CIS Infinity & CIS Mobile	20191101	20201031	1-yr	City Utilities
NCR Corporation	NCR	20170101	20181231	Annual	County
Nebulogic Technologies, LLC	Fort Wayne 311 Smart City Solution	20200101	20201231	Annual	City
NEC Corporation of America	AFIS	20190801	20200731	Annual	City
NEC Corporation of America	Mobile Identification System	20190623	20200622	Annual	City
New Era Technology	FTR: Superior Court - Courthouse, Rooms 106, 107, 110, 204, 205, 207 & 212; Bud Meeks, Courtrooms 1 & 2; Courthouse Annex, Small Claims, 1, 2, 3 & 4	20150101	20151231	Annual	County

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Vendor	General Products Covered	From	To	Term	Entity
Optiv Security	Managed Services	20200101	20201231	Annual	FW/AC
Optiv Security	Check Point Enterprise	20191230	20201230	Annual	FW/AC
Optiv Security	Maestro Hyperscale Orchestrator 140 with 8x 100 GbE and 48x 10 GbE Ports; (2) Check Point 6500 Turbo Security Gateways	20200416	20230419	3-yr	
Oxygen Forensics, Inc	Oxygen Forensics Detective	20200129	20210128	Annual	City
Paperless Business Solutions	Informer	20200101	20201231	Annual	County
PCM-G	Meraki MDM Systems Manager	20171122	20230316	5-yr	City - CU
Pinnacle Mechanical	Liebert FH380A-C00 A/C-humidifier			Annual	County
PipeLogix, Inc.	PipeLogix (Flexidata)	20200101	20201231	Annual	City
Presidio Infrastructure Solutions LLC (formerly NETech)	Cisco Smartnets	20190305	20220304	3-yr	City
Project Xming	Xming Commercial Site License software updates	20181119	20191118	Annual	FWAC
Red Sky Technologies Inc	E911 Anywhere Elin Charge	20200504	20210503	Annual	City
Ricoh USA	Neighborhood Code Printer	20200608	20210607	Annual	City
SAP America	SAP - Hansen	20191213	20201212	Annual	City Utilities
Service Express Inc.	Comprehensive List - see Maintenance Agreement	20200101	20221231	3 Year	FWAC
Service Express Inc.	SCADA Servers PowerEdge R320: GYPRN1, GYPRQ22, Power Edge R620: HXP6R22, 18WVR22, 18W7S22	20191201	20201130	Annual	City Utilities
Smart Draft	Smart Draft Survey	20190110	20200110	Annual	City
Social Solutions Global	Apricot	20191101	20201031	4-yr	
Solar Winds	Engineer's Toolset Network Performance Monitor	20200118	20210118	Annual	City
Solar Winds	Database Performance Analyzer per SQL Server or Oracle instance - 10 licenses	20190827	20200826	Annual	FWAC
Starboard Consulting	Maximo Asset Management	20200101	20201231	Annual	City Utilities
Storix	AIX Network	20170527	20190904	3-yr	City
Swiftreach Networks, Inc	911 Alert System	20200101	20201231	Annual	City
Systems Implementation, Inc	MSS-21 Maintenance	20200101	20201231	Annual	City
Taylor Communications	Link Up Express (Standard Register)	20190822	20200821	Annual	County

CITY OF FORT WAYNE & ALLEN COUNTY, IN: IT SOURCING SERVICES RFP

Vendor	General Products Covered	From	To	Term	Entity
TechSmith	Camtasia	20200222	20210223	Annual	City
Trace 3	Barracuda Load Balancer	20180517	20210516	3-yr	
Trace3	DMZ	20170126	20180521	3-yr	FWAC
Trace3	Unity 450 AFA SAN Array	20171229	20201228	3-yr	Allen County
Trace3	Flash Unity 450 Array - Spillman Storage	20180301	20210228	3-yr	City
Trace3	Unity 450 AFA SAN Array	20180306	20210305	3-yr	
Trace3	IDPA	20190619	20240618	5-yr	
Trace3	Smartnet for Cisco UCS Servers		20210607	Annual	City
Trace3	VMWare - FW	20191221	20201220	Annual	City
Trace3	VMWare - AC	20191209	20201208	Annual	County
Trace3	VMWare - CU	20200207	20210206	Annual	CU
Trustwave	Security Awareness Education	20160707	20190706	3-yr	City
Tyler Technologies	Munis	20200921	20210920	Annual	City
Tyler Technologies	Munis - OSDBA	20191101	20201031	Annual	City
VeriPic	VeriPic	20150401	20200331	5-yr	County
Verizon Wireless	AirCard Service	20200101	20201231	Annual	City
Vermont Systems	RecTrac / GolfTrac / MainTrac	20200101	20201231	Annual	City
Vermont Systems	WebTrac	20200101	20201231	Annual	City
Volgistics	Volgistics - Volunteer Logistics	20191022	20201022	Annual	City
Word Systems, Inc.	iRecord	20200301	20210228	Annual	FWAC - Police & Sheriff
Workiva, Inc	Workiva Software	20200110	20200531		City

16.8 IN-SCOPE & ACTIVE "SUPPORTED" APPLICATIONS

Application	Platform	Database	Language
Accela	Windows	SQL Server	Java
acics1	Unix	Unknown	Cobol
adeve3	Unix	Unknown	Cobol
ApplicationXtender	Windows	SQL Server	C#
ArcGIS Experience Builder	Node.js	SQL Server	JavaScript
ArcGIS for Desktop	Windows Desktop	SQL Server	SQL, Python
ArcGIS for Server	Windows Server (2012)	SQL Server	SQL, Python
ArcGIS Monitor	Windows Server (2012)	SQL Server	SQL, Python
ArcGIS Pro	Windows Desktop	SQL Server	SQL, Python
Barracuda	Windows	Unknown	Unknown
Barrett Law	Windows	SQL Server	Access VBA
Central Square (Cloud) (HTE Financial)	IBM (AS/400)	DB2	RPG
Central Square (Data Management Service, GMBA & Purchase Orders, Print Server)	Windows 2012 R2	Unknown	Unknown
Central Square (Payroll, Year-End, print server)	Windows 2012 R2	Unknown	Unknown
CIS Infinity	Windows	SQL Server	Unknown
CIS Infinity Mobile	Windows	.NET	Unknown
CMMS	Cloud / Windows	SQL Server	C#
Collector for ArcGIS	Mobile (IOS, Android)	SQL Server	SQL, Python
Coroners Case File Reporting	Windows Server	SQL	MVC C#
DOH Septic Permits	Windows	Access	Access VBA
FASTER	Windows	Cloud	Unknown
Fire Department Gateway	Windows Server	SQL	MVC C#
Fire Department Medical	Network Share	Access	VB Script

Application	Platform	Database	Language
FIREHOUSE	Windows	SQL Server	
FLSA	Windows Server	SQL	MVC C#
FLSA	Windows	SQL Server	C#
Formatta	Windows	SQL Server	Unknown
GeoCollector for Windows Mobile	Windows Mobile	SQL Server	SQL
GIS Comps Viewer	Internet Browser	SQL Server	SQL, Python, Javascript
Hansen	Windows	SQL Server	C#
IA Track	Windows	SQL Server	Unknown
iHistorian	Windows	SQL Server	Unknown
IMAP DPS Viewer	Internet Browser	SQL Server	SQL, Python, Javascript
IMAP Election Board Viewer	Internet Browser	SQL Server	SQL, Python, Javascript
IMAP Engineering Viewer	Internet Browser	SQL Server	SQL, Python, Javascript
IMAP General Viewer	Internet Browser	SQL Server	SQL, Python, Javascript
IMAP Parks App	Internet Browser	SQL Server	SQL, Python, Javascript
Informer	Windows	SQL Server	Access VBA (I think, used to be)
Interaction Desktop	Windows	SQL Server	C#
Interfac	Windows	Unknown	Unknown
Joomla	Linux Centos	MySQL	PHP, BASH, HTML, JavaScript, CSS
Knowledge Base	Windows	Unknown	Unknown
Kronos	Cloud / Windows	Cloud	Unknown
McAfee Admin	Windows	SQL Server	Unknown
McAfee Proxy	Windows	N/A	Unknown
Mobile Home Calculator (Assessors)	Windows Server	SQL	MVC C#
Munis	Windows	SQL Server	Unknown
MVRS (will be replaced by FCS later this year)	Windows	Pervasive	Basic
NCE Weeds-Mowing	Mobile (IOS, Android)/Internet Browser	SQL Server	SQL, Python, Javascript, c#
NebuLogic (311 interface)	Windows	Oracle	Java

Application	Platform	Database	Language
New Water and Sewer Permits	Windows	Access	Access VBA
OneRoof	Windows	Unknown	Unknown
PageGate	Unknown	Unknown	Unknown
Parks - LSA	Windows Server	SQL	MVC C#
Pathfinder Office	Windows Desktop	SQL Server	SQL
Payroll (Fire Dept)	Windows Server	SQL	MVC C#
Payroll (Fire Dept)	Windows	Access	Access VBA
Payroll (Police Dept)	Windows Server	SQL	MVC C#
PCARD	Windows Server / PHP	SQL / My SQL	MVC C# / PHP code
PD Training (City Police)	Windows Server	SQL	MVC C#
PD Training (City Police)	Windows	SQL Server	C#
Petro Vend	Windows	SQL Server	Unknown
Portal for ArcGIS	Windows Server (2012)	SQL Server	SQL, Python
PowerBi	Windows	Unknown	Unknown
Property Management Mowing	Mobile (IOS, Android)/Internet Browser	SQL Server	SQL, Python
Rain Gauge (planned replacement 2020)	Windows	MySQL	PHP
Rap Sheet (Police Dept)	Network Share	Access	C#
RecTrac	Windows	SQL Server	Unknown
Risk Management (4 systems)	Network Share	Access	VB Script
Road Closures	Internet Browser	SQL Server	SQL, Python, Javascript
Sick Time (Fire Department)	Windows	SQL Server	Access VBA
Sick Time (Police Department)	Windows	SQL Server	C#
Solarwinds DPA	Windows Server	SQL Server	Unknown. It does not have a .NET or PHP req, only Java
Solarwinds NPM	Windows Server	SQL Server	.NET
Spillman 6.3	Unix	Faircom	Unknown
Spillman Mobile 6.3	Windows	Unknown	Unknown
TeleStaff	Windows	SQL Server	Unknown

Application	Platform	Database	Language
TerraSync	Windows Desktop	SQL Server	SQL
Treasurer Gateway	Windows Server	SQL	MVC C#
Trimble Positions	Windows	SQL Server	SQL
Trimble/Leica Handheld GPS Unit	Mobile (Android)	SQL Server	SQL
Victim Assistance	Windows Server	Access	VB Script
Victim Assistance	Windows	SQL Server	Access VBA
XMediusFAX	Windows	SQL Server	Unknown
Youth Services	Network Share	Access	VB Script

16.9 SAMPLE LIST OF CURRENT & IN-PROCESS IT PROJECTS

Project Name	Entity	Billable vs. Bucket hours	Project Initiation	Project Execution	Estimated Projected Completion	Project Status	Last edit
Combination sewer overflow site inspections	CU	N/A	6/30/16	6/15/19		On Hold	5/6/2020
Siphon inspections	CU	Ticket	1/24/17	TBD		Executing	5/6/2020
Civil City GIS Metadata	City	Bucket	5/15/16	3/6/17		Monitoring	5/6/2020
Streetlights/signals/signs - Collector	City	Bucket	Q3/Q4	2/21/18		Executing	5/6/2020
Access-to-SQL Migration (NIRCC)	County	Bucket	3/23/17	9/22/17	6/1/20	Executing	5/6/2020
Water services valves	CU	Billable	6/27/17	8/20/18		Executing	5/6/2020
Lenel "OnGuard" Deployment	CU	TBD	3/21/18	5/23/18		Executing	5/6/2020
CIS upgrade	CU	Billable	6/28/18	11/1/18		Executing	5/6/2020
Tech Fest 2019	Atos	N/A	1/1/20	1/23/20	12/31/20	Executing	5/6/2020
Wet Weather Project	CU	N/A	9/20/18	TBD		On Hold	5/6/2020
2020 City Utilities Refresh	CU	Nonbillable	1/1/20	1/1/20	12/31/20	Executing	5/6/2020
DC/DR	Enterprise		1/7/20	?		Initiating	5/6/2020
CU DMZ	CU	TBD	10/2/18	TBD	TBD	Executing	5/6/2020
CU Printers	CU	Nonbillable	?	?		On Hold	5/6/2020
Scale house database Server	CU	Ticket	?	?	5/4/20	Closing	5/6/2020
Spillman	Enterprise	TBD	6/17/19		2/18/20	Closing	5/6/2020
Rain Gauge / Riverwatch rebuild	City		?	?			5/6/2020
CU 365 migration	CU	Nonbillable	?	?			5/6/2020
Data Source for Cognos	County		11/14/17	?		On Hold	5/6/2020
Basic information from CIS	CU		3/27/19	?			5/6/2020

CITY OF FORT WAYNE & ALLEN COUNTY, IN: IT SOURCING SERVICES RFP

Project Name	Entity	Billable vs. Bucket hours	Project Initiation	Project Execution	Estimated Projected Completion	Project Status	Last edit
Biosolids Network Assessment	CU	Nonbillable	11/18/19	?			5/6/2020
Open Enrollment - Fats, Oils, and Greece	Cu		3/30/20	TBD			5/6/2020
Install Dell OptiPlex 7070	CU	Nonbillable	2/20/20	?			5/6/2020
Accela - DVS Phase II	CU	Billable	1/1/16	8/1/16	12/31/17	Monitoring	5/5/2020
Accela-ApplicationXtender Interface Rewrite	Enterprise	Nonbillable	6/3/16	7/15/16	TBD	On Hold	5/5/2020
Chronic Problem Properties Ordinance	Enterprise	Ticket	10/30/17	1/1/18	TBD	On Hold	5/5/2020
Accela - Auto calculate All Permit Fees for Building	County	Ticket	11/28/17	1/2/19	TBD	On Hold	5/5/2020
Online Form Submission Update	CU	Bucket	9/20/18	12/26/18	3/29/19	On Hold	5/5/2020
2020 County Refresh	County	Billable	11/1/18	2/1/19	12/31/19	Executing	5/5/2020
Odyssey Upgrade and Refresh	County	Ticket	5/9/19	6/24/19	10/1/19	On Hold	5/5/2020
Work Release Move			?	?		On Hold	5/5/2020
Window 10 version upgrade	Enterprise	Nonbillable	?	?		Executing	5/5/2020
AC 365 migration	County	Nonbillable	?	?		Executing	5/5/2020
Grant Base Accounting (Community Development)	City	Nonbillable	9/8/17	9/19/17	TBD	On Hold	5/5/2020
Evidence Process (ACPAO)	City	TBD	10/23/17	TBD	6/18/19	On Hold	5/5/2020
Mowing Phase 3 - NCC/Property Management	City	Bucket	TBD	TBD	TBD	Executing	5/5/2020
City Property Management - Sales	City	TBD	5/7/19	TBD	TBD	Researching	5/5/2020
2019 City Refresh	City	Billable	11/1/19	2/1/19	TDB	Executing	5/5/2020
MUNIS/TCM integration with PMIS	City	TBD	1/9/20	?		Withdrawn	5/5/2020
Wdata Virtual Server	City	TBD	1/22/20	?		Initiating	5/5/2020

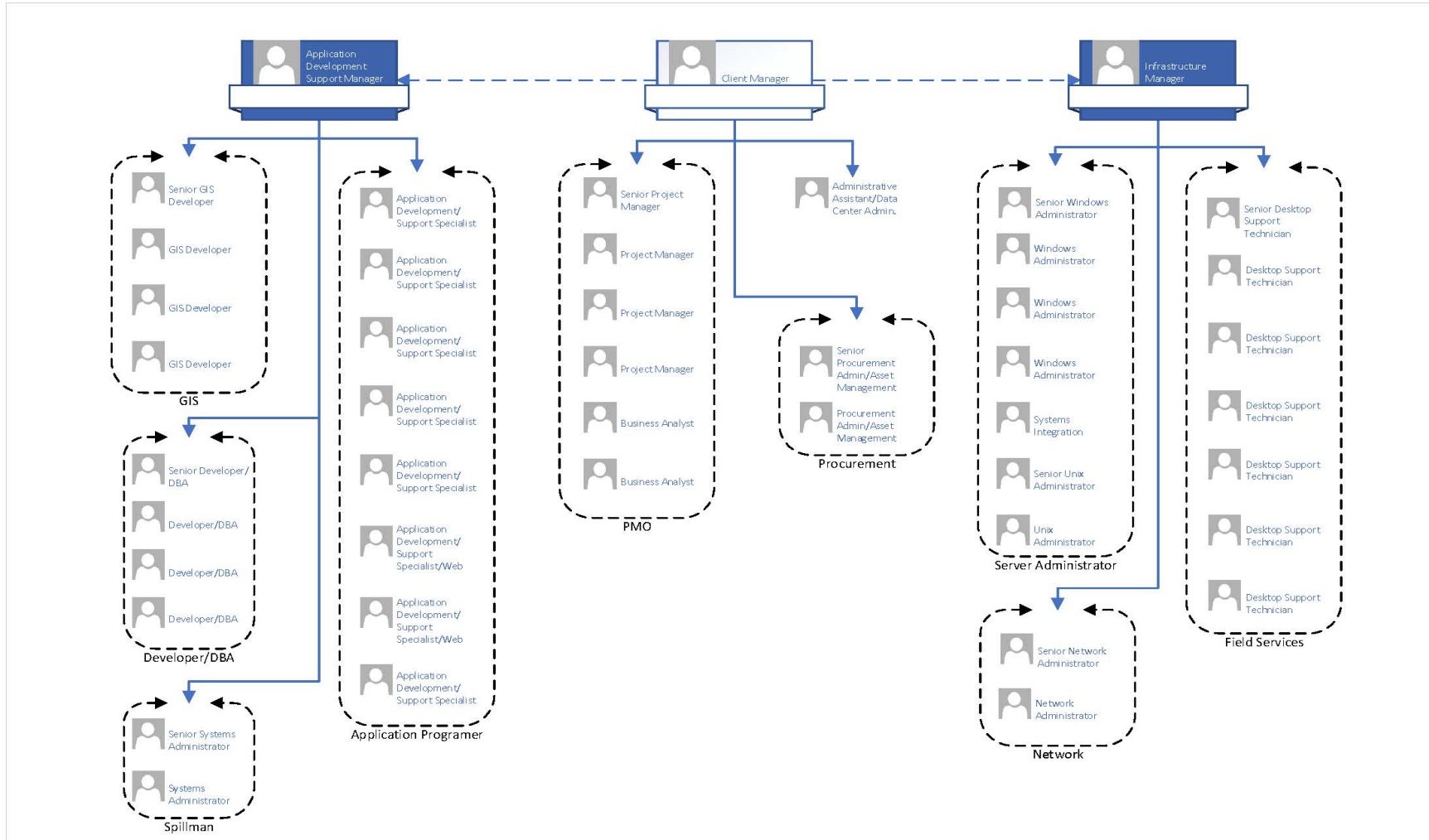
Project Name	Entity	Billable vs. Bucket hours	Project Initiation	Project Execution	Estimated Projected Completion	Project Status	Last edit
Johnny Appleseed Campground	City	Nonbillable	2/5/20	?		Executing	5/5/2020
Election Board	County	TBD	7/10/19	2/13/20		Executing	5/5/2020
FYPD Worksheets/Pencil books	City	TBD	8/14/19	?		On Hold	5/5/2020
FYPD Equipment List	City	TBD	6/18/19	?		On Hold	5/5/2020
Meter Report	CU	Nonbillable	5/15/19	6/15/19		Initiating	5/5/2020
P-Card	City	Billable	?	2/20/20		Executing	5/5/2020
SQL upgrade	Enterprise	Nonbillable	3/27/20	?		Initiating	5/5/2020

16.10 CURRENT FUNCTIONAL ORG CHARTS: CITY/COUNTY IT

The following represents the City/County IT's "current" functional organization(s). Although 3 separate IT departments exist for the Civil City, County and City utilities a cohesive collaboration exists between all three.

CFW/AC Area	Mgmt/Leadership	Direct Reports / IT Staff	Total FTEs
Civil City	CIO (1)	(none)	1
City Utilities	CIO (1)	GIS Mgr (1) GIS Specialist (5) Business Services Coordinator (1)	8
County of Allen	IT Director (1)	Permit Systems Coordinator (1) Project Mgr (1) GIS Coordinator (1) GIS Tech (.5)	4.5

16.11 CURRENT FUNCTIONAL ORG CHART: CURRENT IT SERVICE PROVIDER



16.12 ALLEN COUNTY: AGENCY LISTING

County Agency	Approx. # Empl	County Agency	Approx. # Empl
Adult Probation	28	Maintenance	27
County Assessor's Office	43	Maumee River Basin Commission	Not Covered
Auditor's Office	23	Memorial Coliseum	Not Covered
Building	27	NIRCC	15
CASA	5	Parks	44
Circuit Court	17	Planning Services	22
Clerk's Office	66	Prosecutor's Office	103
Commissioners' Office	8	Public Defender	9
Community Corrections	76	Purchasing	11
County Extension Service	Not Covered	Recorder's Office	12
Coroner's Office	7	Sheriff's Office	169
County Council	7	Soil & Water Conservation District	Not Covered
Election Board	38	Solid Waste Management District	14
Environmental Affairs	1	Superior Court	106
Health	67	Surveyor's Office	13
Highway	89	Treasurer's Office	12
Homeland Security	3	Veterans Affairs	2
Human Resources	8	Voter Registration	6
Information Technology	4	Wayne Twp Assessor's Office	12
Jail	163	Work Release	7
Juvenile Center	170	Youth Services Center	36
		TOTAL County:	1,470

16.13 CIVIL CITY AND CITY UTILITIES: DEPARTMENTAL LISTING

Dept. #	Civil City Dept. Name	Full Time	Regular Part Time	Seasonal Part Time	Total	% on Computers
Civil City	MAYOR / CALL CENTER	19		1	20	100%
Civil City	CITY COUNCIL	11			11	9%
Civil City	CITY CLERK	7			7	100%
Civil City	METRO	12			12	100%
Civil City	WEIGHTS & MEASURES	2			2	100%
Civil City	LAW / INTERNAL AUDIT	8			8	100%
Civil City	STREET ENGINEERING	11			11	100%
Civil City	TRAFFIC ENGINEERING	4			4	100%
Civil City	ANIMAL CONTROL	33	6		39	50%
Civil City	HUMAN RESOURCES	8			8	100%
Civil City	CONTROLLER / PAYROLL / TECH	14		3	17	100%
Civil City	BOPW / SOLID WASTE / FLEET	14	1		15	100%
Civil City	NEIGHBORHOOD CODE	24		7	31	100%
Civil City	SIGN & SIGNAL / STREET LIGHT	35		1	36	80%

Dept. #	Civil City Dept. Name	Full Time	Regular Part Time	Seasonal Part Time	Total	% on Computers
Civil City	PARK DEPARTMENT	120	12	80	212	45%
Civil City	ECON DEVELOPMENT	45	1	1	47	100%
Civil City	STREET DEPARTMENT	94		29	123	5%
Civil City	PARKING CONTROL	7			7	100%
Civil City	POLICE	451		44	495	90%
Civil City	POLICE CIVILIANS	62	3		65	100%
Civil City	FIRE DEPARTMENT	340			340	10%
Civil City	FIRE CIVILIANS	7	1		8	100%
Civil City	RADIO SHOP	8			8	100%
Civil City	PROPERTY MGMT./PURCHASING	11			11	100%
Civil City	RISK MANAGEMENT	5			5	100%
Civil City	911 COMMUNICATIONS	78	2		80	100%
Civil City	FLOOD	1			1	100%
Civil City	TSV AND TRANSPORTATION	27			27	80%
Total		1,458	26	166	1650	

Dept. #	City Utilities Dept. Name	Full Time	Regular Part Time	Seasonal Part Time	Total	% on Computers
City Utilities	FILTRATION PLANT	39	1		40	25%
City Utilities	WATER MAINTENANCE	82			82	20%
City Utilities	WPC PLANT	46			46	25%
City Utilities	WPC MAINTENANCE	53			53	20%
City Utilities	STORM WATER	20			20	20%
City Utilities	PLANNING / DESIGN	32		9	41	100%
City Utilities	ENGINEERING SUPPORT / GIS	9			9	100%
City Utilities	DEVELOPMENT SERVICES	15			15	100%
City Utilities	CUSTOMER RELATIONS	28	1		29	100%
City Utilities	DATA CONTROL	8			8	100%
City Utilities	GENERAL ACCOUNTING	7			7	100%
City Utilities	UTILITY ADMINISTRATION	17		1	18	100%
Total		356	2	10	368	

	Summary:	Full Time	Regular Part Time	Seasonal Part Time	Total
	Civil City:	1458	26	166	1650
	City Utilities:	356	2	10	368
	TOTAL	1814	28	176	2018