Contract Number *(VA-210625-CAI)*

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| **STATEMENT OF REQUIREMENTS (SOR)** **SOR # City of Fredericksburg-230710-01-CAI**  ***City of Fredericksburg 5-Year IT Strategic Plan*** |

1. **Date:** 07/10/2023
2. **Authorized User**: City of Fredericksburg, Virginia
3. **Authorized User Contact Information:**

*Suzanne Tills, Chief Information Officer*

*601 Caroline St. Suite C*

*Fredericksburg, VA 22401*

Phone: 540-372-1026 x200

E-mail: *srtills@fredericksburgva.gov.*

1. **Solicitation Schedule:**

|  |  |
| --- | --- |
| **Event** | **Date** |
| Release SOR | 07/12/2023 |
| Supplier Questions Due to CAI | 07/19/2023 |
| Supplier Response Due | 08/09/2023 |
| Award Decision | 08/23/2023 |
| Estimated Project Start Date | 09/11/2023 |

1. **Evaluation and Scoring**

Supplier’s Response must be submitted in the specified Statement of Work (SOW) format and will be evaluated for format compliance.

Supplier’s Response will be evaluated for technical merit based on its appropriateness to the performance of Authorized User’s requirements, its applicability to the environment, and its effective utilization of Supplier and Authorized User’s resources.

|  |  |  |
| --- | --- | --- |
|  | **Evaluation Criteria** | **Point Value** |
| 1. | Strength of Overall Proposal | 20 |
| 2.  3. | Management Approach/Methodology References and Experience | 30  30 |
| 4. | Pricing Plan | 20 |

## Total 100 Points

**Strength of Overall Proposal:** Completeness and quality of proposal. Degree to which the proposal specifically addresses the items in the City’s SOR including the understanding of the City’s objectives, challenges and goals and how the Offeror plans to approach and manage the project.

**Ability and Methodology:** Demonstrated knowledge of state or local government and public school information technology products and practices and, especially, demonstrated familiarity with a variety of public sector IT software products.

**References and Experience:** Experience ascertaining client software needs and designing/recommending successful solutions through a collaborative process. Relevant, IT -related, experience with interviewing staff, requirements gathering and Offeror solicitation on public sector state or local government and/or public school information technology projects. Proven knowledge and experience in public sector local government procurement policies, and developing/creating public sector procurement documents (e.g., RFPs) and related acquisition documents for software products and services.

**Pricing Plan:** Fees for services and all other anticipated costs are to be included with your Proposal response. Provide fees for each milestone defined in Section 14 Fees will be considered in the rankings of Offerors for short listing firms for interviews/discussions and the final rankings of Offerors for award of the contract.

1. **Project/Service:**

IT Strategic Plan

1. **Specialty Area** (Check one)**:**

|  |  |
| --- | --- |
| Application Development | Information Security |
| Business Continuity Planning | IT Infrastructure |
| Business Intelligence | IT Strategic Planning |
| Business Process Reengineering | Project Management |
| Enterprise Architecture | Public Safety Communications |
| Enterprise Content Management | Radio Engineering Services |
| Back Office Solutions | IV&V Services |
| Geographical Information Systems |  |

1. **Contract Type :** Fixed Price, Deliverable-based
2. **Introduction:**

Project History

The objective of this project is to develop and articulate a vision for the effective use of technology to support the work of the City of Fredericksburg. The City is focused on the proposed IT Strategic Plan as the cornerstone of our efforts to improve the balance between demand for more and better technology, innovation, and security, and available IT resources, capital, and operating funds.

The City’s last IT Strategic Plan was completed in 2015. The City is primarily motivated to develop an IT Strategic Plan to continue to provide appropriate support, security, and resiliency in an evolving IT landscape and in consideration of expanding end points in the City.

This work is planned for FY23-FY24 to help address the growing number of devices, data, systems and IT Help Calls and the plan is expected to provide a roadmap for the FY25 budget and beyond.

Business Need

The IT Strategic Plan should inform many important decisions in the City such as when and what to move to the cloud, industry best practices to secure cloud and on premise systems, data governance, how to best prepare for and respond to supply chain vulnerabilities and cyber supply chain risk management, and how to streamline and monitor disparate systems to best apply security and provide support in the future. An analysis of IT’s customer business needs is central to this work.

Project Complexity

Data collection from approximately 650 IT users (survey tool potential), technical expertise on cyber security, cloud systems, and emerging technology trends as well as any implementation challenges, project is fixed cost.

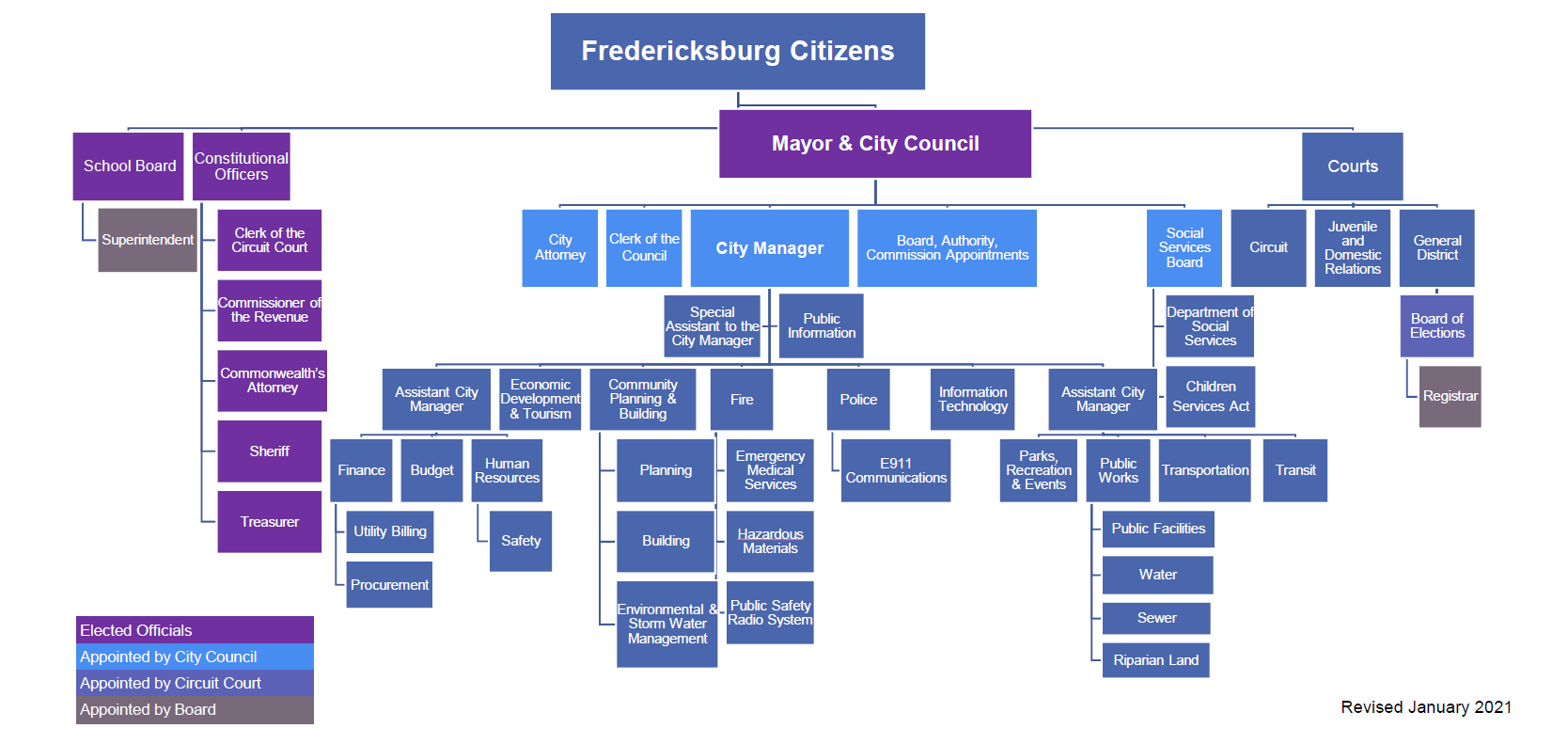
Project Management and Organizational Structure

Project Manager: Chief Information Officer

Organizational Structure

The City is organized into 11 departments and 4 constitutional offices which can be seen in the organizational chart below. IT provides technology support for all of these departments/offices as well as an ERP system for the schools and a few agencies:

* City Council
  + - City Attorney’s Office
    - Clerk of the Council
    - Boards & Commissions
  + City Manager
    - City Manager/Assistant City Managers
    - Special Assistant to the City Manager
    - Public Information & Marketing
  + Finance
    - Utility Billing
    - Procurement
    - Budget
  + Human Resources
    - Risk Management
    - DEI Office
  + Economic Development & Tourism
    - Visitor’s Center
    - Economic Development
  + Community Planning and Building
    - Historic Preservation Planning
    - Long Range Planning
    - Building
    - Environmental & Storm Water Management
  + Police
    - E911 Communications Division
    - Patrol Division
    - Detective Division
    - Services Division
  + Fire
    - Emergency Medical Services
    - Hazardous Materials
    - Public Safety Radio System
  + Information Technology
    - Operations
    - GIS
    - Applications
  + Parks, Recreation & Events
    - Events
    - Recreation Services
    - Facilities & Field Services
  + Transit/Transportation
  + Public Works Department
    - Public Facilities/Parking
    - Water
    - Sewer
    - Engineering
* Constitutional Offices
  + Commissioner of the Revenue
  + Treasurer
  + Sheriff
  + Commonwealth’s Attorney
* Courts *(not included in evaluation)*
  + Circuit & Clerk
  + Juvenile & Domestic Relations
  + General District
    - General Registrar



**Information Technology Division**

The Information Technology Division (IT) has thirteen (13) staff members: Chief Information Officer, Assistant Director of IT, Information Security Officer, Network Administrator, Operations Manager, Network Support Specialist, IT Support Technicians (2), GIS Analyst II (2), Program Manager, Project Manager, and Administrative Assistant.

The Information Technology Division is responsible for supporting the organization’s Information Technology needs, including telecommunications, software/hardware procurement, licensing and maintenance, network connectivity and security, enterprise storage, Websites, GIS, enterprise application and information management systems and databases.

1. **Scope of Work:**

**Assessment of IT Systems, Structures, Policies and Processes**

The selected Supplier will conduct an assessment and provide preliminary recommendations to address immediate, short- and long-term vulnerabilities and needs. The Supplier will then facilitate a process to review the recommendations and determine the future direction of IT at the City of Fredericksburg.

The selected Supplier will conduct an assessment including but not limited to the following topics:

* IT Infrastructure
* All existing technical infrastructure and technology systems used throughout the city (the City has 2 domains with a city owned fiber backbone, approximately 70 servers, 2 enterprise systems and a number of smaller cloud applications)
* Vulnerabilities in accessing the systems, including staff access rights
* Risks of system failure
* Cyber Security risks
* Inoperability of existing legacy systems
* Business continuity
* Emergency Preparedness
* Components that require an upgrade
* Ability to adequately recover from a disaster
* Staffing resources, including positions, roles, skills, organization structure for IT, required to support information management and the IT strategy
* Current business processes, procedures, and forms used by staff as they access IT resources
* Needs & Opportunities
* Current and projected technology needs driven by organizational changes
* Potential for IT to be better integrated into programmatic work
* IT Business needs of all departments/offices in the City
* The current and potential use of technology
* High-level analysis of enterprise architecture integration opportunities for key applications
* Other concerns or problem areas
* Direction and vision of IT

Tasks undertaken by the Supplier may include but are not limited to the following:

* Read and understand the City’s existing Strategic Plan.
* Interview Executive Team (20), IT staff (12) and other staff and stakeholders as needed
* Research, compare and provide examples of IT systems, structures, processes and strategies of organizations similar to the City
* Review and validate information on infrastructure and systems from sources such as previously completed IT assessments and staff knowledge of IT systems.
* Review information in existing IT network diagrams
* Review IT policies, forms, and procedures
* Research costs of IT solutions
* Update City regularly on work progress

Following the conclusion of the assessment, the City expects at minimum the following deliverables:

1. Inventory and analysis of City IT infrastructure and systems, including gaps and vulnerabilities,
2. Analysis of City IT structure and staffing, including gaps and vulnerabilities,
3. Analysis of City IT business process, including gaps, pain points and vulnerabilities,
4. Analysis of current IT strategy and IT role and recommendations on future IT strategy and IT role, and
5. Report of a prioritized set of recommendations for immediate, short- and long-term solutions. The roadmap shall include but shall not be limited to:
6. Solutions for risks that require immediate mitigation
7. Solutions for any identified risks, gaps, pain points or vulnerabilities
8. SWOT Analysis to serve unmet needs
9. Metrics for measuring IT performance

Each recommendation shall also include cost and time estimates.

The Supplier will support the city in reviewing and validating the consultant’s findings. The Supplier will facilitate discussions with the Executive Team to agree upon key recommendations that will serve as the foundation for the 5-year IT Strategic Plan.

Following approval of the recommendations by City, the Supplier will write a strategic plan to implement the recommendations.

**5-Year IT Strategic Plan**

The purpose of the 5-year IT Strategic Plan is to lay out the path to actualizing the IT strategy and vision across the agency and particularly in IT, given the resources identified in the assessment phase of the project. The Supplier is expected to collaborate continuously with City staff in the development of the plan.

Tasks undertaken by the Supplier may include but are not limited to the following:

* Incorporate decisions made about vision, strategy and other foundational elements into the plan
* Incorporate learning and information gathered during the assessment
* Research costs of IT solutions
* Update City regularly on work progress
* Present drafts of the strategic plan to City
* Revise strategic plan upon gathering feedback

The City expects that the 5-year IT Strategic Plan will cover topics such as, but not limited to:

* IT governance (to include data governance)
* Replacement planning
* Service methodology
* Updated policies and procedures (new policies and procedures if recommended)
* Organization-wide technology project prioritization evaluation and prioritization process and visual matrix.
* Metrics for IT performance
* IT structure and staffing appropriate for carrying out the strategy in relation to the size of the organization
* Internal and external resources required for implementation
* Present findings and recommendations to the City’s Executive team and do a presentation at the City Council meeting.
* Revise findings and recommendations upon gathering feedback

The roadmap shall describe major phases of work, tasks, short- and long-term milestones, and associated timelines. The plan shall address the prioritization and sequencing of projects and activities. The plan shall provide cost and schedule estimates for projects and activities. The plan shall identify the staff anticipated to perform under this plan and their anticipated tasks/roles.

**Implementation Support**

The City may choose to have the selected Supplier assist in the implementation of the IT Strategic Plan. This third phase is contingent upon the results of the assessment and IT Strategic Plan, and thus will be developed upon completion of the first two phases of work via a Change Order or separate SOW. The City has the right not to proceed with the implementation support phase with the selected Supplier.

1. **Period of Performance:**

Delivery of all products and services defined in the Statement of Work will occur within 3 months of project execution date.

1. **Place of Performance** (Check one)**:**

Authorized User’s Location

Supplier’s Location

Authorized User’s and/or Supplier’s Location

(Authorized User Location: staffing interviews as needed-please describe plan, executive management meetings, presentation for Council)

1. **Project Staffing**
2. **Supplier Personnel**

The Supplier should propose the resources they deem necessary to complete the scope described within this SOR.

Supplier shall designate an employee as project manager for this contract. Supplier shall not assign any duties to the project manager that would conflict with the manager’s responsibilities under this contract. Supplier will only designate a different project manager with the City’s written permission, which will not be unreasonably withheld.

The project manager is responsible for coordination of all of Supplier’s work under the contract, such as overall control over Supplier’s work, communication with the City’s point-of-contact, securing required approvals and permissions (system acceptances, work orders, etc.) from the City, attending meetings and walkthroughs with the City, and consulting with the City as requested on hardware, third-party software, network components and design, and other issues.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| **Role** | **Key Personnel (Y/N)** | **Years of Experience** | **Certifications** | **References Required (Y/N)** |
|  |  |  |  |  |
|  |  |  |  |  |
|  |  |  |  |  |

1. **Authorized User Staff**

The roles listed in the table below represent Authorized User’s staff and the estimated time each will be available to work on the project.

|  |  |  |
| --- | --- | --- |
| **Role** | **Description** | **% Project Availability** |
| Project Manager | Manage project for Authorized User | 100% |
| Subject Matter Experts | Provide business knowledge and expertise | 50% |
| IT Users/Executives | Provide information on business needs | 10% |

1. **Milestones and Deliverables:**

The minimum required milestones and deliverables, and the estimated completion date for each deliverable, are listed in the following table.

| **#** | **Milestone**  **Event(s)** | **Deliverable(s)** | **Estimated Completion Date** |
| --- | --- | --- | --- |
| 1 | Project Kick-off | Meeting Presentation | 09/11/2023 |
| 2 | Data collection | Survey results, initial findings/recommendations | Supplier to propose |
| 3 | Assessment of IT Systems, Structures, Policies and Processes | Detailed Needs Assessment as described in Scope of Work | Supplier to propose |
| 4 | 5-Year IT Strategic Plan Development | Final IT Strategic Plan and Executive Summary document | Supplier to propose |
| 5 | City Council Presentation | Formal Presentation of findings to City Council | Supplier to propose |

**Payment Schedule**

20% due upon project kickoff.

20% due upon employee survey results, initial findings/recommendations

20% due upon Detailed Needs Analysis completion

20% due upon Final IT Strategic Plan and Executive Summary document

20% due upon Presentation to City Council

The Supplier should provide all deliverables in electronic form, using the following software standards (or lower convertible versions):

|  |  |
| --- | --- |
| **Deliverable Type** | **Format** |
| Text Document | Microsoft Word 2016 |
| Spreadsheets | Microsoft Excel 2016 |
| Presentation | Microsoft PowerPoint 2016/Visio 2016 |
| Project Management | Microsoft Project 2016 |

1. **Travel Expenses** (Check one)**:**

No travel will be required for this engagement

Travel must be included in the total fixed price of the solution

1. **Payment** (Check all that apply)**:**

Payment made based on successful completion and acceptance of deliverables

All payments, except final payment, are subject to a *(XX)*% holdback

1. **Acceptance Criteria:**

The Project Manager will have *(15)* business days from receipt of the deliverable to provide Supplier with the signed acceptance receipt.

Final acceptance of services provided under the SOW will be based upon (Check one):

User Acceptance Test

Acceptance Criteria for this solution will be based on a User Acceptance Test (UAT) designed by Supplier and accepted by Authorized User. The UAT will ensure that all of the functionality required for the solution has been delivered. The Supplier will provide the Authorized User with a detailed test plan and acceptance checklist based on the mutually agreed upon UAT plan. This UAT plan checklist will be incorporated into the SOW.

Final Report (and Council Presentation)

Acceptance criteria for this solution will be based on a final report. In the SOW, Supplier and Authorized User will agree on the format and content of the report to be provided to Authorized User for final acceptance.

Other (specify): \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_

1. **Project Roles and Responsibilities:**

| **Responsibility Matrix** | **Supplier** | **Authorized User** |
| --- | --- | --- |
| *Stakeholder interviews* |  |  |
| *Document reviews* |  |  |
| *Prepare all deliverables* |  |  |
| *Present final strategic plan to City Council* |  |  |
| *Coordinating Access to City Staff and Documents* |  |  |
| *Approve deliverables* |  |  |

1. **Criminal Background Checks and Other Security Requirements (**Check all that are required):

Standard CAI Required Background Check

Agency Specific Background Check

1. **Performance Bond** (Check one)**:**

Required for *(XXX)*% of the SOW value

Not Required

1. **Reporting** (Check all that are required):

**Weekly Status Update**

The weekly status report, to be submitted by Supplier to Authorized User, should include: accomplishments to date as compared to the project plan; any changes in tasks, resources or schedule with new target dates, if necessary; all open issues or questions regarding the project; action plan for addressing open issues or questions and potential impacts on the project; risk management reporting.

**Other(s)** (Specify)

1. **Federal Funds** (Check one):

Project will be funded with federal grant money

No federal funds will be used for this project

1. **Training and Documentation:**
2. **Training is:**

Required as specified below

Not Required

Training Requirements:

*(Specify specific training requirements)*

1. **Documentation is:**

Required as specified below

Not Required

Documentation Requirements:

As described in 10. Scope of Work

1. **Additional Terms and Conditions:**

The services to be provided are subject to the following additional provisions:

1. Effective July 1, 2020, the Code of Virginia requires contractors with the Commonwealth who spend significant time working with or in close proximity to state employees to complete sexual harassment training.  As a result of the new code, VITA and the Department of Human Resource Management (DHRM) are requiring that all contractors working through the CAI contract complete DHRM's "Preventing Sexual Harassment" training.  This training is available as either a short video or a written transcript on the DHRM website: <https://www.dhrm.virginia.gov/public-interest/contractor-sexual-harassment-training>. The selected Supplier must agree that any assigned resource will complete the training.
2. The selected Supplier must agree that any assigned resource will review and conform to the IT Contingent Labor Program (ITCL) Contractor Code of Conduct. The Code of Conduct can be reviewed on VITA’s website at the following link:

<https://www.vita.virginia.gov/media/vitavirginiagov/supply-chain/pdf/Contingent-Worker-Code-of-Conduct.pdf>

1. **Data Breaches**. With regard to any information provided by the City to Supplier, Supplier shall comply with Code of Virginia § 18.2-186.6, which contains notification requirements for individuals and entities who possess personal information of Virginia residents and who reasonably believe that the personal information was accessed or acquired by an unauthorized person or entity. In addition, Supplier shall immediately notify the City at [infosys@fredericksburgva.gov](mailto:infosys@fredericksburgva.gov) of any confirmed or suspected breach of the vendor’s network or City’s network they become aware of that may have the potential to impact City data or systems, permit the City to participate in the investigation of the breach, and permit the City to make any notification required or permitted by law.
2. Supplier must adhere to the City of Fredericksburg Information Systems Access Policy attached to this SOR
3. **Scheduled Work Hours:**

Monday through Friday 8am to 4:30pm EST

1. **Facility and equipment to be provided by Authorized User:**

The City will provide laptops to the Supplier for completion of the SOW. The City will provide meeting space as needed for onsite work.