

# REQUEST FOR PROPOSALS

## Information Technology Strategic Planning Consultant Services

### Table of Contents

Page 1	Section 1	General Information
Page 4	Section 2	General Terms and Conditions
Page 6	Section 3	Scope of Work
Page 8	Section 4	Required Format for Proposals
Appendix A		Insurance Requirements
Appendix B		Proposal Checklist Non-Collusion Certificate Affirmative Action Requirements Affidavit of Affirmative Action Compliance
Appendix C		Citywide IT Strategic Planning Model Roles and Responsibilities

# CITY OF BELLEVUE REQUEST FOR PROPOSALS

## Information Technology Strategic Planning Consultant Services

---

### Section 1 - General Information

#### 1.1 Time and Place for Submission of Proposals

Ten (10) copies of each proposal and at least one set of attachments must be submitted no later than 4 p.m. local time on June 2, 1997, to the Purchasing & Graphics Services Division of the City of Bellevue, located at 301 - 116th Avenue SE, Suite 420, Bellevue, Washington 98004, for the purpose of providing Information Technology Strategic Planning Consultant Services. Proposals received after 4 p.m. will not be accepted. Consultants accept all risks of late delivery of mailed proposals regardless of fault.

#### 1.2 Definitions

For ease of reference, the following definitions shall apply to this Request for Proposal:

City	The City of Bellevue, Washington
Contract	The agreement to be entered into for Information Technology Strategic Planning Consultant Services between the City and the Consultant who submits the proposal accepted by the City.
RCW	Revised Code of Washington
RFP	Request for Proposal
Consultant	The person or firm submitting the proposal and/or the person or firm awarded the contract

#### 1.3 Preliminary Schedule

Request for Proposal Released:	May 14, 1997
Proposals Due:	June 2, 1997
Selection:	June 12, 1997
City Council Approval:	June 23, 1997

## **1.4 Evaluation Process**

Proposals will be evaluated by a committee of City staff. Evaluations will be based on criteria outlined herein which may be weighted by the City in a manner it deems appropriate. All proposals will be evaluated using the same criteria and weighting. The criteria used will be:

### **1.41 Responsiveness to RFP**

The City will consider all the material submitted to determine whether the Consultant's offering is in compliance with the RFP documents.

### **1.42 Capability to Perform Required Services**

The City will consider all the material submitted by each Consultant, and other relevant material it may otherwise obtain, to determine whether the Consultant is capable of and has a history of successfully completing contracts of this type. The following elements may be given consideration by the City in determining whether a Consultant is "capable":

- a. The ability, capacity and skill of the Consultant to perform the Contract or provide the service required;
- b. Whether the Consultant can perform the Contract within the time specified;
- c. The quality of performances by the Consultant of previous and similar Contracts; and
- d. Such other information as may be secured having a bearing on the decision to award the Contract.

Consultants shall furnish acceptable evidence of their ability to perform, such as expertise/experience, equipment, facilities and personnel qualified to perform requested duties. Refusal to provide such information upon request may cause the proposal to be rejected.

### **1.43 Types of Information Technology Strategic Plans previously produced and models used for data gathering and analysis.**

## **1.5 Proposal Modification, Clarification and Selection**

The City will not reimburse Consultants for any costs involved in the preparation and submission of responses to this RFP or in the preparation for and attendance at subsequent interviews. Furthermore, this RFP does not obligate the City to accept or contract for any expressed or implied services. The City reserves the right to request any Consultant to clarify its proposal or to supply any additional material deemed necessary to assist in the evaluation of the Consultant, and to modify or alter any or all of the requirements herein. In the event of a material modification, Consultants will be given an opportunity to modify their proposal in the specific areas that are affected by the modification.

## **1.6 Notification of withdrawal**

Proposals may be modified or withdrawn prior to the date and time specified for proposal submission by an authorized representative of the proposer, or by formal written notice.

## **1.7 Information**

Questions regarding this RFP should be directed to Dianah Neff, CIO, City of Bellevue, Washington 98009 (206) 452-4460. The City's records are open for examination should a Vendor wish to review the condition of the records prior to submitting a proposal.

## **Section 2 - General Terms and Conditions**

### **2.1 Proposal Guarantee**

15% of the contracted amount for services will be withheld until the Information Technology Strategic Plan and the Governance Process have been delivered and approved by the Information Technology Governance Committee and the City's Leadership Team.

### **2.2 Performance Bond**

No performance bond will be required.

### **2.3 Insurance Requirements**

The City will require the Consultant, selected in this RFP process, to comply with the insurance requirements detailed in Appendix A.

### **2.4 Proposal Expiration**

Proposals must state the period of time for which they are valid and may be accepted by the City. A proposal offering less than ninety (90) calendar days for acceptance from the date proposals are due may be considered non-responsive and may be rejected.

### **2.5 Year 2000 Compliancy**

Any computer applications used or delivered by the Consultant in the course of work must be deemed year-2000 compliant. Year-2000 compliancy means an application or system's products, programs, files, databases, and functionality neither have nor create any logical or mathematical inconsistencies when dealing with any date before, during, or after January 1, 2000.

### **2.6 Use of Recycled Products**

Paper used in the production of the strategic plan must be a minimum of 50% recycled with 15% post consumer content.

### **2.7 Affirmative Action Requirement**

The City of Bellevue Affirmative Action requirements will be imposed upon the Consultant awarded the Contract. The City of Bellevue is committed to a program of equal employment opportunity regardless of race, color, creed, sex, age, nationality, or disability. Minority and women owned businesses are encouraged to respond to this RFP.

### **2.8 City Taxation**

Consultant awarded the Contract will be subject to City of Bellevue Business Registration and Business Taxation as required pursuant to Chapters 4.02 and 4.08 of the Bellevue City Code.

## **2.9 Rights to Pertinent Materials**

All proposals, responses, inquiries, and correspondence relating to the RFP and all reports, charts, displays, schedules, exhibits, and other documentation produced by the Consultant that are submitted as part of the proposal shall become the property of the City. Should the Consultant submit proprietary information in their proposal, the Consultant should clearly mark these sections.

## **2.10 Right of City to Reject Proposals**

The City retains the right to reject any or all proposals, or any part of proposals, to waive minor defects or technicalities or to solicit new proposals on the same project or a modified project which may include portions of the originally proposed project as the City may deem necessary in its interest.

## **2.11 Performance (Penalties)**

The City reserves the right to provide Consultant, at any point in the process, with a 30-day notice to perform as contracted or terminate the contract.

## **Section 3 - Scope of Work**

### **3.1 Objectives**

The City of Bellevue has two objectives to accomplish:

- develop an Information Technology Strategic Plan that describes a vision and direction for IT investments and the delivery structures for sustained planning, support and training, and
- design a Governance Process it can employ to periodically update the IT Strategic Plan and defines the management practices to govern IT investment decision making.

### **3.2 City Provided Resources**

City staff resources will be dedicated to the development of the IT Strategic Plan and Governance Process design. The diagram in Appendix C describes the relationship of the various committees and teams. These staff have been tasked to work with the City's Chief Information Officer (CIO) to identify and analyze issues, evaluate data, develop concepts and direction, design delivery structures, and develop a master work plan for the City's use of information technology. Committee meetings are planned to occur twice a month to go over material, discuss, and reach consensus on elements of the Strategic Plan and Governance Process. Using this approach the City hopes to gain a grounding in IT planning for these appointees as well as consensus and buy-in from them as they represent different departmental perspectives and needs.

### **3.3 Consultant Role and Responsibility**

The role and responsibilities of the Consultant will include providing information technology planning methodology, models and tools, conducting data collection, facilitating the IT Governance Committee's and Technical Teams' evaluation processes, and producing a written IT Strategic Business Plan expressing and reflecting the evaluation and recommendations of the IT Governance Committee. The Consultant will also facilitate the design and produce a documented Governance Process for the City. When work has been completed, the Consultant will assist the CIO and Information Technology Governance Committee in presenting the strategic plan and governance process to the City's Leadership Team for their review and approval.

### **3.4 Deliverables**

Tangible deliverables include a written City of Bellevue Information Technology Business Plan and a written document describing the Governance Process. The Consultant is also to assure effective facilitation of the Governance Committee toward accomplishing the City's objectives within the desired time frame.

### **3.5 Time Frame**

The time frame expected for the development and production of the deliverables is between 4 and 6 months.

## **Section 4 - Required Format for Proposals**

### **4.1 Checklist**

The Proposal must include a completed and signed checklist and all specified attachments. The checklist and required forms appear in Appendix B.

### **4.2 Qualifications**

The Proposal must provide a summary of the firm's qualifications to perform the duties outlined in the scope of work, including: 1) summary of the firm's experience relevant to the scope of work detailed above; 2) a description of the firm's organizational structure and the last organizational annual report or the current financial structure; 3) list of the individuals who would be assigned, the projects related to strategic planning and their roles; 4) a relevant recent example of past work in strategic planning and governance modeling; and 5) a list of references from current and past customers for the last three years, of comparable size and scope, who can attest to the Consultant's experience and qualifications as it relates to the scope of work described above.

### **4.3 Method**

The Proposal must describe how the Consultant proposes to conduct the development of the Information Technology Strategic Plan and the Governance Process. Section 3 and Appendix C contain materials describing the City's intended resources commitment. Provide an example work plan and time line.

### **4.4 Time Commitment and Cost**

The Proposal must describe the time commitment and expected cost details for the project.

### **4.5 Payment Terms and Conditions**

The Proposal must contain a fee schedule that includes estimated hours, rates, and overall price.

### **4.6 Exceptions**

If any of the requirements in this section are omitted, explain the reasons.

### **4.7 Proposal Size**

The size of the proposal shall be limited to a maximum of twenty (20) pages. All other material should be included as attachments.

#### **4.8 Other Information**

The Proposal may include any other information, such as services or capability not identified in this RFP, that would qualify the Consultant or contribute to the City's objectives.

## Appendix A

## INSURANCE REQUIREMENTS

The Consultant shall procure and maintain for the duration of this Agreement insurance against claims for injuries to persons or damages to property which may arise from or in connection with the performance of the work hereunder by the Consultant, his agents, representatives, employees or subcontractors. The cost of such insurance shall be paid by the Consultant. Insurance shall meet or exceed the following unless otherwise approved by the City. Questions regarding insurance requirements can be discussed with the City's Risk Management Office, 637-6108.

### A. Minimum Scope of Insurance

1. Insurance Services Office Commercial General Liability coverage ("occurrence" form CG 0001) (Ed.10/1/93), **or**, Insurance Services Office form number GL 0002 (Ed. 1/73) covering Comprehensive General Liability and Insurance Services Office form number GL 0404 (Ed. 1/81) covering Broad Form Comprehensive General Liability.

### B. Minimum Levels of Insurance

1. Comprehensive or Commercial General Liability: \$1,000,000 combined single limit per occurrence for bodily injury, personal injury and property damage.

### C. Deductibles and Self-Insured Retentions

Any deductibles or self-insured retentions must be declared to and approved by the City. In the event the deductibles or self-insured retentions are not acceptable to the City, the City reserves the right to negotiate with the Consultant for changes in coverage deductibles or self-insured retentions; or alternatively, require the Consultant to provide evidence of other security guaranteeing payment of losses and related investigations, claim administration and defense expenses.

### D. Other Provisions

Wherever possible, the policies are to contain, or be endorsed to contain, the following provisions:

1. General or Commercial Liability and Automobile Liability Coverages
  - a. The City, its officials, employees and volunteers are to be covered as additional insureds as respects: liability arising out of activities performed by or on behalf of the Consultant; products and completed operations of the Consultant; premises owned, leased or used by the Consultant; or automobiles owned, leased, hired or borrowed by the Consultant. The coverage shall contain no special limitations on the scope of protection afforded to the City, its officials, employees or volunteers.

- b. The Consultant's insurance shall be primary insurance as respects the City, its officials, employees and volunteers. Any insurance or self-insurance maintained by the City, its, employees or volunteers shall be excess of the Consultant's insurance and shall not contribute with it.
- c. Any failure to comply with reporting provisions of the policies shall not affect coverage provided to the City, its officials, employees or volunteers.
- d. Coverage shall state that the Consultant's insurance shall apply separately to each insured against whom claim is made or suit is brought, except with respect to the limits of the insurer's liability.

2. All Coverages

Each insurance policy required by this clause shall state that coverage shall not be canceled by either party except after thirty (30) days prior written notice has been given to the City.

E. **Acceptability of Insurers**

Insurance is to be placed with insurers with a current Bests' rating of A:XII, or with an insurer acceptable to the City.

F. **Verification of Coverage**

Consultant shall furnish the City with certificates of insurance affecting coverage required by this clause. The certificates for each insurance policy are to be signed by a person authorized by that insurer to bind coverage on its behalf and shall name the City as an "additional insured." The certificates are to be received and approved by the City before work commences. The City reserves the right to require complete, certified copies of all required insurance policies at any time.

G. **Subcontractors**

Consultant shall include all subcontractors as insureds under its policies or shall require subcontractors to provide their own coverage. All coverages for subcontractors shall be subject to all of the requirements stated herein.

(RM.C1 11/1/95)

**Appendix B**

**Proposal Checklist**

I have read and understand *Section 1 - General Information*

I have read and understand *Section 2 - Terms and Conditions*

The following documents are completed and attached to the Proposal:

**Non-Collusion Certificate**

**Affidavit of Affirmative Action Compliance**

Signature: \_\_\_\_\_

Date:

(title)

Proposal Expires:

(date)

## NONCOLLUSION CERTIFICATE

STATE OF \_\_\_\_\_ )  
 ) ss.  
COUNTY OF \_\_\_\_\_ )

The undersigned, being duly sworn, deposes and says that the person, firm, association, co-partnership or corporation herein named, has not, either directly or indirectly, entered into any agreement, participated in any collusion, or otherwise taken any action in restraint of free competitive bidding in the preparation and submission of a proposal to the City of Bellevue for consideration in the award of a contract on the improvement described as follows:

Information Technology Strategic Planning Consultant Services

---

(Name of Firm)

By: \_\_\_\_\_  
(Authorized Signature)

Title:

Sworn to before me this \_\_\_\_\_ day of \_\_\_\_\_, 19\_\_\_\_.

Notary Public

CORPORATE SEAL:

## GENERAL INSTRUCTIONS

### AFFIRMATIVE ACTION REQUIREMENTS

Applications: The following materials pertain to the Affirmative Action Requirements of the City of Bellevue as set forth in Chapter 4.28.143 of the Bellevue City Code. These requirements are imposed upon all contractors, subcontractors, consultants, vendors and suppliers who contract with the City in a total amount of thirty-five thousand or more within any given year.

Affidavit: Before being considered for a contract of the magnitude listed above, all contractors, etc. will be required to submit the "Affidavit of Affirmative Action Compliance" as part of their proposal or upon the request of the Purchasing Manager.

Compliance: The City of Bellevue reserves the right to randomly select contractors, subcontractors, consultants, vendors or suppliers to be audited for compliance of the requirements listed. During this audit, the contractors, etc. will be asked for a specific demonstration of compliance with the requirements.

Non-compliance: A finding of non-compliance may be considered a breach of contract and suspension or termination of the contract may follow.

City contact: The City's Compliance Officer is the Purchasing Manager, and specific questions pertaining to this section may be directed to the Purchasing Division at (425) 455-6894.

## AFFIRMATIVE ACTION REQUIREMENTS

Section 4.28.143 of the Bellevue City Code dictates the requirements for all contractual service providers:

"All contractors, subcontractors, consultants, vendors and suppliers who contract with the City of Bellevue in a total amount of thirty-five thousand or more within any given year are required to take affirmative action and comply with the following requirements of this section. There shall be included in any contract between such contractual services provider and the City of Bellevue the following provisions:

1. Contractor shall make specific and constant recruitment efforts with minority and women's organizations, schools, and training institutions. This shall be done by notifying relevant minority and women's organizations.
2. Contractor shall seek out eligible minority and women contractors to receive subcontract awards. Appropriate minority and women contractors shall be notified in writing of any bids advertised for subcontract work.
3. Contractor shall provide a written statement to all new employees and subcontractors indicating commitment as an equal opportunity employer and the steps taken to equal treatment of all persons.
4. Contractor shall actively consider for promotion and advancement available minorities and women.
5. Contractor is encouraged to make specific efforts to encourage present minority and women employees to help recruit qualified members of protected groups.
6. Contractor is encouraged to provide traditional and nontraditional employment opportunities to female and minority youth through after school and summer employment.
7. Contractor is encouraged to assist in developing the skills of minorities and women by providing or sponsoring training programs.

Willful disregard of the City's non-discrimination and affirmative action requirements shall be considered breach of contract and suspension or termination of all or part of the contract may follow.

All contractors, subcontractors, vendors, consultants or suppliers of the City required to take affirmative action must sign the affidavit of compliance and submit with the bid proposal or upon the request of the Purchasing Manager. All documents related to compliance steps listed above shall be presented upon the request of the Purchasing Manager. The Purchasing Manager shall serve as the compliance officer for the city and is authorized to develop and issue procedures for the administration of this section."

March 1, 1996

In order to more readily determine compliance with BCC 4.28.143, the following interpretations are provided:

Requirement 1. When a contractor needs to recruit, they must notify minority and women's organizations, schools and training institutions. Such "notification" can be in the form of an advertisement in newspapers or trade journals of general circulation in the metropolitan Seattle area.

When the contractor hires through a union hiring hall, the contractor must be able to provide confirmation, upon request by the City, that the hiring hall has an anti-discrimination policy in effect and that it affirmatively encourages the participation of minorities in its hiring program.

Requirement 2. When a contractor intends to subcontract out any work they shall seek out minority and women contractors for the subcontract work. The requirements to notify minority and women contractors of any bids can be satisfied by advertising in newspapers or trade journals that are of general circulation in the metropolitan Seattle area.

Requirement 3. If and when a contractor hires new employees or contracts with subcontractors, the contractor must alert such employees and subcontractors to the contractor's commitment as an equal opportunity employer, etc. This requirement may be complied with by posting a notice of equal opportunity commitment at the job shack, or by the time clock.

Requirement 4. If and when a contractor promotes or advances employees, the contractor must consider ALL eligible employees.

The guidelines above shall apply to all audits of compliance with the requirements set forth in BCC 4.28.143.

AFFIDAVIT OF AFFIRMATIVE ACTION COMPLIANCE

\_\_\_\_\_ certifies that:  
Bidder

1. If necessary to recruit additional employees, it has:
  - a. Notified relevant minority and women's organizations, or
  - b. Hired through a union hall with an anti-discrimination policy.
2. It intends to use the following listed construction trades in the work under the contract:

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

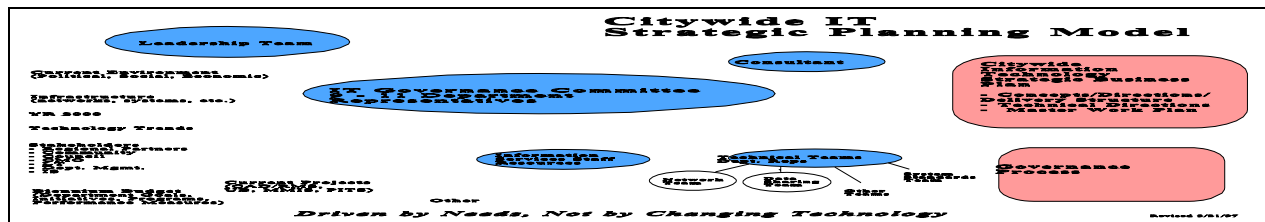
3. In sourcing sub-contract work for trades listed above, it has notified in writing appropriate minority and women contractors of bids for sub-contract work.
4. It will obtain from its sub-contractors and submit upon request, an Affidavit of Affirmative Action Compliance as required by these bid documents.
5. It has provided a written statement to all new employees or sub-contractors indicating its commitment as an equal opportunity employer.
6. It has considered all eligible employees for promotion or advancement when promotion or advancement opportunities have existed.

By: \_\_\_\_\_  
(authorized signature)

Title: \_\_\_\_\_

Date:

## Appendix C



**Consultant's Role:** Consultant responsibilities will include data collection, provision of information technology planning models and tools, facilitation of the IT Governance Committee's and Technical Teams, evaluation processes, and the production of a written IT Strategic Business Plan expressing and reflecting the evaluation and recommendations of the IT Governance Committee. The Consultant will also facilitate the development and production of a written Governance Process for the City and assist the CIO with presentation of the plan and governance process to the Leadership Team for their review.

**Leadership Team's Role:** The LT will provide the mission, policy direction, and final review and approval of the IT Strategic Plan and Governance Process.

**IT Governance Committee's Role:** The Committee will be the architects of the City's IT Strategic Business Plan. They will analyze and evaluate data using models provided by the Consultant, develop concepts, directions, delivery structure, and a master work plan. Additionally, the Committee, with the assistance of the Consultant and IS staff, will develop a Governance Process for the City. The Governance Committee should plan to meet, on average, 3 hours every other week.

**Technical Teams' Role:** Departments will be asked to provide knowledgeable staff to serve on Technical Teams that will, under the direction of the IT Governance Committee and with the assistance of the Consultant and IS staff, analyze, evaluate, and make recommendations to the IT Governance Committee on specific issues e.g., data sharing, networks, system standards, etc.

**Information Service's Role:** IS will act as a staff resource for the Governance Committee and the Technical Teams providing IT knowledge and expertise.