



FINANCE DEPARTMENT, PURCHASING SECTION
500 CASTRO STREET, SECOND FLOOR • MOUNTAIN VIEW, CA 94041

REQUEST FOR PROPOSALS

Response No. R12 IT Strategic Plan

Response Closing
Date: February 2, 2012
4:00 p.m., Pacific Standard Time

Subject: Provide the City of Mountain View with proposals to prepare an Information Technology Strategic Plan (ITSP). The ITSP is expected to address the City's business systems and technology infrastructure, including hardware, networks and telecommunications in accordance with the attached specifications.

Company: _____	Name: _____
Federal Tax I.D. No. _____	[Print or Type]
Street Address: _____	Signature* _____
City: _____	Title: _____
State: _____ Zip Code: _____	Date: _____
Tel. No. _____ Fax No. _____	<i>*Authorized Signature: The signer declares under penalty of perjury that she/he is authorized to sign this document and bind the company or organization to the terms of this agreement.</i>
E-mail: _____	

ONLY RESPONSES WITH AN ORIGINAL
SIGNATURE WILL BE ACCEPTED.

This cover page must be completed and submitted as part of your response.

For questions regarding this Request for Proposals, contact:

Tina Yoke
Purchasing and Support Services Manager
Telephone: (650) 903-6296
Fax: (650) 968-5472
E-mail: tina.yoke@mountainview.gov

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I. REQUEST FOR PROPOSAL (RFP) PROCESS

A. INVITATION TO RESPOND

Each perspective proposer will receive one (1) copy of the RFP from the City. Proposers are responsible for making additional copies as required to satisfy their needs.

Proposers are encouraged to initiate preparation of responses immediately upon receipt of this RFP, so all relevant questions and information needs can be identified and answered and adequate time is available to prepare a comprehensive and complete response.

B. ISSUING OFFICE

The Finance and Administrative Services Department, Purchasing Section, is the Issuing Office for the City of Mountain View, California ("City" or "City of Mountain View").

Vendors who have received this RFP from a source other than the contact listed on the cover page should immediately contact the City's designee listed on the RFP cover page and provide their name and mailing address in order that, if necessary, addenda to the RFP, or other communications, can be sent to them. Proposers who fail to notify the City with this information assume complete responsibility in the event that they do not receive communications prior to the closing date.

C. SCHEDULE OF ACTIVITIES

The following table outlines the City's planned schedule of major activities related to the RFP distribution, response submission, evaluation and selection processes. All times referenced are in Pacific Standard Time.

Proposed Schedule

Release of the RFP	December 30, 2011
Last day for questions	January 18, 2012
Return of proposals	February 2, 2012
Evaluations of proposals	February 23, 2012
Interviews	Week of March 12, 2012
Final selection	Week of March 19, 2012
Contract award	By April 13, 2012

The City reserves the right to amend the above schedule as necessary.

D. PRERESPONSE CONFERENCE

A prerespone conference will be (provide details) OR WILL NOT be held.

E. QUESTIONS

Proposers are responsible for reading carefully and understanding fully the terms and conditions of this RFP. Requests for clarification or additional information must be made in writing to the Purchasing and Support Services Manager and received at the Purchasing Section office listed on the cover page no later than 5:00 p.m. on January 18, 2012. Such requests should contain the following: "QUESTIONS: City of Mountain View—RFP NO. R12 IT Strategic Plan." Only written communications relative to the RFP shall be considered. Hard copy, facsimile and electronic mail are acceptable methods for submission of questions. It is incumbent upon proposers to verify City receipt of their questions.

All questions will be answered in writing. Both questions and answers will be distributed, without identification of the inquirer(s), to all proposers who

are on record with the evaluation committee as having received this RFP via an addendum. No oral communications can be relied upon for this response.

To the extent that a question causes a change to any part of this RFP, an addendum shall be issued addressing such.

F. CLARIFICATIONS

1. Proposer Clarification

Questions should be directed to Tina Yoke, Purchasing and Support Services Manager, at (650) 903-6296 or e-mail at tina.yoke@mountainview.gov.

2. Proposer Communications During Proposal Process

Individuals, firms and businesses seeking an award of a City of Mountain View contract may not initiate or continue any verbal or written communications regarding a solicitation with any City officer, elected official, employee or other City representative without permission of the Purchasing Associate named in the solicitation between the date of the issuance of the solicitation and the date of the final contract award by the City. Violations will be reviewed by the Purchasing and Support Services Manager. If determined that such communication has compromised the competitive process, the offer submitted by the individual, firm or business may be disqualified from consideration for award.

3. City Clarification

The City reserves the right to obtain clarification of any point in a proposer's response or to obtain additional information necessary to properly evaluate a particular response. Failure of a vendor to respond to such a request for additional information or clarification may result in rejection of the vendor's response.

G. PROPOSAL SUBMISSION INSTRUCTIONS

The submitted proposal package should be responsive to the specific range of issues elaborated in this request. Submission of "boiler plate" information, including sales brochures, should be included as a separate attachment and not considered a response to the RFP. Consultants are requested to submit **one (1) unbound original, five (5) bound copies and one (1) copy in Adobe®**

PDF format of the entire proposal package. Proposals should include the following as a minimum:

Company Information

1. Please provide the following information regarding the Consultant's company: Company profile, detailed financial status, number of employees and number of years in business. Descriptions of previous engagements specifically focusing on information technology and business use of technology for projects of similar scope and size as the City of Mountain View.
 - Information Technology specific disciplines by area of expertise, such as IFAS, Laserfiche, ESRI, GIS, etc.
 - Specific disciplines for common business units such as finance, public safety, public utilities, transportation, planning and development, along with other government-related functions.
 - Project management details and plans from previous projects of similar scope and size as the City. Details should include time lines, Gantt charts, staffing and other related documents that are representative of the efforts required to complete similar projects as the City is requesting.
2. Provide a project organization chart describing all key personnel, including point of contact with City staff; personnel responsible for performance of the project coordination of all subconsultants; and personnel responsible for performance of the project manager. Describe any special skills or experience that key personnel might contribute to the successful completion of this particular project. Provide resumé information of all key individuals and managerial staff, along with the total number of employees in the firm.

3. Provide a description of the special experience, capabilities and technical resources that can be contributed to this assignment by the submitting firm. A minimum of five (5) references should be provided which demonstrate the required skills and resources to accomplish technology-related strategic plans or planning. Please verify contact information and include: contact name, complete address, telephone number and e-mail address for each reference. Consultant should select references, which clearly represent a previous history of successful technology-focused strategic planning or consulting projects of similar scope and size of the City.
4. Submit a comprehensive fee proposal that will be applied to this project, including any special fees. Fees should also include professional fees charged to provide services typically required in projects with similar scope. The attached fee schedule should be used and include any additional fees that may be part of this project.

Proposal Format and Content

Proposers are encouraged to submit clear and concise responses and excessive length or extraneous information is discouraged. In an effort to ensure our ability to evaluate and choose a successful consultant for this project, Proposers are encouraged to organize their proposal as follows:

Section 1—Introduction and Executive Summary

Section 2—Experience and Qualifications

Section 3—Technical Response and Alternatives

Section 4—References of Similar Projects

Section 5—Project Management Information and Procedures

Section 6—Cost Proposals (**sealed in a separate envelope**)

Detailed instructions and requirements for use in preparing each section are as follows:

Section 1—Introduction and Executive Summary

An executive summary should be prepared describing the major facts or features of the proposal, including any conclusions, assumptions and general recommendations.

Section 2—Experience and Qualifications

Briefly summarize experience in relation to this type of project in terms of technical scope, tasks involved and deliverable products. Proposers should specifically discuss and relate to projects of equal size and complexity as the City of Mountain View is seeking. Proposers are encouraged to include only projects that are similar or larger in physical size and complexity as the City. Smaller or dissimilar projects are discouraged and should be avoided. Additionally, proposers are encouraged to cite those projects in which members of the proposed project team were extensively involved.

Section 3—Technical Response and Alternatives

Proposers may elect to propose alternative approaches if it is felt they will provide technical, schedule or cost advantages to this project. The proposers should cite the applicability of alternative approaches or procedures to accomplishing the objectives and requirements of this project. To assure that all proposals will be comparable alternatives will be evaluated against other projects in respect to relevant background and experience. Each respondent must provide a full and complete response to this proposal as written before any full or partial alternative is proposed.

Section 4—Reference of Similar Projects

Consultant is expected to have significant experience with public-sector clients that are either equal to or similar demographics to the City of Mountain View. Please ensure all references are from public-sector agencies that meet this criterion.

Section 5—Project Management Information and Procedures

Proposers should provide details concerning the formal project management procedures employed on projects of similar size and scope. Each respondent should also include billing procedures, availability of Internet-based project and billing status information.

Section 6—Cost Proposal

Please complete the attached Cost Proposal form and place in a separate sealed envelope.

H. SUBMISSION OF RESPONSES

1. Responses shall be:
 - a. Submitted in the format set forth herein;
 - b. Made in the official name of the firm or individual under which vendor's business is conducted (including the official business address);
 - c. Cover page of this RFP signed by a person duly authorized to submit a response to this RFP solicitation;
 - d. Submitted in envelopes clearly marked with the assigned RFP title and closing date/ time referenced on the outside of the envelope (lower-left corner); and
 - e. Addressed to Tina Yoke, Purchasing and Support Services Manager, as identified on the cover page of this RFP.

Proposers must submit one (1) original and four (4) copies of their response. Attachments shall be provided in the same manner.

I. CLOSING DATE

Responses must arrive at the location, date and time identified on the cover page of this RFP in the format set forth herein. There will be no public opening of the responses. The names of proposers will not be released until announcement of award.

J. LATE SUBMISSIONS

Proposers mailing responses should allow sufficient mail delivery time to ensure timely receipt by the issuing office. Any response, modifications to responses, request for withdrawal of responses arriving after the closing date and time will be considered late and will not be accepted. Delivery of the response to the specified location by the prescribed time and date is the sole responsibility of proposers.

K. ECONOMY OF PREPARATION/ FORMAT OF RESPONSE

Proposers shall prepare each response simply and economically, providing a straightforward, concise description of proposers' offer and capabilities to satisfy the requirements of this RFP. Emphasis should be on completeness and clarity of content.

Instructions for response:

1. Review specifications and provide comprehensive information to all items requiring a response/ submittal from proposer.
2. Review attachments, including the purchasing guidelines and standard City contract for purchase that will be used in Phase II. Note any areas of exception to the City's expectations.
3. Return an electronic copy of your response on compact disk or DVD to the following individual no later than the specified proposal submittal closing date.

If, in the opinion of the City, a response contains false or misleading statements or references, it may be rejected.

L. PROPRIETARY/ CONFIDENTIAL INFORMATION

Any information submitted with a response is a public record subject to disclosure unless a specific exemption applies. If a proposer submits information clearly marked proprietary or confidential, it will be treated with the confidentiality to the extent permitted by law. However, it is the proposer's obligation and expense to defend any legal challenges seeking to obtain said information. The City shall incur no liability due to release of information from a proposer labeled "proprietary" or "confidential."

M. RESPONSE MATERIAL OWNERSHIP

All material submitted regarding and in response to this RFP becomes the property of the City of Mountain View and will only be returned to the proposer at the City's option. Any person may review responses after final selection has been made. The City of Mountain View has the right to use any or all system ideas presented in reply to this request, subject to limitations outlined above in "Proprietary/ Confidential Information." Disqualification of a proposer does not eliminate this right.

N. ACCEPTABILITY OF RESPONSES

The Purchasing and Support Services Manager shall determine which proposers have met the requirements of the RFP. Failure to comply with any mandatory requirement will disqualify a response. The Purchasing and Support Services Manager shall have the sole authority to determine whether any deviation from the requirements of this RFP is substantial in nature. The Purchasing and Support Services Manager may waive or permit to be cured minor irregularities or minor informalities in responses that are immaterial or inconsequential in nature. Determination of acceptability of responses shall be at the City's sole discretion.

The contents of the response of the successful response will become contractual obligations if acquisition action ensues. Failure of the responder to accept these obligations in a subsequent purchase agreement, purchase order or contract or similar acquisition instrument may result in cancellation of further negotiations.

O. EVALUATION COMMITTEE

The City will have an evaluation committee to review and rate proposals.

P. ORAL PRESENTATIONS, SYSTEM DEMONSTRATION, SITE VISIT

Proposers should be prepared to discuss and substantiate any of the areas of the proposal submitted as well as its qualifications to furnish the specified products and services. Notwithstanding the possibility of a request for an oral presentation, proposers shall not rely on the possibility of such a request and shall submit a complete and comprehensive written response to this solicitation. The City shall not be charged any fees associated with vendor's cost to give requested presentations, demonstrations or conducting site visits.

Q. NEGOTIATION

The City has the right to accept the proposal which the City determines to serve the best interest of the City, as submitted, without discussion or negotiation. Proposers should, therefore, not rely on having a chance to discuss, negotiate and adjust their proposals.

The Purchasing and Support Services Manager may advise proposers selected as finalists to submit a Best and Final Offer (BAFO) for consideration after discussions are held.

R. CITY'S UNILATERAL RIGHT

The City reserves the unilateral right to cancel this RFP, in whole or in part, or reject any or all responses submitted in response to this RFP when such action is determined to be fiscally advantageous to the City as determined solely by the City. The City also reserves the unilateral right to award a contract, in whole or in part; to award a contract to one or more proposers; to waive or permit cure of minor irregularities; and to conduct discussions with proposers in any manner necessary.

S. EVIDENCE OF RESPONSIBILITY

Prior to the award of a contract pursuant to this RFP, the City may require vendor to submit such additional information bearing upon vendor's ability to perform the contract as the City deems appropriate. The City may also consider any information otherwise available, but not limited to price, technical and qualifications relative to ability, capacity, integrity, ethics, performance record and experience of the responder.

T. BASIS OF AWARD/ CRITERIA FOR EVALUATING RFP

The evaluation committee will recommend contract award to the responsible contractor or contractors whose proposal(s) is determined to provide overall best value to the City, considering the evaluation factors in this RFP, including price.

Technical ranking of proposals will be combined with the corresponding price ranking to determine a final ranking for each proposal. Technical merit will have greater weight than price. However, the more closely proposals are ranked technically, the more important price will become.

Criteria for Evaluating RFP are as follows:

The proposal package will be evaluated based on their responsiveness to the criteria described below with those criteria's values weighted as follows:

1. Technical Consideration

The experience of the firm in preparation of projects of similar scope and size as indicated in this proposal. Emphasis will be placed on firms that have extensive experience in consulting and strategic plan development in enterprise government environments of similar or larger environments. Consultants are discouraged in referencing smaller or dissimilar environments. Emphasis will also be placed on firms with demonstrated successful consulting engagements that focus specifically on strategic plan development and implementation. The referenced projects should be limited to those completed projects during the past five (5) years utilizing the same or similar software products in local, State or Federal government settings. The referenced projects should include detailed budget information, including continuing maintenance and support costs. Consultant should also focus on experience and capabilities in specific business areas identified in this proposal.

2. Financial Considerations

The proposed cost, financial stability of proposer and related financial considerations.

3. References.

4. On-site interviews if requested by the City's project team.

5. Any other criteria that the City deems in its best interest.

The City of Mountain View anticipates award to a single firm based on demonstrated capability with similar technology environments and enterprise government strategic plan development. The proposals will be evaluated to select the firms that rate the highest according to the criteria as indicated. The selection committee may invite any number of the highest-rated firms to participate in on-site interviews. All expenses related to the participation in the on-site interviews are the responsibility of the consultant with no obligation to the City. The decision to interview and the number of firms to interview is at the sole discretion of the selection committee. The selection of the firms shall be the combined highest scores from all the evaluation criteria. The City reserves the right to negotiate with

the selected firms for rates and concessions that are in the best interest of the City. If, for any reason, the recommended firm cannot execute the contract, the City may select the firm with the second highest score, etc. until an agreement is reached and a contract is executed.

U. REFERENCES

Proposals shall include a list of at least five(s) customers of your company who have been provided similar services as specified in the RFP. References from other municipal and public agency entities are highly desirable. Page 28 of this Proposal shall be completed by proposer to provide the specified references.

V. INCURRED EXPENSES

The City will not be responsible for any expenses incurred by proposers in preparing and submitting a response to this RFP.

W. NEWS RELEASES/ ADVERTISING

News releases and/ or advertising pertaining to this procurement or any part of the subject shall not be made without prior written approval of the City of Mountain View.

X. CONFIDENTIALITY

Vendor shall instruct its employees and the employees of any subcontractor to keep as confidential information concerning the business of the City, its financial affairs, its relations with its citizens and its employees, as well as any other information which may be specifically classified as confidential by the City of Mountain View.

NOTE: This section is included for review purposes only and represents a sample contract. It does not represent the complete terms of a potential agreement that might be negotiated with a vendor selected to proceed to that phase of the project; however, all of the following terms and conditions would be included in such an agreement.

II. SAMPLE CONTRACT

AGREEMENT BETWEEN THE CITY OF MOUNTAIN VIEW AND _____ FOR _____ SERVICES

This contract is dated for identification this _____ day of _____, 2012, and is made by and between the CITY OF MOUNTAIN VIEW, a California Charter City and municipal corporation, whose address is P.O. Box 7540, Mountain View, California, 94039 (hereinafter "CITY"), and _____, whose address is _____ (hereinafter "*NAME*").

RECITALS

A. CITY desires to retain the services of *NAME* to provide _____, Project _____.

B. *NAME* is a qualified professional capable of providing the certain professional services which CITY seeks.

NOW, THEREFORE, in consideration of the recitals and mutual promises contained herein, CITY does hereby engage *NAME*, and *NAME* agrees, to perform the services set forth herein in accordance with the following terms and conditions:

1. **Description of Services.** *NAME* shall provide the following services:

2. **Schedule and Term.** The schedule for performing said services is as follows:

NAME shall commence work under this contract on _____ and shall complete all work under this contract no later than _____.

3. **Compensation.** The _____ hourly or _____ daily rate for services under this Contract shall be _____ rate _____ Dollars (\$_____), and total compensation to

NAME for providing the services set forth herein shall not exceed (including reimbursed expenses) _____ Dollars (\$_____).

4. **Payment Schedule.** CITY shall make periodic payments within thirty (30) days of receiving and approving a billing statement in proportion to the satisfactory completion of *NAME*'s services.

5. **Reliance Upon Professional Skill.** It is mutually agreed by the parties that CITY is relying upon the professional skill of *NAME*, and *NAME* represents to CITY that its work shall conform to generally recognized professional standards in the industry. Acceptance of *NAME*'s work by CITY does not operate as a release of *NAME*'s said representation.

6. **Independent Contractor.** It is agreed that *NAME* is an independent contractor, and all persons working for or under the direction of *NAME* are *NAME*'s agents, servants and employees, and said persons shall not be deemed agents, servants or employees of CITY.

7. **Ownership of Data and Documents.** *NAME* agrees that all records, specifications, data, maps, designs, graphics, writings, recordings and other tangible materials regardless of form or format, including, without limitation, electronically transmitted documents and ACAD files, and other collateral materials collected, compiled, drafted, prepared, produced and/ or generated in the performance of this Agreement shall be the property of CITY. *NAME* shall regularly provide such documents to CITY upon CITY's request. In the event that this Agreement is terminated prior to completion of the scope of work, *NAME* shall provide all such data and documents to CITY forthwith.

8. **Insurance.**

a. **Commercial General Liability/ Automobile Liability Insurance:**

NAME shall obtain and maintain Commercial General Liability insurance and Automobile Liability insurance in the amount of One Million Dollars (\$1,000,000) per occurrence. If a general aggregate limit is used, either the general aggregate limit shall apply separately to this contract or the general aggregate limit shall be twice the required occurrence limit. *NAME*'s insurance coverage shall be written on an occurrence basis.

b. Workers' Compensation Insurance:

NAME shall obtain and maintain statutory Workers' Compensation insurance and Employer's Liability insurance in the amount of One Million Dollars (\$1,000,000) per accident.

NAME is familiar with the Workers' Compensation laws of California (generally contained in Section 3700 of the Labor Code), including those provisions which provide for specific exemptions from the requirement that all employers must carry Workers' Compensation insurance, and *NAME* maintains they are exempted under the law from the requirement to maintain Workers' Compensation insurance coverage.

In addition, during the term of any work for CITY under said agreement: (1) *NAME* will not employ any person in any manner so as to become subject to the Workers' Compensation laws of California, or (2) should *NAME* become subject to the Workers' Compensation provisions of Section 3700 of the Labor Code for any reason, *NAME* shall forthwith comply with those provisions and send evidence of financial compliance to CITY.

c. Professional Liability Insurance:

NAME shall obtain and maintain Professional Liability insurance in the amount of One Million Dollars (\$1,000,000) per claim. Professional liability insurance must be maintained, and evidence of insurance shall be provided to CITY for at least three (3) years after completion of the contract of work.

d. Acceptability of Insurers: Insurance is to be placed with insurers with a current Best Rating of A:VII unless otherwise acceptable to CITY.

e. Verification of Coverage: Insurance, deductibles or self-insurance retentions shall be subject to CITY's approval. Original Certificates of Insurance with endorsements shall be received and approved by CITY before work commences, and insurance must be in effect for the duration of the contract. The absence of insurance or a reduction of stated limits shall cause all work on the project to cease. Any delays shall not increase costs to CITY or increase the duration of the project.

f. Other Insurance Provisions:

(1) The City of Mountain View, its officers, officials, employees and volunteers are to be covered as additional insured by Endorsement CG 20 10 11 85 or other endorsement approved by CITY's Risk Manager for Commercial General and Automobile Liability coverage.

(2) For any claims related to this project, *NAME*'s insurance coverage shall be primary and any insurance or self-insurance maintained by CITY, its officers, officials, employees and volunteers shall not contribute to it.

(3) Each insurance policy required shall be endorsed that a thirty (30) day notice be given to CITY in the event of cancellation or modification to the stipulated insurance coverage.

(4) In the event *NAME* employs subcontractors as part of the work covered by this Agreement, it shall be the responsibility of *NAME* to ensure that all subcontractors comply with the same insurance requirements that are stated in this Agreement.

(5) Approval of the insurance by CITY or acceptance of the Certificate of Insurance by CITY shall not relieve or decrease the extent to which *NAME* may be held responsible for payment of damages resulting from *NAME*'s services or operation pursuant to this Agreement, nor shall it be deemed a waiver of CITY's rights to insurance coverage hereunder.

(6) If, for any reason, *NAME* fails to maintain insurance coverage that is required pursuant to this contract, the same shall be deemed a material breach of contract. CITY, at its sole option, may terminate this contract and obtain damages from *NAME* resulting from said breach. Alternately, CITY may purchase such required insurance coverage, and without further notice to *NAME*, CITY may deduct from sums due to *NAME* any premium costs advanced by CITY for such insurance.

9. **Hold Harmless.** *NAME* hereby agrees to and shall indemnify, defend and hold CITY, its officers, agents and employees harmless from any liability for damage or claims for damage for personal injury, including death and/ or property damage, caused by negligent acts, errors or omissions in performance of professional services under this Agreement by *NAME* or *NAME*'s contractors, subcontractors, agents or employees' operations under this Agreement. CITY shall cooperate reasonably in the defense of any action, and *NAME* shall employ competent counsel, reasonably acceptable to the City Attorney.

10. **Applicable Laws and Attorneys' Fees.** This Agreement shall be construed and enforced pursuant to the laws of the State of California. Should any legal action be brought by a party for breach of this Agreement or to enforce any provision herein, the prevailing party of such action shall be entitled to reasonable attorneys' fees, court costs, and such other costs as may be fixed by the court. Reasonable attorneys' fees of the City Attorney's Office, if private counsel is not used, shall be based on comparable fees of private attorneys practicing in Santa Clara County.

11. **Nondiscrimination.** *NAME* shall afford equal employment opportunities for all persons without discrimination because of race, color, religion, sex, sexual orientation, political affiliation, national origin, ancestry, age, marital status, or physical or mental disability.

12. **Amendment.** This Agreement may be amended in writing and signed by both parties.

13. **Termination.** CITY may terminate this Agreement at any time by providing ten (10) days advance written notice to *NAME*. Should CITY terminate pursuant to said notice, CITY shall pay *NAME* for *NAME*'s services rendered to the date of cancellation based on percentage of completion of scope of basic services, including actual reimbursable expenses. In no event shall said fees exceed the maximum compensation established in this Agreement.

14. **Attachments or Exhibits.** Except as expressly referenced herein, no portion of any terms or conditions included in any attachments or exhibits shall be a part of this Agreement, and they shall have no force or effect. If the attachments or exhibits to this Agreement, if any, are inconsistent with this Agreement, this Agreement shall control.

15. **Entire Agreement.** This Agreement contains the entire understanding between the parties with respect to the subject matter herein. There are no representations, agreements or understandings (whether oral or written) between or among the parties relating to the subject matter of this Agreement which are not fully expressed herein.

16. **Public Records.** The parties recognize and acknowledge that CITY is subject to the California Public Records Act, California Government Code Section 6250 and following. Public records are subject to disclosure.

17. **Notices.** Any notice required to be given to *NAME* shall be deemed to be duly and properly given if mailed to *NAME*, postage prepaid, addressed to:

____(insert)____

or personally delivered to *NAME* at such address or at such other addresses as *NAME* may designate in writing to CITY.

Any notice required to be given CITY shall be deemed to be duly and properly given if mailed to CITY, postage prepaid, addressed to:

____ Director
City of Mountain View
500 Castro Street
P.O. Box 7540
Mountain View, CA 94039-7540

or personally delivered to CITY at such address or at such other addresses as CITY may designate in writing to *NAME*.

IN WITNESS WHEREOF, this Agreement, dated _____, between the City of Mountain View and _____ for services related to _____, is executed by CITY and *NAME*.

APPROVED AS TO CONTENT:

"CITY":
CITY OF MOUNTAIN VIEW,
a California Charter City and
municipal corporation

FINANCIAL APPROVAL:

Finance and Administrative
Services Director

By: _____
Department_Head/
City Manager

By: _____
City Clerk

APPROVED AS TO FORM:

City Attorney

"*NAME*":

By: _____

Taxpayer I.D. Number

III. CITY OF MOUNTAIN VIEW SPECIFICATIONS

A. BACKGROUND

The City of Mountain View (City) is soliciting proposals from qualified consultants to respond to this Request for Proposal (RFP) to prepare an Information Technology Strategic Plan (ITSP). The ITSP is expected to address the City's business systems and technology infrastructure, including hardware, networks and telecommunications. The City anticipates the ITSP to be completed with all deliverables received by the City within nine (9) months of the date of the Notice to Proceed.

The goal of the City's ITSP is to develop a longer-range plan that will identify information technology needs and projects to enhance the City's internal and external effectiveness in support of the services provided to internal users (City staff) that directly support service delivery to the community (including residential and business/ commercial customers). The City desires the ITSP to be developed so that it may be updated periodically to respond to the needs of internal operations, the community and changes in the technological environment.

The ITSP shall cover all areas of information and communication technology relevant to the operations of the City of Mountain View. It should build on the recent analysis of eGovernment services completed in June 2011 (see Exhibit 4). The ITSP will incorporate the City's existing technological environment, including City Hall and all other City. The analysis will encompass information on the City's existing technology achievements and offer recommendations for how to meet the technology needs of the City's future.

The consulting firm is expected to have experience and competence in developing information technology strategic plans. The experience and competence should include business systems along with the supporting technical infrastructure. The successful firm will possess and demonstrate excellent communication skills and presentation skills, along with writing clearly and concisely. The successful firm is also expected to have significant experience with public-sector clients that are either equal to or similar demographically to the City of Mountain View.

B. CURRENT ENVIRONMENT

The City's workforce consists of approximately 600 employees that are distributed over 23 locations throughout the City. City Hall, located at 500 Castro Street, is the largest single location with approximately

300 employees. The Information Technology Division is located in this facility along with a majority of the core network infrastructure and server infrastructure while the Police/ Fire Administration building, located at 1000 Villa Street, houses the second largest employee concentration and infrastructure hardware. Other facilities house smaller numbers of technical assets used for network and telephone connectivity to these two main data centers.

The City's business systems and technology infrastructure include a variety of large enterprise class technologies, including a variety of specialized systems. The enterprise class business systems include, but are not limited to, the following solutions:

- IFAS Financial Systems
- VMWare vSphere 4.1
- ESRI Geographic Information System
- CivicaSoft Web Content Management System
- Laserfiche Document Management System
- DataNow Utility Billing System
- Hansen Maintenance Management System
- Library Innovative Systems
- Center for the Performing Arts Provenue and Artifax Systems
- Microsoft Exchange E-mail System
- Microsoft Office Productivity Software

These systems are considered our primary business systems; however, each division may also have business applications that are specific to their unique business. Our technical infrastructure also includes a variety of large enterprise class technologies, including a variety of specialized systems. The enterprise class technical infrastructure hardware is as follows:

- DELL PowerEdge rack mounted servers
- DELL/ EMC CX-310 and CX-410 series SAN systems

- Cisco routers, switches and hubs
- Cisco VPN connectivity
- Websense web content management system
- Proofpoint e-mail security appliances (virtualized)
- ShoreTel VoIP telephone system
- Shared Technology PBX phone system at Center for the Performing Arts

The enterprise class hardware has been installed less than five years and is managed by a combination of City IT staff and vendors in the case of the Shared Technology PBX phone system.

C. MINIMUM REQUIREMENTS

The City is seeking proposals from qualified consulting firms to prepare a comprehensive IT strategic plan. The ITSP should be developed with continuous input from City departments and it is desirable it be constructed in a way that it can be updated periodically. The selected consulting firm (Consultant) must have demonstrated successful consulting projects that include development and completion of a comprehensive three- to five-year information technology strategic plan. Consultant should provide references for a minimum of five (5) such successful engagements within the past five (5) years. The projects should be of approximately equivalent or larger public organizations such as cities, counties or states.

This RFP is intended to be functional in nature to allow Consultant to make the best use of any of their processes and to be creative in their approach to meeting the requirements of this RFP. Consultants are encouraged to combine talents from other companies that can supply in-depth technical knowledge relating to specific City business systems and functional areas. Consultants must submit a complete proposal that substantially satisfies all requirements as stated in this proposal. It is suggested that Consultant meet the requirements of this RFP with standard, currently available products, processes and services. This approach will help ensure that minimum time and effort is spent in developing new products and that the associated costs will be as low as possible.

D. DESCRIPTION OF PROJECT

The overall goal is to develop strategic recommendations that will enable the City to further enhance its use of technology to achieve operational efficiencies in business units. This project should also include a detailed list of implementation recommendations in priority order. The project is anticipated to include the following steps:

1. Selection of consultant and development of work plans.
2. Interview departments and divisions to understand business strategy and requirements.
3. Document and assess existing business systems.
4. Document and assess existing technical infrastructure.
5. Document and assess existing operational procedures and policies.
6. Incorporate suggestions from "Council Vision for Technology" (CVT) document.
7. Perform and document GAP analysis for business systems, technical infrastructure and operational procedures as necessary.
8. Develop realistic budget estimates for each recommendation, include references or source documentation from similar projects or industry specific resources.
9. Develop suggested implementation phases and priority list of recommendations.
10. Submit final document, including findings and recommendations in digital format (Microsoft Word and Adobe PDF).

The recommendations and results obtained from this project should not focus on specific solutions from the selected consultant's company. This project should not be considered as a marketing opportunity for the selected consultant to sell or promote additional products or services. Any attempt to do so will result in the immediate dismissal of the proposal.

E. EXISTING BUSINESS SYSTEMS AND DOCUMENTATION REVIEW

Consultant should perform a detailed analysis of the City's existing business systems, the previously mentioned eGovernment document and IT Project Tracking worksheet and prepare recommendations concerning additional products or services suggested to improve our operational efficiency in our business departments along with the Information Technology (IT) Division. Consultant should also perform the same type of analysis and provide recommendations concerning products or services that the City should eliminate. This information should be obtained by on-site interviews and detailed analysis of our current and future business requirements. The review should also include a detailed analysis of system usage, including data maintenance procedures and associated workflows with all agencies that utilize technology business systems.

The review should specifically address the following:

1. Assessment of existing business systems application and usage;
2. Recommendation of business systems use or elimination; and
3. Work flow, operational policies, and procedures.

The analysis should include a detailed analysis of the City's existing applications along with a gap analysis of competitive business applications. The review should specifically address business applications related to City departments business objectives.

F. SPECIFIC AREAS OF INTEREST

The project will first assess the current position of the IT Division management organization, business application systems, technical infrastructure and current staffing and budgetary levels. The overall goal is to then develop recommendations for enhancements to the technology infrastructure for supporting all City business applications.

The City has developed a "Council Vision for Technology" (CVT) document in collaboration with the public and the City Council which identifies some key objectives for our eGovernment offerings. The portions of this CVT document that have general applicability to this overall planning work must be blended and incorporated by Consultant.

The City is also developing a GIS strategic plan that should be reviewed and incorporated into this IT strategic plan with special emphasis on how to

ensure both plans are executed properly and that all future GIS-related work be in accordance with the GIS strategic plan.

Finally, Consultant should also review the existing projects listed in the IT Project Tracking worksheet of current and near-term project work and incorporate those projects that are appropriate into the overall strategic plan.

All of these documents will be provided and discussed.

City seeks Consultant to create a strategic plan focusing on the use of technology to assist in the achievement of City business objectives to guide the City through the next three to five years while reviewing and making recommendations on the existing IT infrastructure plan and design.

It is necessary to involve all of the primary internal stakeholders in both an analysis of the current state, in idea generation for the future and in prioritization of projects. Consultant is expected to meet with IT and other business stakeholders which include all departments, the City Council and representatives of the public.

IT has an established capital and operational budget plan which should be reviewed along with providing recommendations or opportunities for cost-saving measures. The review should focus on current strengths and identify projects that should be implemented within the next three to five years. The specific areas of focus should, at a minimum, include the following along with recommendations for additional focus areas:

- **Portfolio Management:** CITY desires a complete technology portfolio and a process for remaining current.
- **Business Applications:** After interviewing departments and agencies, provide recommendations for new business applications along with recommendations for elimination of applications. The elimination may result from duplication, lack of strategic use or other criteria as determined by the Consultant.
- **Infrastructure:** An assessment of the City's infrastructure, including hardware, data and communications networks to ensure the appropriate technology infrastructure is in place to support the City's business community.
- **GIS Integration:** IT is currently executing the GIS Strategic Plan to redeploy the GIS infrastructure and upgrade it to an enterprise class, centralized GIS system with support for GIS integration into any

application that supports the ESRI platform. This document should be reviewed and incorporated into the ITSP where appropriate and any future project that can take advantage of this integration should be noted.

- **Disaster Recovery:** Make recommendations regarding a disaster recovery plan for the City of Mountain View.
- **Help Desk:** An assessment of our existing Help Desk along with providing recommendations concerning enhancing the strategic use of existing Help Desk management software (Magic Helpdesk) to provide service and support.
- **Staff Structure:** Review of the existing staffing levels based on industry best practices along with a detailed analysis comparing our organization to industry-specific metrics to determine if additional IT staff is required to support the existing and future project load and demand.
- **Current Project Load:** Review of our existing list of staff and Capital Improvement Projects (CIP) for inclusion in the ITSP to ensure the existing workload and project work will coordinate properly with the remainder of the ITSP.

The final product should focus specifically on the analysis and needs of the City of Mountain View. Extensive use of documents and plans from previous engagements or projects is strongly discouraged.

G. PROJECT COORDINATION REQUIREMENTS

Consultant will be responsible for the overall administration and coordination of projects as assigned. Consultant will be responsible for submission of documentation and execution of all services in an efficient and cost-effective manner within the stated budget. Consultant will also be responsible for establishing and maintaining project schedules and administration from inception to completion of this project. Consultant is responsible for conducting and attending project review meetings on pre-defined schedules, based on the project plans. Consultant is expected to identify a single project manager, or City point-of-contact for the duration of this project. In an effort to eliminate administrative redundancy, reduce overhead charges, assure rapid communication and quality control, the City will expect assignment of a project manager capable and experienced in working on projects in a large enterprise environment. Consultant will be responsible for all project billing of any and all subcontractors. Consultant is

expected to work with the City's IT Project Manager to prepare and maintain all project plans and documentation.

Project Deliverables

The deliverables for this project are as follows:

1. Selection of consultant and development of work plans.
2. Interview departments to understand their business strategy and requirements.
3. Document and assess existing business systems.
4. Document and assess existing technical infrastructure.
5. Document and assess existing operational procedures and policies.
6. Perform and document GAP analysis for business systems, technical infrastructure and operational procedures.
7. Develop realistic budget estimates for each recommendation, include references or source documentation from similar projects or industry-specific resources.
8. Develop implementation phases and priority list of recommendations.
9. Submit final document, including findings and recommendations, in digital format, including Microsoft Word and Adobe PDF.

Exhibit 1: Cost Proposal

This Cost Proposal should be submitted in a separate sealed envelope, identified with the project, proposal number, date of opening, company and "Fee Proposal" indicated on the outside of envelope.

Description	Cost
Document and Assess Existing Plans/ Strategy	
Interview Departments	
Perform GAP Analysis	
Document Discovery and Recommendations	
Develop and Document Strategy and Associated Budget Estimates	
Develop and Document One-Year Tactical Plan	
Other Associated Costs (Please Itemize)	
TOTAL PROJECT COST	\$

Exhibit 2—References

The proposer is **required** to provide a minimum of five (5) references where work of a similar size and nature was performed within the five years. This will enable the City of Mountain View to judge the responsibility, experience, skill and business standing of the proposer. ***Please verify prior to submission, invalid e-mail addresses or other contact information will be considered as nonresponsive and points will be deducted from your total reference score.***

Client Name: _____

Address: _____

Date of Project (when was work performed) _____

Describe what product or service was provided:

Contact Name: _____

Phone Number: _____

Fax Number: _____

E-mail address: _____

Client Name: _____

Address: _____

Date of Project (when was work performed) _____

Describe what product or service was provided:

Contact Name: _____

Phone Number: _____

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Fax Number: _____

E-mail address: _____

Client Name: _____

Address: _____

Date of Project (when was work performed) _____

Describe what product or service was provided:

Contact Name: _____

Phone Number: _____

Fax Number: _____

E-mail address: _____

Exhibit 3—Supplemental Questions

To assist the City with determining vendor responsibility, the answers to the following questions shall be answered by each proposer. Questions regarding vendor contracting experiences with other public agencies are not restricted to the State of California.

1. In the last five years, has your firm, or any firm with which any of your company's owners, officers or partners was associated, been debarred, disqualified, removed or otherwise prevented from bidding on, or completing, any government agency contract for any reason?

☐ Yes ☐ No

If "yes," explain on a separate signed page. Please provide sufficient information in explanations to include a description of the event, year of event and name of public agency.

2. In the last five years, has your firm been denied an award of any government agency contract based on a finding by a public agency that your company was not a responsible bidder?

☐ Yes ☐ No

If "yes," explain on a separate signed page. Identify the year of the event, the name of the public agency, the contract and the basis for the finding by the public agency.

3. In the past five years, has any claim **against** your firm concerning your firm's work on any government agency contract been **filed in court or arbitration?**

☐ Yes ☐ No

If "yes," on separate signed sheets of paper identify the claim(s) by providing the contract name, date of the claim, name of the claimant, a brief description of the nature of the claim, the court in which the case was filed and a brief description of the status of the claim (pending or, if resolved, a brief description of the resolution).

4. Has your firm or any of its owners, officers or partners ever been found liable in a civil suit or found guilty in a criminal action for making any false claim or material misrepresentation to any public agency or entity?

☐ Yes ☐ No

If "yes," explain on a separate signed page, including identifying who was involved, the name of the public agency, the date of the investigation and the grounds for the finding.

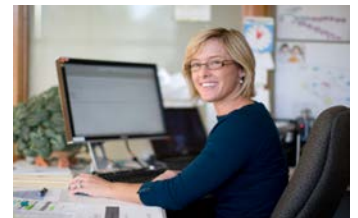
5. Has your firm or any of its owners, officers or partners ever been convicted of a Federal or State crime of fraud, theft or any other act of dishonesty?

☐ Yes ☐ No

If "yes," identify on a separate signed page the person or persons convicted, the court (the county if a State court, the district or location of the Federal court), the year and the criminal conduct.

City of Mountain View eGovernment Assessment

June 20, 2011



Pacific Technologies, Inc. Practical Planning. Positive Change.®



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Mountain View's citizens, businesses, and government partners routinely use technology and expect it as part of "doing business" with the City.

Introduction

Located in the heart of Silicon Valley, the City of Mountain View (the City, Mountain View) is home to just under 75,000 residents and is the worldwide headquarters location for numerous high technology companies. Mountain View's citizens, businesses, and government partners routinely use technology and expect it as part of "doing business" with the City. Recognizing this, the City Council adopted as one of its goals for the 2010-11 Fiscal Year:

Develop an Information Technology Strategic Plan, focusing on the needs of the community/residents in their web-based interactions with City Hall.

As a first step toward this goal, the City engaged Pacific Technologies, Inc. (PTI) to gather community input regarding its eGovernment services, independently assess its web presence, benchmark its online services against peer cities, and identify considerations for future eGovernment investments.

The remainder of this executive summary documents our assessment methodology, summarizes key findings, and presents PTI's recommendations to extend the use of technology to enhance online services and civic engagement.

Assessment Methodology

During a City Council study session in March 2011, PTI facilitated an initial dialog with Council Members regarding their vision for eGovernment services. Grounded with this understanding, we conducted our assessment for the City using the following methodology.

- ♦ **Community Focus Group.** In April, the City and PTI invited residents via a press release to take part in a community focus group meeting. Public participants shared their expectations for web-based government services and online interactions with the City. PTI captured citizens' views of how well the City meets those expectations and where these services can be enhanced. Focus group discussion considered ease of use, access to information, and transactional capabilities.

To gather input from the business community, the City invited over 700 business representatives to a separate focus group meeting. However, no representatives were able to attend. As a result, City staff conducted a direct outreach effort by attending meetings of the Chamber of Commerce and the Business Issues & Public Policy (BIPP) Committee. Additionally, City staff provided a sample of Mountain View's available online services and solicited feedback via email from the Central Business Association.

- ♦ **Online Community Input.** In public press releases and through its website, the City invited the public to share their perceptions of the City's current eGovernment services, including the use of social media and mobile applications, via email submissions from March 24 through April 5.

Mountain View invited citizens and businesses to share their perceptions of the City's eGovernment services.

- ♦ **Interviews.** PTI conducted a total of 10 interviews with City management including the assistant to the City manager, City clerk, police chief, fire chief, the directors of community development, community services, finance and administrative services, library, and public works as well as the City's information technology manager. Interviewees provided their perspectives on how well the City is meeting customer expectations for eGovernment services today and how it might improve these services in the future.
- ♦ **City Staff Focus Groups.** We facilitated three focus groups with a total of nearly 40 City staff – representing all City departments – who regularly interact with Mountain View's citizens, businesses, and government partners. Participants shared their experiences with the public's demand for online services and identified specific strengths and opportunities for improvement.
- ♦ **Website Maturity Assessment.** Using a rating scale based on P.K. Argarwal's eGovernment maturity model,¹ PTI independently assessed the maturity of the City's web-based services, including the use of social media and mobile applications. Appendix A defines the web-based services included in the scope of this study and Appendix B provides the results of our assessment.
- ♦ **Peer City Survey.** In April, the City invited 10 peer and best practice cities² to participate in a municipal eGovernment survey. Eight cities responded to the written survey and six of these cities participated in a follow up interview with PTI. Each of these cities self-assessed the maturity of their web-based services based on the same maturity model described above. PTI reviewed these cities' websites to validate the self-assessments. PTI also invited them to share any advice or lessons learned for a city seeking to enhance its eGovernment capabilities. Appendix C lists these surveyed cities and provides summarizes their survey responses.

¹ This rating scale refers to the PITIT model, also known as "P.K.'s Ladder." P.K. Argarwal, the former director of California's Office of Technology Services, developed this model in the mid-1990s, which describes the operational progression toward eGovernment that developed over time into PITIT – Publish, Interact, Transact, Integrate, and Transform.

² The City identified six peer California cities to survey. PTI identified four additional best practice cities: Berkeley, CA; Roanoke, VA; Roseville, CA; and Simi Valley, CA. Each of these cities was recognized in 2010 as a top 10 digital city (75,000 to 124,999 population) based on an annual survey conducted by The Center for Digital Government.

Since 2006, the City has made several enhancements to improve citizens' and business' online experience.

A Strong Foundation for the Future

In 2006, the City evaluated the state of its IT systems. That assessment noted the lack of electronic access to public documents, an outdated and difficult to maintain website, and internet connectivity insufficient to meet public demand. Since then, the City upgraded its internet connection from 2 megabit per second (mbps) to 100 mbps and made several additional enhancements to improve citizens' and business' online experience. These include:

- ◆ **Website Content Management.** In 2006 the City implemented Civica, a content management system that allows City staff – without extensive web design or programming skills – to update and maintain website content.
- ◆ **Electronic Document Imaging and Management.** The City implemented Laserfiche in 2007 to scan and manage electronic City documents, including public records such as Council meeting packets, Council policies, capital improvement program documents, City election filings, and budget documents. In early 2011 the City upgraded Laserfiche to enhance online search functionality for the public.
- ◆ **Webcasting.** In 2008 Mountain View implemented Granicus to provide citizens a portal to view or listen to City Council and other public meetings.
- ◆ **Ask Mountain View.** Implemented by the City in 2009, Ask Mountain View offers the public an easy-to-use method to submit questions, suggestions, and concerns, and track existing requests online 24 hours per day, seven days a week.
- ◆ **Electronic Newsletters.** Also, in 2009, the City implemented E-Notify to provide citizens an easy way to subscribe to information about City programs and projects.
- ◆ **Online Transactional Capabilities.** Mountain View also upgraded a number of business applications to improve transactional capabilities and enhance the online experience for the public. The City upgraded its computer golf software (CGS) and its recreation software (CLASS) to improve the security of payment card data in compliance with Payment Card Industry (PCI) data security standards. The City just recently completed an upgrade of CopLogic to enhance online crime reporting. Future plans include replacement of Mountain View's current permitting system to streamline the online permitting process, and the implementation of electronic billing for the City's utility customers.

These recent enhancements provide a strong foundation for eGovernment services at Mountain View. The following section identifies key opportunities for future improvements.

Customers express high expectations for interactive self service; anywhere, anytime access; and ease of use.

Key Opportunities for Improvement

PTI learned about the City's customer expectations for eGovernment services based on citizen input during the community focus group, public feedback via Mountain View's website, interviews with City executives, and conversations with City staff who regularly interact with Mountain View's citizens, businesses, and government partners. At a summary level, customers express high expectations for:

- ♦ **Interactive self service.** The ability to access public documents and conduct business with the City online and real-time.
- ♦ **Anytime, anywhere access.** The ability to access government and information services 24 hours per day, seven day a week, incorporating the use of social media and mobile applications.
- ♦ **Ease of use.** The degree to which online information and services are simple and intuitive to navigate, and accessible to non-English speaking users or users with disabilities.

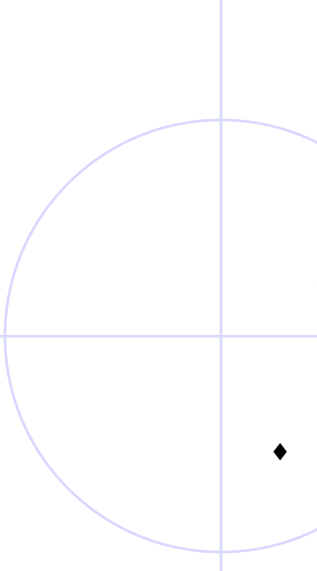
The following presents key opportunities for improvements to the City's eGovernment services, aligned with these high-priority areas of customer demand.

Interactive Self Service

- ♦ **The City offers only limited online access to public documents.** Mountain View offers a Laserfiche web link to provide online access to selected City documents. A recent upgrade enables users to conduct key word searches within documents and retrieve documents exceeding 75 pages in length. However, this web link is not integrated with the City's main website (i.e., customers cannot search for these documents using the main website search feature). In addition, the site limits document access to just a subset of available public records. As one citizen shared, "*Cities like San Jose have web access to view all development proposals, construction permits, and tree removal applications/permits. It would be nice if Mountain View did the same.*"
- ♦ **Although the City offers a variety of web-based self services, many transactions still are not available online.** Community services, community development, the library, police, fire, and the Center for Performing Arts provide many online self service offerings – including the ability to register for recreation classes, pay fees and fines, purchase theater tickets, and submit application forms and incident reports. However, the public currently cannot apply to volunteer online, make facility reservations, apply for or renew a license, request or schedule an inspection, apply for water or sewer service, make associated online payments, or conduct other high volume transactions.

Anytime, Anywhere Access

- ♦ **While Ask Mountain View offers an easy way for citizens to contact the City, it does not represent a fully functional constituent relationship management system (CRM).** Comcate, a



northern California web-based software provider, provides Ask Mountain View as a hosted service to the City. It provides similar services to the cities of Alameda, Cupertino, Laguna Niguel, Monrovia, and Pomona as well as Orange and Sonoma counties among others. Comcate's eFeedbackManager (eFM) captures, routes, and tracks public requests submitted via Ask Mountain View. The Citizen Mobile Access module offers mobile access to Ask Mountain View for iPhone users. Unlike fully functional CRM systems, however, Ask Mountain View lacks integration with the City's core back-end systems (e.g., Hansen for maintenance management.) This results in redundant data entry and the potential for delayed service response.

- ◆ **Online subscription services are limited.** Citizens can – and many do – subscribe to electronic notifications for City press releases as well as City Council, community development, and bicycle/pedestrian advisory committee meetings. However, in the community focus group and public comments gathered as part of this assessment, citizens expressed a demand for expanded subscription services, including updates regarding the environmental planning commission, parks and recreation commission, human relations commission, library board, and youth advisory committee.

Ease of Use

- ◆ **The public and staff find it difficult to navigate the website.** While customers and City staff alike recognize that there is a tremendous amount of information available on Mountain View's website, many find it cumbersome to navigate and difficult to locate specific information. Users must navigate away from the main webpage to a Laserfiche web link to search for public records, and many time-sensitive announcements and frequently accessed information reside several levels deep – and numerous “clicks” away from the home page.
- ◆ **The website does not meet some American with Disabilities Act (ADA) compliance guidelines.** While Mountain View's website is ADA compliant in most areas, viewers are not able to resize the font to improve readability, and many images are not tagged to be used by assistive technologies for visually impaired users. In addition, while not specified by ADA compliance guidelines, the City does not currently offer close captioning of City Council meetings. As part of the City's outreach efforts, representatives of the business community also expressed a desire for close captioning of the City Council's webcasts during a recent Business Issues & Public Policy (BIPP) Committee.
- ◆ **The website does not provide content translation services for non-English speaking members of the public.** The City offers translation services for Ask Mountain View requests and responses, and provides many online documents translated into multiple languages as part of its multi-language outreach program. However, its website offers only one language option for webpage content: English. Mountain View does not provide online translation services of its contents to non-English speakers.

Website Maturity Assessment

PTI independently assessed the maturity level of each of the City's web-based services,³ including the use of social media and mobile applications. We employed the following rating scale based on P.K. Argarwal's eGovernment maturity model.⁴

- ◆ Level 1: **Basic form of eGovernment.** No customer interaction, static posting of simple information, website links, and downloadable documents and forms.
- ◆ Level 2: **Simple interactions between government and customers.** Basic search engines, email requests, simple account inquiry, limited online help (such as FAQs), online surveys.
- ◆ Level 3: **Complete online transactions.** Application submission, reservations, registration, online payment, personal information updates.
- ◆ Level 4: **Community-centric services.** Integrated, citywide services and interactions that trigger internal business processes and workflow, optimized access to a wide variety of mobile devices.

Representatives from all City departments validated PTI's findings. Many of Mountain View's web-based services reflect a level 3 maturity on the maturity scale – offering citizens and businesses online transaction capabilities, including the ability to submit applications, make reservations, register for classes and events, and make selected online payments (e.g., performing arts tickets, parking citations). Other services, such as public requests and document searches, the library, permit management, public safety incident reports, and tickets and citations, indicate a level 4 on the maturity continuum. These extensive self-service features are seamlessly integrated with fully automated “back office” functions – expediting the process of doing business with the City and reducing City labor requirements. Some services continue to offer only basic information and simple form downloads (level 2). These include neighborhood services and programs, senior services, housing, fire and building inspections, public works, and water/wastewater/sewer services. The table on the following page illustrates a summary of PTI's maturity assessment for each of the City's web-based services. Appendix B provides the detailed results of this assessment.

³ Appendix A provides a list of the web-based services included in the scope of this study.

⁴ This rating scale refers to the PITIT model, also known as “P.K.'s Ladder.” P.K. Argarwal, the former director of California's Office of Technology Services, developed this model in the mid-1990s, which describes the operational progression toward eGovernment that developed over time into PITIT – Publish, Interact, Transact, Integrate, and Transform.

The majority of the City's web-based services reflect a level 3 maturity level – offering citizens and business online transaction capabilities.

eGovernment Maturity Level Assessment Summary

	1	2	3	4
Services Area	Basic Form of eGovernment	Simple Interactions	Complete Online Transactions	Community-centric Services
Community		• Neighborhood programs • Senior services	• Children and youth • Cultural and performing arts • Parks and recreation	• Library
Governance & Administration		• Licensing • Community/Media relations	• City Council • Purchasing • Employment/recruitment	• Citizen inquiries and feedback • Public records
Planning & Development		• Environmental compliance • Housing	• Code enforcement • Economic development	• Permit management
Public Safety		• Fire and building inspections	• Emergency services/disaster preparedness • Public safety education	• Incident reports • Tickets and citations
Public Works		• Facilities management • Transportation/traffic		
Utility		• Conservation • Recycling • Solid waste • Water/Wastewater/Sewer		

PTI also evaluated the distribution of Mountain View's web-based services in total across the maturity spectrum. The figure on the following page illustrates that the majority of the City's web-based services reflect a level 3 maturity level.

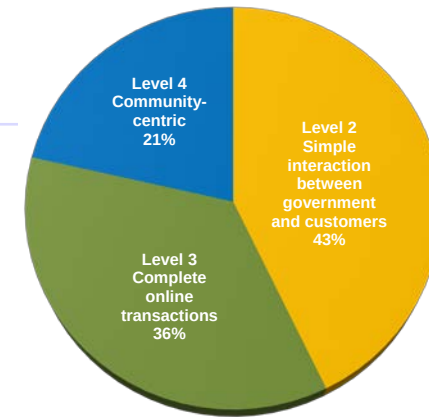
Mountain View already exceeds the eGovernment maturity level of several of the cities surveyed as part of this assessment, which offer only basic or simple interactions for a majority of their web-based services.

As previously indicated, Ask Mountain View significantly contributed to the City's web services maturation – providing citizens and businesses an easy way to interact with the City online. However, an evolution to truly community-centric services (level 4) will require tighter integration of the City's core operational and administrative systems to automate workflow and reduce duplicate data entry.

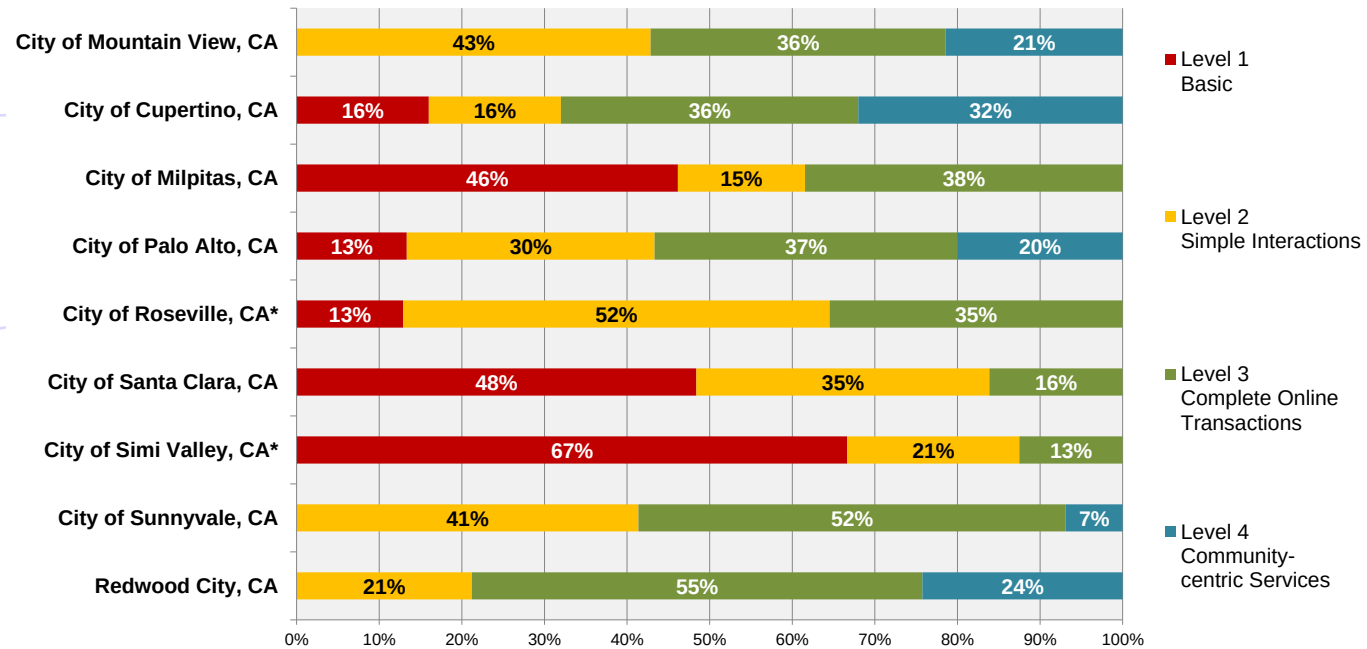
Peer City Survey

PTI conducted a survey of peer and best practice cities, which asked respondents to self-assess the maturity of their web-based services based on the maturity model described in the previous section. Most surveyed municipalities – and most cities in PTI's experience – have not yet matured beyond level 2 or 3 in their eGovernment services. Mountain View already exceeds the eGovernment maturity level of several of the cities surveyed as part of this assessment, which offer only basic (level 1) or simple interactions (level 2) for a majority of their web-based services – including Roseville and Simi Valley which were both recognized as a top 10 digital city (75,000 to 124,999 population) based on an annual survey conducted by The Center for Digital Government in 2010. Only Cupertino and Redwood City offer more truly community-centric eGovernment services (level 4) than Mountain View and exceed Mountain View in the total number of online self services that have achieved level 3 or 4 maturity. The figure on the following page illustrates the allocation of web-based services across the maturity spectrum for Mountain View and each of the surveyed cities.

**Web-based Services
Maturity Level Distribution**



Municipal eGovernment Maturity Level Survey Results Summary⁵



*Recognized in 2010 as a top 10 digital city (75,000 to 124,999 population) based on an annual survey conducted by The Center for Digital Government.

Appendix C summarizes these cities' survey responses.

⁵ Note that percentage allocations are based on the municipal services provided by the City and may not total to 100% due to rounding error. Not all cities provide the same municipal services (for example, the City of Palo Alto and Redwood City both provide gas, electric, and solid waste services, while many of the other surveyed cities do not).

Mountain View's citizens, businesses, and government partners increasingly expect to interact with a virtual City Hall – conducting business “online” rather than in line.

Considerations for Future Investments

Mountain View's citizens, businesses, and government partners have high expectations for web-based government services, and increasingly expect to interact with a virtual City Hall – conducting business “online” rather than in line. To that end, PTI identified the following opportunities to extend online transactional capabilities, enhance anytime, anywhere access, and improve ease of use. It was not within the scope of this study to prioritize or cost these opportunities.

Investment Opportunities Summary

Customer Expectation	Consideration for Future Investment
Interactive Self Service	• Enhance document access and website search capabilities • Extend online transaction and bill payment capabilities – improve integration with core City applications • Offer interactive, online maps
Anywhere, Anytime Access	• Enhance customer relationship management (CRM) automation • Expand subscription services • Establish social media policies
Ease of Use	• Explore redesign efforts to streamline navigation • Design for American with Disabilities Act (ADA) compliance • Provide foreign language translation services for the website

The following details these recommendations.

Interactive Self Service

- ♦ **Enhance document access and website search capabilities.** Based on community input, access to public documents represents one of the top reasons citizens and businesses most frequently visit the City's website. They expect to be able to easily find documents such as Council meeting agendas and minutes, the general plan, annual budgets, municipal codes, and other public records. Advanced search engines can index site content as well as offline document repositories, and dynamically adjust search results by relevance ranking and to reflect popular choices. Note that, to leverage these capabilities, the City must ensure indexed data is appropriately categorized and tagged.

Expand the number of documents available online, such as development proposals and constructions permits, based on demand volume. Integrate the City's website search engine with

Laserfiche so that website searches result in both website content as well as public documents – eliminating the need for citizens to navigate away from the main web page to conduct searches.

Benefits

- Provides citizens and businesses an easy way to access information and public records
- Eliminates the need to navigate to two separate search engines (and web pages) to locate public documents and government information
- Diminishes public frustration with online search capabilities
- Reduces visits to City Hall for information and document requests

- ◆ **Extend online transaction and bill payment capabilities – improve integration with core City applications.** Our assessment efforts indicate that increased transactional functionality is one of the greatest unmet needs surrounding current eGovernment services.

Utilize the inherent web functionality of major applications, if available, or interface core administrative systems to support expanded online scheduling, class registration, facility reservation, application, and bill payment capabilities.

Benefits

- Expands self-service options for citizens and businesses
- Expedites many customer interactions
- Automates many business processes
- Increases operational efficiencies
- Frees City workers for higher value tasks

- ◆ **Offer interactive, online maps.** Online interactive mapping allows the public to view City demographics, zoning information, crime statistics, economic development activity and other City-related geographic data on demand.

Extend the City's geographic information system (GIS) web interfaces to offer enhanced access to geospatial information.⁶

Benefits

- Offers customers dynamic, geographically-based information in an easy-to-use, familiar format

⁶ The City is in process of implementing GIS Enterprise to offer enhanced online map services to citizens and businesses.



Anytime, Anywhere Access

- ♦ **Enhance constituent relationship management (CRM) automation.** As previously stated, Ask Mountain View provides citizens and businesses an easy way to submit questions, suggestions, and concerns, and track existing requests online. However, it does not integrate with the City's core operational and administrative systems to trigger internal business processes, automate workflow, and reduce duplicate data entry.

Evaluate opportunities to integrate Comcate's eFM with the City's core applications to automate internal business processes. If this is not possible, assess alternate constituent relationship management systems.

Benefits

- Promotes citizen engagement
- Improves the City's ability to manage customer contacts
- Streamlines business operations

- ♦ **Expand subscription services.** Electronic notifications keep the public engaged in City government and effectively target communications.

Extend subscription services to include electronic notifications for all City commissions, boards, and active committees.

Benefits

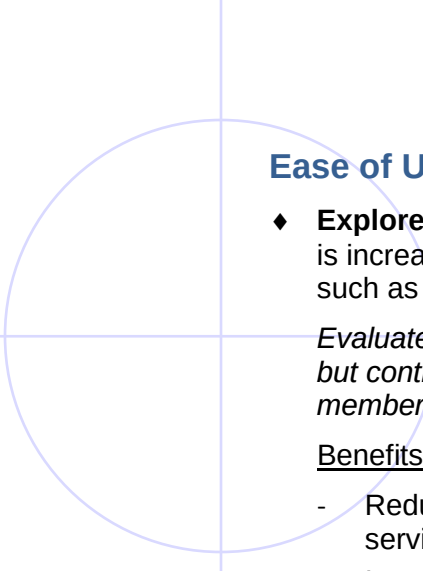
- Provides constituents information directly relevant to their needs/interests
- Extends outreach efforts in a convenient, cost-effective manner

- ♦ **Establish social media policies.** Social media presents new – and more cost effective – opportunities to communicate with residents and businesses.

Continue with the City's current efforts to establish policies and use guidelines for its Facebook presence, and expand utilization of Twitter for emergency and event communications.

Benefits

- Offers more targeted communications
- Provides a forum for direct feedback
- Attracts more follows due to the popularity and broad acceptance of social media



Ease of Use

- ◆ **Explore redesign efforts to streamline navigation.** Organizing content around constituent needs is increasing in popularity among municipalities and manifests itself in broad navigational themes such as “live,” “work,” and “play.”

Evaluate a website redesign to structure content around a “citizen-centric” or “life-event” metaphor – but continue to offer the option of navigating by department. Consider enlisting community members to identify, prioritize, and test website improvements.

Benefits

- Reduces the number of clicks and web pages required for customers to access information and services
- Increases citizen and business satisfaction with eGovernment

- ◆ **Design for American with Disabilities Act (ADA) compliance.** Just as Mountain View’s City Hall accommodates disabled customers through its use of ramps, elevators and Braille, the City’s website – as a virtual City Hall – must also be accessible to users with disabilities.

Design web pages to meet or exceed federal guidelines surrounding keyboard navigation, legibility, language use, text size, and feedback and support. Also consider enlisting disabled representatives to regularly test the accessibility of City web pages. Offer close captioning for City Council webcasts.

Benefits

- Facilitates navigation and information access for customers with sight and/or hearing disabilities
- Provides access to City Council meetings for customers with hearing disabilities

- ◆ **Provide foreign language translation services for the website.** Maintaining alternate language versions of the City’s website may require additional investment and support, but it provides non-English speaking customers access to vital government information and services.

At a minimum, consider a free or low cost translation service to translate web pages into multiple languages, aligned with current and projected City demographic indicators.

Benefits

- Ensures the City’s stakeholders can easily access the same website information and services in a variety of languages

The City can best leverage this eGovernment analysis by placing it within the broader context of a citywide IT strategic plan.

Conclusion

During a City Council study session in March 2011, Council Members articulated a vision for Mountain View eGovernment services in which web-based municipal services that centered on the following key components:

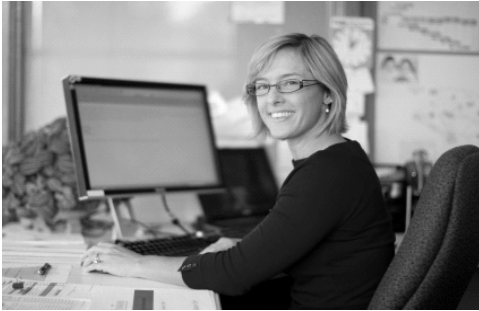
- ◆ **Provide easy to use, integrated, community access to government services**
- ◆ **Promote citizen engagement and collaboration**
- ◆ **Foster regional partnerships**
- ◆ **Leverage emerging technologies**
- ◆ **Increase the City's operational efficiency, effectiveness, and transparency**

Mountain View has already expanded its eGovernment services to engage citizens and enhance their interactions with a virtual City Hall – including the implementation of Ask Mountain View, electronic newsletters, and more online transactional capabilities. This assessment offers additional considerations for future investment to extend online self service for citizens; enhance anytime, anywhere access to government; and improve the website's ease of use.

The City can best leverage this eGovernment analysis by placing it within the broader context of a citywide IT strategic plan. Effective web-based delivery of municipal services requires clear and agreed-upon strategies for supporting technologies and processes that include:

- ◆ Business applications – the software that support the City's business functions and web-based services
- ◆ Technical infrastructure – the hardware, systems software, databases, and network components that support Mountain View's business applications
- ◆ IT labor and service delivery – the IT organizational structure and staffing approaches that support the City's applications and IT infrastructure
- ◆ IT governance – the decision making processes, roles, and tools that support IT planning and guide IT investments

To ensure that the City's future IT strategic plan effectively achieves the Council's vision for eGovernment services, it must viably address each of these areas, grounded in the results of this assessment – and focused on the needs of the Mountain View community.



Appendix A **Web-based Services Definitions**

As part of this eGovernment assessment, PTI independently assessed the maturity of the City's web-based services and conducted a survey in which peer and best practice cities conducted a similar self-assessment. This appendix lists the municipal services included in the scope of this study and provides a sampling of the associated online customer interactions typically available in a mature eGovernment environment. Appendix B presents PTI's assessment of Mountain View's web-based services and Appendix C summarizes the responses from surveyed cities.

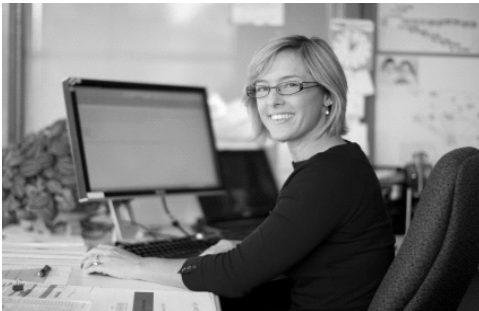
A

Municipal Service		Typical Customer Interactions	
Community Services			
Children and Youth		• Access children and youth services and programs • Enroll in classes or programs • View links to external resources and sites	
Cultural and Performing Arts		• Purchase tickets/make payments • Take a virtual tour of performing arts facilities • View and search interactive calendar of events • View seating charts	
Library		• Apply for a library card • Pay fees and fines • Renew books • Submit a request • View and search library catalog • View calendar of events • View your library record	
Neighborhood Services/Programs		• View neighborhood maps • Enroll in programs	
Parks and Recreation		• Apply for facilities use and permits • Download parks and recreation guides • View parks' and trails' locations	
Senior		• Access senior resources • Enroll in programs	
Governance and Administration			
Citizen Inquiries and Feedback		• Access municipal codes • Create customer account • Provide feedback • Request information • Submit comments or general questions to the City Manager	

Municipal Service	Typical Customer Interactions
City Council	• Communicate with City Council Members • Download City Council packet • View City Council meeting agendas • View live Web casts or videos of City Council meetings
Community/Media Relations	• Post announcements • Request information or media statements
Employment/Recruitment	• Apply for a job • Track job status
Licensing	• Apply for a license • Pay associated licensing fees
Public Records	• Pay records request fees • Request records
Purchasing	• Conduct procurement • Create vendor account • Search bid opportunities • Submit bid or proposals • Track status of procurement
Planning and Development	
Code Enforcement	• Access code compliance actions • Initiate serve request to generate a code compliance case/inspection • Pay compliance action fees
Economic Development	• View economic resources and external links • View maps related to economic information
Environmental Compliance	• Access Environmental Impact Assessments (EIA) reports • Access California Environmental Quality Act (CEQA)-related information • Access interactive maps of environmental indicators
Housing	• Access housing programs • Download policies and procedures • Request mediation services • View housing maps

Municipal Service		Typical Customer Interactions	
Permit Management		• Apply for a permit • Submit documentation (e.g., plans, scanned documents) • Submit payment • Request inspection • Track permit status	
Public Safety			
Animal Control		• View animal control contact information • Request animal control services	
Court Documents		• Pay fees for associated court document requests • Request court documents	
Emergency Services/Disaster Preparedness		• View emergency services/disaster preparedness policies and procedures	
Fire and Building Inspections		• Request inspection • View inspection status	
Incident Reports		• File incident report (e.g., graffiti, other crimes) • View incident report status	
Public Safety Education		• Enroll in public safety education classes (e.g., CPR, CERT) • Request fire safety education	
Tickets And Citations		• Pay tickets, fees, or fines online	
Public Works			
Facilities Management		• Pay associated rental fees • Submit facilities rental request • View schedule of events	
Transportation/Traffic		• Access City bus schedules • Renew vehicle registrations • Report traffic concerns (e.g., pothole) • Request new traffic signal	
Utility Services			
Cable		• Request maintenance or refund • Set up and maintain customer account • Submit payment	
Conservation		• Download conservation information • View maps	

Municipal Service	Typical Customer Interactions
Electric	• Request maintenance or inspection • Set up and maintain customer account
Gas	• Request maintenance or inspection • Set up and maintain customer account
Recycling	• Link to external service provider • Manage account • Request recycling services • View recycling schedules
Solid Waste	• Download and print solid waste collection schedule • View policies and procedures
Water/Wastewater/Sewer	• Make utility payment • Request maintenance for water/wastewater/sewer services • Request turn on/off service • View policies and procedures



Appendix B Website Assessment

Using the following rating scale based on P.K. Argarwal's eGovernment maturity model,⁷ PTI independently assessed the maturity of the City's web-based services.

- ◆ **Level 1: Basic form of eGovernment.** No customer interaction, static posting of simple information, website links, and downloadable documents and forms.
- ◆ **Level 2: Simple interactions between government and customers.** Basic search engines, email requests, simple account inquiry, limited online help (such as FAQs), online surveys.
- ◆ **Level 3: Complete online transactions.** Application submission, reservations, registration, online payment, personal information updates.
- ◆ **Level 4: Community-centric services.** Integrated, citywide services and interactions that trigger internal business processes and workflow, optimized access to a wide variety of mobile devices.

Representatives from all City departments validated PTI's findings. This appendix provides the results of this assessment.

Municipal Service	N/A	Level 1	Level 2	Level 3	Level 4	Strengths and Opportunities
Community Services						
Children and Youth	☐	☐	☐	☒	☐	Provides self-service features, including the ability to: + Download program and class schedules + Complete online forms + Register for some classes (after a class registration form is approved and user is assigned a login) + Link to youth and teen resources and programs Lacks ability to: - Submit some class registration forms - Register for the BEAT After School Program at Graham Middle School - Support integrated workflow (e.g., automatically schedule a course after application is received) - Conduct transactions via mobile device
Cultural and Performing Arts	☐	☐	☐	☒	☐	Provides self-service features, including the ability to: + Download the City's Preview magazine + Subscribe to eSpotlight to receive the Center's latest discount ticket offers and event updates via email + Order tickets via tickets.com and an external City website managed by Silicon Valley (www.theatreworks.org) Lacks the ability to: - Use basic mapping functionality to view directions - Complete some online transactions (e.g., submit a Request for Booking form online)

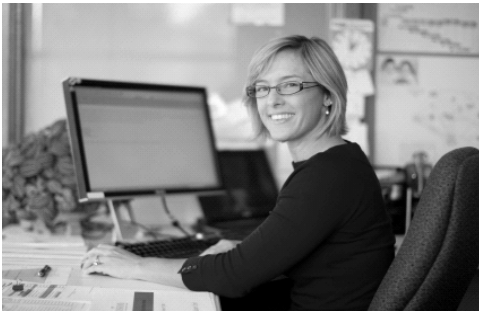
⁷ This rating scale refers to the PITIT model, also known as "P.K.'s Ladder." P.K. Argarwal, the former director of California's Office of Technology Services, developed this model in the mid-1990s, which describes the operational progression toward eGovernment that developed over time into PITIT – Publish, Interact, Transact, Integrate, and Transform.

Municipal Service	N/A	Level 1	Level 2	Level 3	Level 4	Strengths and Opportunities
Library	☐	☐	☐	☐	☒	– Conduct transactions via mobile device (e.g., book tickets online) Provides extensive self-service features, including the ability to: + Complete online transactions and offer integrated, citywide services and interactions that trigger internal business processes and workflow, including: • Apply for a library card • Renew library books • Access library records and pay fines • Make a donation via credit card using libris.ci.mtnview.ca.us/donate • Check in/out as a volunteer (via Mountain View Public Library information center at www.vlogistics.com) Lacks the ability to: – Reserve library meeting rooms
Neighborhood Services/Programs	☐	☐	☒	☐	☐	Provides some self-service features, including the ability to: + View up-to-date information and announcements + View neighborhood crime statistics report and program information + Submit inquiries and report issues Lacks the ability to: – Submit a volunteer application to join the City's Mediation Program – Enroll in training sessions – Submit an application for Below Market Rate (BMR) program
Parks and Recreation	☐	☐	☐	☒	☐	Provides self-service features, including the ability to: + View basic information (e.g., park maps, trail guides, programs) + Register for classes and pay associated fees (via CLASS) Lacks the ability to: – Submit forms online and pay associated fees (e.g., park use application for Cuesta/Rengstorff large group areas, BBQ application) – Offer optimized access (e.g. the map of City facilities only available via pdf for non-iPhone or iPadq users)
Senior	☐	☐	☒	☐	☐	Provides some self-service features, including the ability to: + View basic information (e.g., monthly newsletters and prime time news, classes, nutrition program menus, related resources for seniors) + Participate in online surveys to rate the City's performance Lacks the ability to: – Complete some online transactions (e.g., submit a senior center garden plot permit application, schedule and request the use of the Senior Center) – Offer optimized mobile access (e.g., Mountain View's senior center winter/spring 2011 class guide only available via pdf)
Governance and Administration Services						
Citizen Inquiries and Feedback	☐	☐	☐	☐	☒	Provides extensive self-service features, including the ability to: + Enroll and manage electronic notifications via E-Notify + Subscribe to Ask Mountain View, which allows customers to track responses to questions and comments
City Council	☐	☐	☐	☒	☐	Provides self-service features, including the ability to: + View Council meeting information (e.g., schedule) and documents (e.g., packets, agendas) via http://laserfiche.mountainview.gov + View Webcast meetings + Email Council Members directly using email links + Download presentations (e.g., Mountain View – State of the City Presentation)

Municipal Service	N/A	Level 1	Level 2	Level 3	Level 4	Strengths and Opportunities
						+ Access links to receive electronic notifications for City Council meeting agendas Lacks the ability to: - Download Fair Political Practices forms, including: Form 470 (Officeholder and Candidate Campaign Statement-Short Form, 501 (Candidate Intention Statement), 410 (Statement of Organization Recipient Committee), 460 (Recipient Committee Campaign Statement) - Download community service application form - Offer optimized mobile access
Community/ Media Relations	☐	☐	☒	☐	☐	Provides some self-service features, including the ability to: + Access press releases + Subscribe to electronic notifications + Subscribe to Ask Mountain View
Employment/ Recruitment	☐	☐	☐	☒	☐	Provides self-service features, including the ability to: + Access Cal Opps, the State of California's job website + Manage account (e.g., create account profile, manage and track job application status) Lacks the ability to: - Fully integrate with the City's human resource management system to route job applications to departments
Licensing	☐	☐	☒	☐	☐	Provides some self-service features, including the ability to: - View basic information (e.g., procedures, licensing requirements) Lacks the ability to: - Submit applications and pay associated fees (e.g., apply for a business license application, obtain or renew a business license, apply for an animal license) - Offer optimized mobile access
Public Records	☐	☐	☐	☐	☒	Provides self-service features, including the ability to: + Search selected public records + Submit a public records request and track status of request + Conduct key work searches within documents Lacks the ability to: - Access some documents of public interest
Purchasing	☐	☐	☐	☒	☐	Provides self-service features, including the ability to: + Submit vendor registration forms online + View bid opportunities through an external City website (ebidboard.com) + View bid tabulations and awards + Participate in online vendor surveys (via survey monkey.com) Lacks the ability to: - Offer optimized mobile access
Planning and Development Services						
Code Enforcement	☐	☐	☐	☒	☐	Provides self-service features, including the ability to: + Search the City's municipal code Lacks the ability to: - Offer optimized mobile access
Economic Development	☐	☐	☐	☒	☐	Provides self-service features, including the ability to: + View basic information, including available commercial properties, improvement plans, parking permits, business resources, overview of starting a business Lacks the ability to: - Offer optimized mobile access

Municipal Service	N/A	Level 1	Level 2	Level 3	Level 4	Strengths and Opportunities
Environmental Compliance	☐	☐	☒	☐	☐	- Join Business Watch Provides some self-service features, including the ability to: + Download the complete environmental compliance plan (ECP) package + Complete the ECP facility map data fields online Lacks the ability to: - Submit the ECP form
Housing	☐	☐	☒	☐	☐	Provides some self-service features, including the ability to: + View basic information and maps + Link to related programs and external sites Lacks the ability to: - Submit an application to become a volunteer mediator for the Mountain View Mediation Program - Submit Below Market Rate In-Lieu Fees Accounting Sheet and pay associated fees
Permit Management	☐	☐	☐	☐	☒	Provides extensive self-service features, including the ability to: + Download permit applications and forms + Register to e-Permits + Submit project review application forms (e.g., application form, project announcement sign requirements, application for temporary use permits, environmental information form, application fee schedule) + View updated status information regarding application process Lacks ability to: + Upload required submittals + Support online collaborative project plan reviews
Public Safety Services						
Animal Control	☒	☐	☐	☐	☐	Mountain View does not provide this service; however, the City provides external links to access municipal codes related to pets and animals and view animal control phone numbers. The City also provides links to the City of Palo Alto's animal control services.
Court Documents	☒	☐	☐	☐	☐	Mountain View does not provide this service; however, the City provides external links to Santa Clara County's Traffic Court's website and instructions to contest a traffic citation.
Emergency Services/ Disaster Preparedness	☐	☐	☐	☒	☐	Provides self-service features, including the ability to: + View basic emergency management/disaster preparedness information + Register for Community Emergency Response Team (CERT) training programs and Personal Emergency Preparedness (PEP) classes Lacks the ability to: - View evacuation routes, emergency shelter locations, hospitals, and other emergency resources
Fire and Building Inspections	☐	☐	☒	☐	☐	Provides some self-service features, including the ability to: - View basic inspection information Lacks the ability to: - Request and schedule inspections
Incident Reports	☐	☐	☐	☐	☒	Provides extensive self-service features, including the ability to: + Submit crime/incident report, suspicious activity, traffic complaint, and abandoned vehicle reports + Automatically route incident reports to case officers via CopLogic + Track status of incident report and receive feedback
Public Safety Education	☐	☐	☐	☒	☐	Provides self-service features, including the ability to: + View basic public safety education information (e.g., CERT class schedules, class

Municipal Service	N/A	Level 1	Level 2	Level 3	Level 4	Strengths and Opportunities
						descriptions) + Register and pay class fees
Tickets and Citations	☐	☐	☐	☐	☒	Provides extensive self-service features, including the ability to: + View basic ticket and citation information + Pay a parking ticket or citation via www.pticket.com/mountainview
Public Works Services						
Facilities Management	☐	☐	☒	☐	☐	Provides self-service features, including the ability to: + View basic facilities information Lacks the ability to: - Reserve a City facility and make associated payments - Trigger internal business processes (e.g. automatically schedule City staff to oversee athletic field use on the day of the reservation)
Transportation/Traffic	☐	☐	☒	☐	☐	Provides self-service features, including the ability to: + View basic information and services Lacks the ability to: - Submit a bicycle license application
Utility Services						
Cable	☒	☐	☐	☐	☐	Mountain View does not provide this service; however, the City posts relevant contact information online in Ask Mountain View frequently asked questions
Conservation	☐	☐	☒	☐	☐	Provides some self-service features, including the ability to: + View basic information + View water conservation videos + Link to water distributor websites Lacks the ability to: - Register for classes (e.g., landscaping)
Electric	☒	☐	☐	☐	☐	Mountain View does not provide this service; however, the City provides links to Pacific Gas & Electric's website and phone number
Gas	☒	☐	☐	☐	☐	Mountain View does not provide this service; however, the City provides links to Pacific Gas & Electric's website and phone number
Recycling	☐	☐	☒	☐	☐	Provides self-service features, including the ability to: + View basic recycling guidelines, location, and program information Lacks the ability to: - Maintain up-to-date information (e.g. outdated holiday tree recycling information) - Complete some online transactions (e.g., Submit Recycle (Rock) Box Contract)
Solid Waste	☐	☐	☒	☐	☐	Provides self-service features, including the ability to: + View basic trash collection information Lacks the ability to: - Pay trash bill - Submit special removal requests for items such as refrigerators, computer monitors, televisions
Water/Wastewater /Sewer	☐	☐	☒	☐	☐	Provides some self-service features, including the ability to: + View basic water and sewer service information, including services offered by the City's Public Services Division Lacks the ability to: - Submit water and sewer service application



Appendix C

Peer City Survey Summary Results

In April 2011, the City of Mountain View invited 10 peer and best practice cities⁸ to participate in a municipal eGovernment survey. Eight cities responded to the written survey and six of these cities participated in a follow up interview with PTI. Two cities did not respond or declined to participate.⁹ The following table lists the surveyed cities and salient population, employee, and budget information.

Surveyed Cities

	Mountain View (CA)	Berkeley (CA)	Cupertino (CA)	Milpitas (CA)	Palo Alto (CA)	Redwood City (CA)	Roanoke (VA)	Roseville (CA)	Santa Clara (CA)	Simi Valley (CA)	Sunnyvale (CA)
City Participation											
Survey	Yes	No	Yes	Yes	Yes	Yes	No	Yes	Yes	Yes	Yes
Interview	Yes	No	Yes	Yes	Yes	No	No	Yes	Yes	No	Yes
Population and Employees¹⁰											
Population ¹¹	74,723		58,747	67,476	64,943	77,712		120,593	118,169	125,026	141,099
Total Employees (FTE) ¹²	584		150	381	600	500		1,285	1011	550	834
IT Employees ¹¹	14		5	14	27	14		34	28	14	20
Annual Operating Budget¹³											
Citywide (in millions) ¹⁴	\$ 209 ¹³		\$72 ¹⁵	\$ 130 ¹³	\$ 446 ¹³	\$ 161		\$ 425	\$ 546 ¹³	\$ 147	\$ 257 ¹³
IT (in millions) ¹¹	\$ 2.8		\$ 1.0	\$ 3.0	\$ 13.9	\$ 2.9		\$ 6.5	\$ 6.5	\$ 3.2	\$ 6.0

Each of the responding cities self-assessed the maturity of their web-based services using a rating scale based on P.K. Argarwal's eGovernment maturity model.¹⁶ PTI reviewed these cities' websites to validate the self-assessments. PTI also invited them share any advice or lessons learned for a city seeking to enhance its eGovernment capabilities. The remainder of this appendix provides a summary of survey responses.

⁸ The City identified six peer California cities to survey. PTI identified four additional best practice cities: Berkeley, CA; Roanoke, VA; Roseville, CA; and Simi Valley, CA. Each of these cities was recognized in 2010 as a top 10 digital city (75,000 to 124,999 population) based on an annual survey conducted by The Center for Digital Government.

⁹ These include the cities of Berkeley and Sunnyvale in California and Roanoke, Virginia.

¹⁰ Employee data does not normalize for temporary, part-time, contract, or volunteer workers.

¹¹ Population data as reported by the California State Department of Finance, estimates as of January 1, 2011.

¹² As self-reported by surveyed cities.

¹³ Listed budget data does not normalize for differences in city services.

¹⁴ As self-reported by surveyed cities, except as noted.

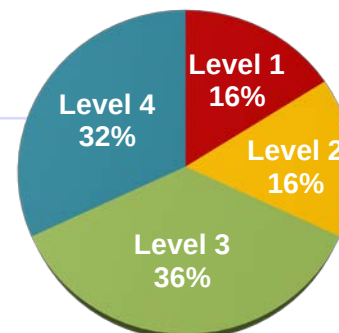
¹⁵ As reported in the City of Mountain View, CA Community Profile.

¹⁶ This rating scale refers to the PITIT model, also known as "P.K.'s Ladder." P.K. Argarwal, the former director of California's Office of Technology Services, developed this model in the mid-1990s, which describes the operational progression toward eGovernment that developed over time into PITIT – Publish, Interact, Transact, Integrate, and Transform.

City of Cupertino, CA

The graph to the right illustrates the distribution of the City's overall web-based services across the maturity spectrum. The following table summarizes the maturity assessment for each of the City's web-based services.

**Web-based Services
Maturity Level Distribution**



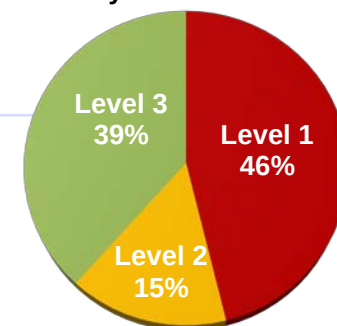
eGovernment Maturity Level Assessment Summary

Maturity Level	1	2	3	4
Services Area	Basic Form of eGovernment	Simple Interactions	Complete Online Transactions	Community-centric Services
Community		• Senior services	• Children and youth • Neighborhood programs • Parks and recreation	
Governance & Administration			• City Council • Employment/ recruitment	• Citizen inquiries and feedback • Community/media relations • Licensing • Public records
Planning & Development			• Economic development • Permit management	• Code enforcement
Public Safety		• Environmental compliance • Housing	• Public safety education	• Fire and building inspections • Incident reports • Tickets/citations
Public Works	• Transportation/traffic	• Emergency services/ disaster preparedness	• Facilities management	
Utility	• Recycling • Solid waste • Water/wastewater/ sewer			

City of Milpitas, CA

The graph to the right illustrates the distribution of the City's overall web-based services across the maturity spectrum. The following table summarizes the maturity assessment for each of the City's web-based services.

**Web-based Services
Maturity Level Distribution**



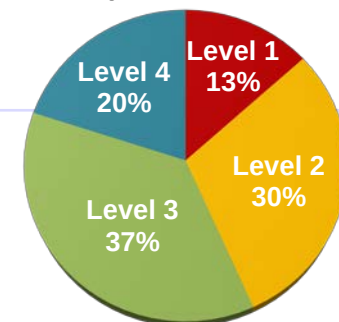
eGovernment Maturity Level Assessment Summary

Maturity Level	1	2	3	4
Services Area	Basic Form of eGovernment	Simple Interactions	Complete Online Transactions	Community-centric Services
Community	• Neighborhood programs • Senior services	• Cultural and performing arts • Citizen inquiries and feedback • Public records • Purchasing	• Children and Youth • Parks and recreation	
Governance & Administration	• Community/media relations		• City Council • Employment/recruitment • Licensing	
Planning & Development	• Environmental compliance • Housing		• Code enforcement • Economic development • Permit management	
Public Safety	• Emergency services/ disaster preparedness • Fire and building inspections • Public safety education		• Incident reports	
Public Works	• Transportation/traffic			
Utility	• Conservation • Recycling • Solid waste		• Water/wastewater/sewer	

City of Palo Alto, CA

The graph to the right illustrates the distribution of the City's overall web-based services across the maturity spectrum. The following table summarizes the maturity assessment for each of the City's web-based services.

**Web-based Services
Maturity Level Distribution**



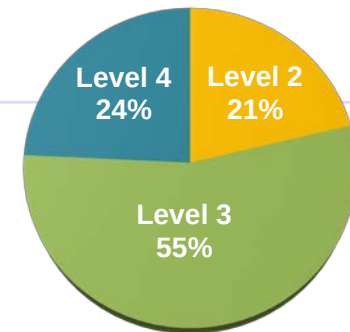
eGovernment Maturity Level Assessment Summary

Maturity Level	1	2	3	4
Services Area	Basic Form of eGovernment	Simple Interactions	Complete Online Transactions	Community-centric Services
Community	• Senior services		• Children and youth • Cultural and performing arts • Parks and recreation	• Library
Governance & Administration	• Public records	• Citizen inquiries and feedback • Community/media relations • Purchasing	• City Council	• Employment/ recruitment
Planning & Development		• Code enforcement • Economic development • Environmental compliance • Housing	• Permit management	
Public Safety	• Animal control • Public safety education		• Fire and building inspections • Tickets and citations	• Emergency services/ disaster preparedness • Incident reports
Public Works		• Transportation/ traffic		• Facilities management
Utility		• Recycling	• Conservation • Gas • Solid waste • Water/Wastewater/sewer	• Electric

Redwood City, CA

The graph to the right illustrates the distribution of the City's overall web-based services across the maturity spectrum. The following table summarizes the maturity assessment for each of the City's web-based services.

**Web-based Services
Maturity Level Distribution**



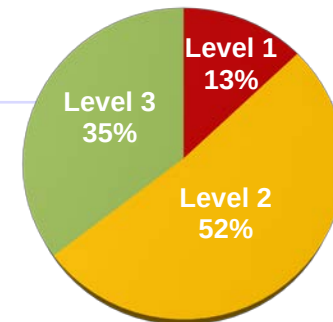
eGovernment Maturity Level Assessment Summary

Maturity Level	1	2	3	4
Services Area	Basic Form of eGovernment	Simple Interactions	Complete Online Transactions	Community-centric Services
Community			- Children and youth - Cultural and performing arts - Neighborhood programs - Senior services	- Library - Parks and recreation
Governance & Administration		- Citizen inquiries and feedback - Public records	- City Council - Purchasing	- Community/media relations - Employment/ recruitment - Licensing
Planning & Development			- Code enforcement - Economic development - Environmental compliance - Housing - Permit management	
Public Safety		- Court documents - Emergency services/disaster preparedness - Fire and building inspections - Public safety education	- Incident reports - Tickets and citations	
Public Works			- Facilities management - Transportation/traffic	
Utility		Conservation	- Electric - Gas - Recycling	- Cable - Waste/wastewater/ sewer

City of Roseville, CA

The graph to the right illustrates the distribution of the City's overall web-based services across the maturity spectrum. The following table summarizes the maturity assessment for each of the City's web-based services.

**Web-based Services
Maturity Level Distribution**



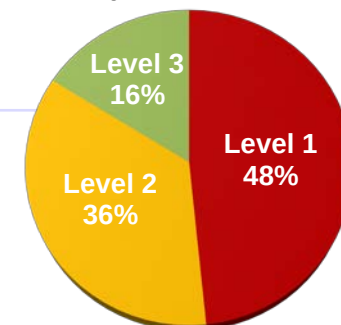
eGovernment Maturity Level Assessment Summary

Maturity Level	1	2	3	4
Services Area	Basic Form of eGovernment	Simple Interactions	Complete Online Transactions	Community-centric Services
Community	Senior services	- Cultural and performing arts - Neighborhood programs	- Children and youth - Library - Parks and recreation	
Governance & Administration			- Citizen inquiries and feedback - City Council - Community/media relations - Employment/ recruitment - Licensing - Public records - Purchasing	
Planning & Development	Environmental compliance	- Code enforcement - Economic development - Housing - Permit management		
Public Safety	Fire and building inspections	- Animal control - Emergency services/disaster preparedness - Incident reports - Public safety education - Tickets and citations		
Public Works	Facilities mgmt.	Transportation/traffic		
Utility		- Conservation - Recycling - Solid Waste - Water/wastewater/sewer	Electric	

City of Santa Clara, CA

The graph to the right illustrates the distribution of the City's overall web-based services across the maturity spectrum. The following table summarizes the maturity assessment for each of the City's web-based services.

**Web-based Services
Maturity Level Distribution**



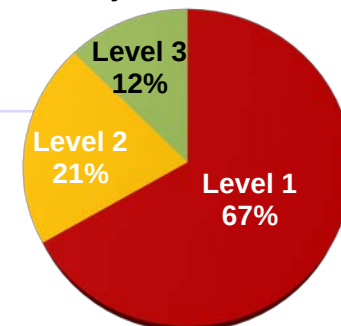
eGovernment Maturity Level Assessment Summary

Maturity Level	1	2	3	4
Services Area	Basic Form of eGovernment	Simple Interactions	Complete Online Transactions	Community-centric Services
Community	- Children and youth - Neighborhood programs - Senior services		- Cultural and performing arts - Library - Parks and recreation	
Governance & Administration	- Licensing - Public records - Purchasing	- Citizen inquiries and feedback - City Council - Community/media relations - Employment/ recruitment		
Planning & Development	- Economic development - Environmental compliance - Housing	- Code enforcement - Permit management		
Public Safety	- Emergency services/disaster preparedness - Incident reports - Public safety education	- Animal control - Fire and building inspections - Tickets and citations		
Public Works	Facilities management	Transportation/traffic		
Utility	- Recycling - Solid waste	Conservation	- Electric - Water/wastewater/ sewer	

City of Simi Valley, CA

The graph to the right illustrates the distribution of the City's overall web-based services across the maturity spectrum. The following table summarizes the maturity assessment for each of the City's web-based services.

**Web-based Services
Maturity Level Distribution**



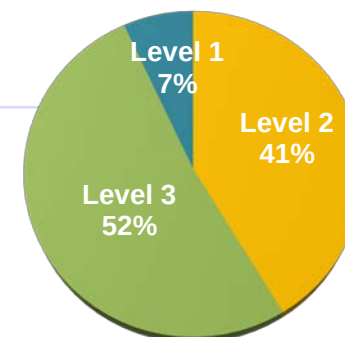
eGovernment Maturity Level Assessment Summary

Maturity Level	1	2	3	4
Services Area	Basic Form of eGovernment	Simple Interactions	Complete Online Transactions	Community-centric Services
Community	Children and youth	- Neighborhood programs - Senior services	Cultural and performing arts	
Governance & Administration	- City Council - Community/media relations - Licensing - Public records - Purchasing	Citizen inquiries and feedback	Employment/ Recruitment	
Planning & Development	- Code enforcement - Environmental compliance - Housing - Permit management	Economic development		
Public Safety	- Court documents - Incident reports - Public safety education - Tickets and citations	Emergency services/disaster Preparedness		
Public Works	- Facilities management - Transportation/traffic			
Utility			Water/wastewater/ sewer	

City of Sunnyvale, CA

The graph to the right illustrates the distribution of the City's overall web-based services across the maturity spectrum. The following table summarizes the maturity assessment for each of the City's web-based services.

**Web-based Services
Maturity Level Distribution**



eGovernment Maturity Level Assessment Summary

Maturity Level	1	2	3	4
Services Area	Basic Form of eGovernment	Simple Interactions	Complete Online Transactions	Community-centric Services
Community			• Children and Youth • Cultural and Performing Arts • Library • Neighborhood Services/Programs • Parks and Recreation • Senior Services	
Governance & Administration		• City Council • Public Records • Purchasing	• Community/Media Relations • Licensing	• Citizen Inquiries and Feedback • Employment/Recruitment
Planning & Development		• Code Enforcement • Environmental Compliance	• Economic Development • Housing • Permit management	
Public Safety		• Court Documents • Animal Control • Emergency Services/Disaster Preparedness • Fire and Building inspections • Incident Reports • Public Safety Education	• Tickets and Citations	
Public Works		• Transportation/ Traffic	• Facilities Management	
Utility			• Solid Waste • Water/ Wastewater/Sewer	

PROPOSER CHECKLIST

The following is a list of items and documentation that must be provided with submitted proposal. This listing is intended to assist Proposers with providing a complete response; however, it does not relieve Proposers from providing information that may be required elsewhere in the proposal documents. This list is not intended to limit the information from Proposers.

Listing of Items that Must Accompany Proposal Submittal	Provided?
1. Cover page of RFP solicitation completed and signed with original signature.	
2. One (1) original and four (4) copies of technical proposal and pricing proposal. Technical and pricing information shall be separated into two (2) separate submittals.	
3. Exhibit 1—Pricing.	
4. Exhibit 2—References Form.	
5. Exhibit 3—Supplemental Questions Form.	

TY/ 5/ ASD
501-12-20-11RFP-E^