

Request for Information *Enterprise Service ESP* *Support*

City of Marquette ITS Operations Request for Information

ISSUANCE DATE: August 11, 2010
ISSUING AGENCY: City of Marquette ITS

DELIVERED BY US POSTAL SERVICE OR ANY OTHER MEANS
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RFI Name: ITS Enterprise Service ESP Support – RFI 10-04

City of Marquette Attn: Mary Schlicht 300 Baraga Ave. Marquette, MI 49855
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Sealed Information, subject to the conditions of this RFI, will be accepted until:
4:30 p.m. Eastern Standard Time, August 31, 2010.

A Vendor Conference is scheduled for September 7, 2010 @ 10 a.m., in Room 103, Marquette City Hall, and all prospective parties are encouraged to attend. Please limit the of number representatives attending to no more than four people per organization.
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City of Marquette 300 W. Baraga Ave. Marquette, MI 49855
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Response to this RFI will serve as a notice of Intent to Propose

Written questions concerning the RFI specifications will be received after the information
conference and until 4:30 p.m. Eastern Standard Time, September 10, 2010.

All written questions and answers will be posted to the www.mqtcty.org Web page.

IMPORTANT NOTICES

COMMUNICATIONS CONCERNING THIS RFI

1. ALL questions regarding this RFI must be submitted in writing or via e-mail to the contacts listed below:

Please include the following information when communicating questions:

a. Heading: "ITS Enterprise Service ESP RFI"

b. Section/sub-section #

c. The question

All questions should be sent to Mr. Dan Frederickson, via US mail or e-mail, using the City of Marquette mailing address or e-mail address below.

Mailing Address
City of Marquette
Attn: ESP Information, Mr. Dan Frederickson
300 W. Baraga Ave.
Marquette, MI 49855

E-mail: - dfrederickson@mgtcty.org

2. All offers are subject to the provisions contained within the RFI. Any other terms and conditions by the ESP, whether inadvertent or intentional, will have no force or effect.
3. Any costs incurred by the ESP in preparing or submitting offers are the sole responsibility of the ESP. Only information received in response to this request will be evaluated; reference to information previously submitted will not suffice.

ADDITIONS/DELETIONS OF QUALIFIED OFFERINGS

The intent of this RFI is to evaluate the ability of interested vendors, and to outline requirements for releasing a bid for an initial set of service offerings. The City recognizes that, as the use of these services expands, it is possible that additional services and/or service categories will be needed. In addition, the City has specified the requirement that hardware and software products that are provided as part of ESP services will be upgraded or replaced as technology evolves. The City further recognizes that the needs of the agency/contract party may change during the contract period. It is therefore reasonable to assume that new services or service categories may be added to this contract at the sole discretion of the City. The City is interested in leveraging the most cost effective solutions available based upon modern-service delivery principles, architectures, and infrastructures, and welcomes any suggestions for support relationships or innovative service delivery that have not otherwise been specifically requested within this RFI. The City believes that this initiative and the City's position as a customer in the Upper Peninsula IT marketplace offers it a unique opportunity to bring added value benefits to City residents and the regional governmental community. We encourage ESP's to propose creative offerings in addition to providing the IT infrastructure services specified in the RFI to the City. ESP's will be evaluated, in part on creative community-oriented offerings to the City and its regional partners. These offerings are obviously at the discretion of the ESP but your organization could consider enhancements to the City's partnership as a means to offer services in support of other local municipalities, State of Michigan regional requirements, or other regional partnerships and economic development initiatives.

1 INFORMATION PRO FORMA

INFORMATION FORMAT

GENERAL INSTRUCTIONS

The following are general instructions for formatting responses to the City's RFI:

- a. Information should be assembled in binders with appropriate tabs for each section
- b. Binders for the technical sections, and another one for the cost information
- c. Dividers for each section and page break for each subsection.

INFORMATION OUTLINE

The information must be organized according to the format outlined below. Vendors must prepare a written response and provide the greatest amount of detail possible regarding how the vendor proposes to address all the service requests for the City of Marquette contract. The City does not wish to dictate a specific approach to its requirements, but rather, to allow vendors an opportunity to provide innovative technology and service solutions. Responses should address the example requirements detailed throughout the RFI, but may also offer alternative approaches based upon unique vendor capabilities or solutions. Please also note: The requirements listed in Sections 5 -6, as well as the service level performance management and reporting listed in Sections 7-8 are provided for illustrative purposes. The City welcomes any additional discussion relevant to the establishment of effective contract monitoring, performance management, cost-effective service delivery, and technology modernization.

- 1.0 Executive summary
- 2.0 Proposed Services
- 3.0 Conformance with the City of Marquette Terms and Conditions
- 4.0 Other considerations (e.g., transition plan)
- 5.0 Appendices and attachments
- 6.0 Vendor profile

Although no specific format is required for Items 1.0 - 5.0 stated above, the following specific format is requested for Item 6 (Vendor Profile):

1)	VENDOR PROFILE
1.1	Organization Overview
1.2	Business Profile and Strategy Current market position and strategy Future vision and strategy
1.3	Customer Base Profiles: geography area, industry type, company size, type of services provided Customer references: five (5) current customers and five (5) former customers
1.4	Business Condition Audited financial statements for last five (5) years % of business dedicated to ESP operations

1.5	Technical Qualifications Profiles of principal employees Technical honors Quality certification and honors Documentation of current facilities and projects Service/business continuity provisions
1.6	Management Practices and Procedures Relationship management Change management Problem management Quality management Personnel management Performance management Security management Service continuity management Project management
1.7	Use of benchmarking
1.8	Use of sub-contractors
1.9	Business Process Best Practices
1.10	Litigation and Business Disputes
1.11	Conflict of Interest Ownership, competitor customers
1.12	Insurance Coverage Workers' compensation, employer's liability, general liability, automobile liability

TRANSITION PLAN

It is anticipated that following successful contract award, a transition effort will be required to move from the City's existing Technology Operations environment to the Managed Services environment. A "discovery or due diligence period may be required to review the City's existing environment, procedures, culture, inventory and other key infrastructure information in addition to the Vendor conference associated with this RFI.

The transition will be conducted both at the City and ESP sites. The process involves surveying City end users, operations personnel and management. During the due diligence period the ESP must collect all of the information required to construct a transition plan in collaboration with the City for moving the Technology Operations to Managed Services. Change management must be an integral part of the Transition Plan in order to accommodate due diligence oversights, new requirements and evolving expectations during the transition period. The ESP must have an established and verifiable transition processes with demonstrated success in moving a City's Technology Operations to Managed Services. It is highly desired that ESPs demonstrate ISO 9002 and Six Sigma or similar certifications to provide assurance that past successes at other clients can be translated into a viable Managed Services Transition Plan for the City.

Service level agreements will take effect after the transition is complete, the Managed Services are fully implemented and the performance metrics are verified. The ESP will meet the schedule agreed to in the Transition Plan unless the scheduled is revised/authorized through the change management process.

2 TERMS AND CONDITIONS

GENERAL REQUIREMENTS

The General Requirements are terms and conditions that the City expects all of its contractors to meet. By proposing, the ESP agrees to be bound by these requirements unless otherwise noted in the information. The ESP may suggest alternative language to any section. Some negotiation is possible to accommodate Information's suggestions. Some requirements, however, reflect unique elements of Michigan Law and therefore cannot be altered.

CITY'S RIGHTS

The City reserves the right to reject any or all information or parts of information, to accept part or all of the information on the basis of considerations other than lowest cost, and to create a project of lesser or greater expense and reimbursement than described in this RFI, or the respondent's reply based on the component prices submitted.

INTEREST OF MEMBERS OF CITY

The Contractor agrees that no member of the governing body; officer, employee or agent of the City shall have any interest, financial or otherwise, direct or indirect, in the Contract.

NON-DISCRIMINATION

The Contractor will not discriminate against any employee or applicant for employment because of race, color, creed, religion, ancestry, sex, national origin, affection preference, disability, age, marital status or status with regard to public assistance or as a disabled veteran or veteran of the Vietnam era. Such prohibition against discrimination shall include, but not be limited to, the following: employment, upgrading, demotion or transfer, recruitment or recruitment advertising, layoff or termination, rates of pay or other forms of compensation and selection for training, including apprenticeship.

The ESP shall agree to post in conspicuous places, available to employees and applicants for employment, notices to be provided by the City, setting forth this nondiscrimination clause. In addition, the ESP shall, in all solicitations or advertisements for employees placed by or on behalf of the ESP, state that all qualified applicants will receive consideration for employment without regard to race, creed, religion, ancestry, sex, national origin, affectional preference, disability, age, marital status or status with regard to public assistance or status as disabled veteran or veteran of the Vietnam era, and comply in all other aspects with the requirements the Marquette Code of Ordinances, Chapter 139.

TRANSFER OF INTEREST

The Contractor shall not assign any interest in the Contract, and shall not transfer any interest in the same either by assignment or novation without the prior written approval of the City, provided, however, that claims for money due or to income due to the contractor may be assigned to a bank, trust company or other financial institution, or to a Trustee in Bankruptcy without such approval. Notice to any such

assignment or transfer shall be furnished to the City. Subsequent to the contract initiation, the Contractor shall not further subcontract any services under this contract without prior written approval of the City Department ESP Relationship Manager designated herein.

COMPLIANCE REQUIREMENTS

GENERAL COMPLIANCE

The Contractor agrees to comply with all applicable Federal, State and local laws and regulations governing funds provided under this contract.

Nothing contained in this RFI is intended to, or shall be construed in any manner, as creating or establishing the relationship of employer/employee between the parties.

The Contractor agrees to comply with all applicable state and federal laws relating to data privacy or confidentiality. The Contractor must immediately report to the City any requests from third parties for information relating to this Agreement. The City agrees to promptly respond to inquiries from the Contractor concerning data requests. The Contractor agrees to hold the City, its officers, and employees harmless from any claims resulting from the Contractor's unlawful disclosure or use of data protected under state and federal laws.

APPLICABLE LAW

The laws of the State of Michigan shall govern all interpretations of this RFI, and the appropriate venue and jurisdiction for any subsequent acquisition activity which may arise hereunder will be within the County of Marquette, State of Michigan, regardless of the place of business, residence or incorporation of the Contractor.

CITY AS A DYNAMIC ORGANIZATION

The City is dynamic with roles of departments, offices and agencies changing. This RFI covers the City as whole as its structure evolves, organizational names change, and functions change.

3 VISION OF ENTERPRISE SERVICES AT THE CITY OF MARQUETTE

The City of Marquette is pleased to release this Request for Information for provision of the City's information technology and associated support services. The City seeks an ESP with strong capabilities and experience in partnering with complex, public-sector organizations. The partnership formed as a result of this process will be founded upon open communications, and the City encourages ESP candidates to propose alternatives that are in the best mutual interest of both parties. The selected ESP, working in partnership with the City, will provide the resources and expertise necessary to bring about a transformation of the City's information technology systems.

The City is transforming its business processes, its financial structure, and the way it provides services to its residents and customers. The City Manager has initiated a new business model that emphasizes the delivery of high quality customer service in a cost-effective manner, and encourages the redesign of work processes.

The City recognizes that maximizing the utilization of technology has enormous potential benefits, including IT operational savings and customer benefits associated with reengineered programs and business processes. These benefits include streamlining and improving the delivery of services and creating savings to move to front-line services. The transformation of our information technology systems will facilitate our ability to reengineer business processes, and to reshape how the City provides services to its citizens.

The City requires an extensive transformation of the technology infrastructure to effect the desired business transformations. In addition to improved service delivery, the City seeks an ESP partner with experience in transforming service delivery through a combination of technology and process refreshments that yield both operational savings and performance improvements. The City seeks immediate and necessary improvements within its technology infrastructure, enterprise applications, and customer service by means of a multi-year agreement with its chosen prime contractor. The rapid infusion of new technology and services will lead to immediate savings, while spreading and leveling the costs of the transformation over the total life of the contract. The City currently invests piecemeal in its technology infrastructure, which has resulted in investment "spikes", infrastructure fragmentation and service inefficiencies. The City spends inordinate resources annually to operate and maintain obsolete of ineffective data center, desktop operations, and networks that are associated with this RFI.

The City of Marquette considers its employees to be its most valuable asset. The decision to seek alternatives for information technology services in no way reflects upon those employees. City ITS employees know and understand City business processes and legacy systems. It is the intent of this RFI that provision be made to minimize negative impact on affected City of Marquette ITS employees.

The City's database systems contain private and confidential health, human services and public safety data that are subject to special statutory protection. The City seeks integrated security services to significantly improve its ability to safeguard sensitive data. This information is shared with many federal, state and local governments and agencies, as well as many private sector organizations, and information maintained through these partnerships are required to meet comparable standards to the City's security needs.

The City of Marquette is at a critical juncture with its information technology systems. The City will evaluate the interest of potential business partners through this RFI process that will provide us with the means to achieve transformation of our information technology services, delivery, and practices. The City intends to substantially upgrade the value of services provided to its citizens, reduce the overall cost of government, and increase the quality of its programs.

4 GOALS AND CRITICAL SUCCESS FACTORS

The City seeks to acquire the services of a single ESP, which will act as a prime contractor responsible for the delivery of high quality IT services to the City. The ESP may use sub-contractors, as appropriate, to ensure that best-of-breed services are provided in all service areas while still complying with the City's Terms and Conditions. In addition, the ESP will have the responsibility of providing a high-level of systems integration, including both technical infrastructure and systems administration.

To ensure a long-term partnership, an arrangement must be developed to protect the interests of both parties with the flexibility to handle unforeseen situations that arise in the future. In addition to responding directly to the requests in this RFI, ESPs are encouraged to propose alternatives that they feel are in the best interest of both parties. This is consistent with the philosophy and spirit of the relationship that the City hopes to build with the selected ESP, including open communications to achieve a mutually successful partnership.

The City is interested in soliciting suggestions for an appropriate contract timeframe, (As an example, a seven-year contract for services with an option for the City to extend the term for three additional one-year renewal terms.) ESPs should also address the relative advantages and disadvantages of a ten-year contract, and its effect on pricing. The City is also seeking specific recommendations on proposed incentives and penalties associated with the provision of services and service levels to be acquired.

The City's desire is to significantly reduce its annual investment in technology. The City is looking for pricing information that provides a payment schedule that represents significant cost savings or cost avoidance throughout the life of the contract, while still providing performance incentives and bonuses for successful or outstanding service delivery.

Based on the City's long-term commitment to the ESP, the City expects the ESP to incorporate as an element of service provision investments in the City's infrastructure and enterprise-wide operations. The City is looking for an ESP who will incorporate capital investment as a routine element of providing modernized infrastructure services.

Through efficient management, economies of scale, infrastructure improvements and other means, the ESP is expected to reduce overall operating expenses and generate savings for the City. The City and the ESP will establish a package of incentives and performance penalties based on performance criteria.

The ESP will be expected to refresh (replace and upgrade) the City's technology infrastructure on an on-going basis to avoid technological obsolescence. This includes desktop servers and supporting infrastructure equipment as well as other information technology equipment. Due to the current state of equipment at the City of Marquette, it is expected that the ESP will propose a technical refresh schedule, which includes a front loading capital investment.

The City desires a mutually beneficial relationship with its ESP and offers the ESP an opportunity to obtain a return on its investment commensurate with the City's improvements and savings. ESP performance incentives for outstanding performance and penalties for failure to meet RFI requirements will be negotiated using business outcome measures as the basis for performance metrics wherever possible.

5 CITY OF MARQUETTE CURRENT ENVIRONMENT

For all information regarding the City of Marquette, please review all data available at www.mqtcty.org. Additional questions may be forwarded in writing, or should be presented at the pre-proposal conference.

It is the City's intent to transfer the ownership and lease obligations of ITS technology assets (hardware and software, in accordance with applicable laws. Such assets would be principally composed of the following: desktop workstations, printers, WAN- and LAN-related switches, hubs, routers, operating systems, database software and other significant IT hardware and software. Cable infrastructure, or other fiber optic assets or plant-in-place is specifically excluded from transfer under this provision. The details of asset transfer mechanics and valuations will be subject to negotiation with the City's selected ESP.

The City does not require that the ESP reuse any existing City computer or facilities systems components. Based on the service levels required in this RFI it is the ESP's responsibility to meet those service levels with modernized technology assets.

The ESP may provide its own off-site data center and physical data operations, preferably with a local service component located in the Upper Peninsula of Michigan including PCs, environmental equipment, furniture, furnishings, supplies, and similar items for the provision of the services. After migrating operations to the ESP proposed data center(s), the ESP is to remove any remaining computers and facilities systems components from City premises within 90 days of the execution of the transition plan, unless other arrangements for continued use of the equipment on the premises have been made by the ESP in agreement with the City. The City will, however, provide such access to the City's facilities, such as wiring closets, as is reasonably required for the ESP to provide the IT services requires in this RFI.

Any furnishings (other than basic office furnishings), PCs, supplies, and similar items for use by the ESP personnel on-site are the exclusive responsibility of the ESP. The City and the ESP will negotiate terms and conditions for office space for the ESP at the City Facilities and the City similarly at the approved data center facility.

PRIMARY FACILITIES LOCATED IN THE CITY OF MARQUETTE

Building	Address
City Hall	300 W. Baraga Ave., Marquette, MI 49855
Parks & Recreation Dept.	401 E. Fair Ave., Marquette, MI 49855
Public Works Dept	850 W. Baraga Ave., Marquette, MI 49855
Peter White Public Library	217 N. Front St., Marquette, MI 49855
Water Dept.	Lakeshore Blvd., Marquette, MI 49855
Wastewater Treatment Plant	U.S. 41 South, Marquette, MI 49855
Fire Hall #1	418 S. Third St., Marquette, MI 49855
Fire Hall #2	N. Front St., Marquette, MI 49855
Cinder Pond Marina	260 Lakeshore Blvd., Marquette, MI 49855
Presque Isle Marina	Presque Isle Park, Marquette, MI 49855
Tourist Park Campground	Co Road 550, Marquette, MI 49855
Mattson Park Ice Cream	260 Lakeshore Blvd., Marquette, MI 49855
Presque Isle Ice Cream	Presque Isle Park, Marquette, MI 49855

EXISTING HARDWARE ASSETS (EXAMPLES)

Hardware Assets Value			
Description	# Units	Estimated value	
Large Servers	11	\$44,000.00	
Small PC Servers	1	\$2,000.00	
Desktop and Laptop PC's	135	\$256,500.00	
Monitors	113	\$22,600.00	
Printers	58	\$69,600.00	
Production Printers		\$0.00	
Data Center Backup Equipment	1	\$4,000.00	
Other Production Equipment		\$150,000.00	
Storage Area Network (SAN)	1	\$40,000.00	
Routers	11	\$2,200.00	
Switches	25	\$75,000.00	
Hub's	8	\$1,000.00	
Fax Machines	12	\$3,000.00	
Plotters	2	\$10,000.00	
Large Format Scanner	1	\$6,500.00	
Estimated Total Value		\$686,400.00	

The inventories for the RFI were estimated. Hardware inventories were collected using the following methods and then analyzed across the various means.

Methods for PC analyses:

Number of PC's for each department as estimated by there IT Liaison, Number of users logins, Number of phone lines.

Methods for Server Analyses:

Operations Inventory of 2001, The number of servers and types submitted by the administrators of the systems.

Methods for Valuation of Estimates:

3-5 year Straight-Line (SL) depreciation, On-line research of used computer equipment, Vendor quotes.

EXISTING SOFTWARE ASSETS

CITY STANDARD APPLICATION SOFTWARE DESCRIPTION

Tier 1 - Standard Enterprise-wide productivity software installed on all workstations.

Tier 2 - Optional Enterprise-wide productivity software available to all workstations.

Tier 3 - Enterprise-wide software that performs a special business function (i.e. GEMS).

Tier 4 - Department-specific applications.

The table below contains a list of City-applications that the ESP will be responsible for supporting at various levels - 1-2 full support, 3-4 Infrastructure support:

DESCRIPTION	# Users	Estimated Value	<i>Package</i>	<i>Custom</i>	<i>Service Level</i>
Tier 1 Software: (Standard Enterprise)					
Microsoft Windows XP Pro/2000/7	135		X		2
Microsoft Office 2003 Suite	135		X		2
Adobe Acrobat Reader	135		X		2
Novell Client	113		X		2
Novell GroupWise E-Mail	125		X		2
Novel Messenger	50		X		2
Symantec Corporate Anti-Virus	135		X		2
Tier 3 Software - Enterprise Applications			<i>Package</i>	<i>Custom</i>	<i>Service Level</i>
BS&A Assessing	12		X		2
BS&A Cemetery	12		X		2
BS&A Delinquent Property Tax	12		X		2
BS&A Permit	12		X		2
BS&A Special Assessment	12		X		2
BS&A Tax	12		X		2
Tier 3 Software: Enterprise Applications (Server Based)			<i>Package</i>	<i>Custom</i>	<i>Service Level</i>
BrightStor ArcServe	1		X		2
MsGovern Gems Finance	35		X		2
MsGovern Gems Human Resources	35		X		2
MsGovern Gems Property/Utility Mgmt	35		X		2
Novell GroupWise	135		X		2
Novell NetWare	135		X		2
Tier 4 Software			<i>Package</i>	<i>Custom</i>	<i>Service Level</i>
ActiveNet	8		X		2
Adaptec Roxio	6		X		2

Adobe Acrobat	135		X		2
Adobe Acrobat Standard 6	4		X		2
Adobe Acrobat Pro 7	10		X		2
Adobe Contribute	6		X		2
Adobe Dreamweaver 4	2		X		2
Adobe Fireworks	2		X		2
Adobe Flash CS3	2		X		2
Adobe Photoshop Elements	4		X		2
Allen-Bradley Panel Builder	2		X		2
AllMax Operator 10	3		X		2
Apex Sketch IV	12		X		2
AutoDesk AutoCAD	8		X		2
AutoDesk Civil 3D	8		X		2
AutoDesk Land	8		X		2
AutoDesk Survey	8		X		2
Avaya VoIP Administration	3		X		2
Axis Camera Station	3		X		2
Clerks Index	3		X		2
COBRA on Que	1		X		2
Corel Paint Shop Pro	1		X		2
Crystal Reports	3		X		2
Cyberlink Power Director	1		X		2
Dameware Remote Control	4		X		2
DataCard Preface ID	1		X		2
ESRI Arc Reader	16		X		2
ESRI Arc GIS	16		X		2
ESRI Arc Viwer	16		X		2
Field Manager	8		X		2
Field Book	8		X		2
Field Builder	8		X		2
FIRE (hydrant info)	1		X		2
Genesis 32 Data Mining	3		X		2
H2ONet	1		X		2
JobCal	3		X		2
Mailroom Toolkit	1		X		2
Max Facility	3		X		2
MERL	8		X		2
Microsoft Project	2		X		2
MICJIN	1		X		2
Microsoft Visio	2		X		2
Nero Ultra 8	2		X		2
Norton Ghost	2		X		2
Page Scope	3		X		2
PetroVend Phoenix Plus	2		X		2
Power DVD	20		X		2
Print Shop	3		X		2
Quadrant Cash Receipts	4		X		2
QVF	1		X		2
Roadsoft	8		X		2
Rockwell RS Linx/RS Logic	2		X		2
SecureCheck Pro	3		X		2

T2 Systems Parking Enforcement	3		X		2
Traffic Counting Software	2		X		2
Traffic Noise Modeling	1		X		2
Wonderware In Touch	3			X	2
Databases/ Excel Spreadsheets used by Police Department			Package	Custom	Service Level
CrimeStar	12		X		2
E-Warrant	1		X		2
LEIN	3		X		2
Live Scan	1		X		2

GENERAL EQUIPMENT REQUIREMENTS

The ESP shall provide a method of obtaining services, equipment, and/or personnel to support City of Marquette business needs on a temporary and/or exceptional basis, for example, need for systems to support a conference booth or public presentation. The service ESP shall make such services available on a time and materials basis as provided for in the vendor's cost information.

RISK MITIGATION

Management of efforts as complex and, potentially, as large as providing ESP services across a city the size of City of Marquette brings with it attendant risks to efficient, effective operations. As requirements become more demanding, the City requires the ESP to describe mitigating factors that address this risk while handling the breadth and scope of services. ESPs should address mitigation factors such as establishment of infrastructure within the City, establishing management thresholds that determine when remotely managed sites will receive dedicated, on-site management, and how the ESP organization itself may be re-structured to commit dedicated organizational resources to meet agreed upon requirements. Technical mitigation factors need be addressed as well.

TECHNICAL SUPPORT REQUIREMENTS

BACKUP LAN DATA

The ESP will backup and archive LAN data according to defined archival and data retention schedules and ensure that:

- Data is retained according to application specific requirements;
- Data can be restored from archive files in accordance with Service Level (SL)s for file restoration;
- Data is available for use in Disaster Recovery operations;
- Data is stored in accordance with State record-keeping requirements.

PROVIDE CHANGE MANAGEMENT

The ESP must ensure that planned modifications conform to the requirements of a Change Control system and procedures.

PROVIDE DISASTER RECOVERY

The ESP will be required to develop, document and maintain a City-wide, IT Infrastructure, Disaster Recovery plan that provides for recovering the City's systems within established recovery requirement timeframes, should a disaster affect City processing, holding any contracts for hot-site or cold-site availability, coordinating Disaster Recovery exercises to assure readiness, and performing the recovery, when required.

The ESP is to ensure the ability to recover LAN systems as part of a comprehensive disaster recovery strategy. This includes developing and maintaining LAN disaster recovery procedures, performing tests of those procedures, and ensuring availability of LAN recovery location(s).

PROVIDE SYSTEM ADMINISTRATION

The ESP will administer user passwords and network access rights. Define new users and access; perform password resets, etc.

MANAGE RESOURCE USAGE AND CAPACITY PLANNING

The ESP will be expected to proactively monitor local and network resource usage, to plan for growth and to identify potential resource limitations. Provide sufficient resources (e.g., server processing capacity, disk storage, network capacity, etc.) at all times to handle the City's computing needs. Provide or upgrade, and configure system and network hardware, to support the City's resource needs due to migration from legacy platforms to client/server technology, and growth in usage of the City's network-based applications. Coordinate resource usage with Applications deployment to ensure performance in accordance with Minimum Acceptable Service Levels.

MANAGE NETWORK PERFORMANCE AND AVAILABILITY

Monitor and maintain network and internet availability in accordance with the Service Level Agreements (SLs). Continually monitor all services to determine if the City's systems and networks are meeting performance requirements.

SOFTWARE ADMINISTRATION

The ESP is to ensure that the City maintains compliance with its use of all licensed software, and will provide Automated Software Distribution. The City expects the ESP to implement automated methods of distributing software updates and information security patches.

MAINTAIN AN ASSET INVENTORY

Create and maintain an up-to-date asset inventory of all physical components of the City environment, and the software configuration of each connected device. Maintain hardware diagrams to reflect currently installed hardware.

MAINTAIN HARDWARE

Scheduled maintenance must occur during time periods that will minimize disruption to the City's production environment. Coordinate all maintenance changes through established change control procedures.

END USER PLATFORM ENVIRONMENT MANAGEMENT

The ESP will be required to procure, install, maintain and administer desktop client services for the City. This includes technical support, product evaluation, installation, maintenance, hardware/software upgrades, moves, adds, and changes and LAN administration for the PC environment.

The City expects the ESP to implement a standard suite of office software City-wide and maintain current releases and upgrades. The desktop environment includes all peripheral equipment such as printers, scanners and other similar devices. The ESP will be required to procure, install, maintain, and administer printers, scanners, and provide other non-programmable terminal services for the City. This service includes installation, maintenance, hardware/software upgrades, and relocation of such equipment. Specifically, the ESP will: (i) define, implement and maintain software and hardware configurations, including desktop operating systems and office software, deploy desktop devices, provide support for all desktop devices, including LAN-attached and standalone equipment, (ii) provide and manage any upgrades, moves, adds, changes and repairs of the desktop devices and attached peripherals; (iii) provide the Help Desk with procedures required to support the desktop devices; and, (iv) provide end-user access rights and controls including providing specific access rights to specific applications and data resources for users or user groups.

For the purpose of evaluating responses to this RFI, ESPs must, at a minimum, address how they will provision the desktop configuration described in the table below. ESPs may describe alternative platforms that offer similar functionality, and are highly encouraged to offer alternatives that provide better "per unit" cost/performance efficiencies.

IMPLEMENT STANDARD CONFIGURATIONS

Implement and maintain a standard enterprise hardware and software desktop environment. Examples of minimum profiles would include:

CITY STANDARD DESKTOP CONFIGURATIONS (IBM Compatible)		
FEATURE	Standard Model	Options
Processor	Intel Core 2 Duo, i-3	
Cache (L2)	8 MB	
Fixed Disk	160 GB, 7200 RPM or >	
Fixed Disk Controller	SATA	
RAM	4 GB, DDR2	
Bus	32-bit	
Miscellaneous Ports	USB	
Graphics	1280 x 1024	
CD-ROM	24X CDRW	8X DVD
Mouse	Optical USB	
Sound	Internal speaker	
Network Interface Card	10/100/1000	
Operating Systems	Microsoft Windows 7 Pro	
Display	Flat Panel, 17 in.	
Warranty	3 years	
PCMCIA (PC Card)	None	

CITY STANDARD LAPTOP CONFIGURATION (IBM Compatible)	
FEATURE	STANDARD MODEL
Processor	Intel Core 2 Duo
Cache (L2)	3 MB

Fixed Disk	160 GB, 7200 RPM or >
Fixed Disk Controller	
RAM	4.0 GB, DDR2
Miscellaneous Ports	USB
Graphics	1280 x 1024
CD-ROM	8X DVD+/- RW
Mouse	None
Sound	Internal
Network Interface Card	10/100/1000 PCI & Intel WiMax/WiFi
Operating Systems	Microsoft Windows 7 Pro
Display	15" – 17"
Warranty	3 years
PCMCIA (PC Card)	None

CITY STANDARD DEVELOPMENT/ENGINEERING CONFIGURATION (IBM Compatible)	
FEATURE	Development / Engineering Model
Processor	Intel Quad Core, i7
Cache (L2)	8 MB
Fixed Disk	1 TB , 7200 RPM or >
Fixed Disk Controller	SATA
RAM	8.0 GB DDR3
Bus	64-bit
Miscellaneous Ports	USB
Graphics	1600 x 1200 or higher
CD-ROM	16X DVD+/- RW
Mouse	Optical USB
Sound	5.1 Channel Audio w/External Speakers
Network Interface Card	PCI 10/100/1000
Operating Systems	Microsoft Windows 7 Pro, 64-bit
Display	Flat Panel, 22 in. 1280 x 1024 or >
Warranty	3 years
PCMCIA (PC Card)	None

SECURED SYSTEMS REQUIREMENTS

All Public Works, Public Safety, and City Attorney services must be provided in accordance with all existing and future demands from state and federal operating regulations and the priority of service to the Marquette Police Department (MPD), as the managing criminal justice agency governing the secured systems use. This means that the ESP must not only meet or exceed all existing security requirements, but also must obtain the capability to grow and adapt to changes in security requirements as they evolve.

ENSURE NETWORK & SYSTEM SECURITY

Ensure appropriate security methodologies (e.g., firewalls) exist at all points of public and remote access. Implement accepted security assessment recommendations, and monitor for unauthorized access. Through network management software, ensure compliance with established Federal, State, and City policies and procedures. Provide immediate alerts to the City upon detecting any violations, and advise City of any remediating requirements and forensic analysis.

IMPLEMENT ENTERPRISE-WIDE VIRUS PROTECTION PROGRAM

Establish, deploy and manage an enterprise-wide information security support for all City assets. Maintain virus protection software at vendor's current release levels in accordance with SLs. Establish and implement a user information security awareness-training program. Immediately notify the City upon detection of any information security incident or issue.

In considering a response to this requirement, ESPs are invited to respond to any of the following items in the security questionnaire:

ESP Response – Secured Systems

- a. Provide a detailed implementation plan that outlines how your organization will meet this requirement. Such plan should describe the major tasks to be accomplished along with their respective time frames.
- b. Describe your strategy for assessing and enhancing the City's system security. In particular, describe how you intend to reduce any risks associated with an outsourcing relationship. Describe how implementing your strategy has improved system security for other customers of your organization.
- c. Describe what security training your organization's employees will be given, specifically those working in the proposed data center(s), both upon their initial hiring and throughout their employment.
- d. Describe whether your organization will convert the City's enterprise server access control system to a different system. How will your organization minimize disruption of service and maintain data security during this transition?
- e. Describe the steps your organization will take to guard against, and monitor, unauthorized access or alteration of City data by your organization's employees.
- f. Describe how your organization will monitor for, and receive notification of, system security violations.
- g. Describe your proposed process for informing the City of security violations.
- h. Describe the frequency with which the City can expect your organization to conduct system security audits.
- i. Describe how your organization will involve the City in system security audits.
- j. Describe your organization's approach to assessing the City's application vulnerabilities and security risks.
- k. Describe how you expect the City to be involved in the assessment process.
- l. Describe the extent to which your proposed security procedures conform to ISO 9001 standards.

- m. Describe your organizations proposed approach for managing the Security Administration function. Do you propose centralized or decentralized Security Administration? Describe the extent to which the City would be expected to perform Security Administration.
- n. Describe your proposed approach for implementing and supporting encryption and/or access authentication services to protect transmissions of City data. Describe any potential issues raised with the use of encryption, and your strategy for resolving them.
- o. Describe your organization's strategy for improving the City's Web application security, in particular, the City's use of firewalls. Describe how implementing your strategy has improved security for other customers.
- p. Explain any issues that may arise with the integration of the City's systems into your proposed data center environment(s).
- q. Describe your organization's approach to assessing the City's current security environment. Describe how you expect the City to participate in the security assessment process.
- r. Describe how your organization will address security deficiencies.
- s. Describe any tools your organization will implement to enable centralized security monitoring of network traffic, and provide automated alerts upon detecting violations.
- t. Describe software and tools your organization deploys to interface with, and manage, Intranet and Internet servers and firewalls.
- u. Describe your organization's approach. How will you involve the City in establishing security procedures?
- v. Does your organization's have any requirements of the City with regard to desktop security and audit ability? If so, please describe them.
- w. How will your organization monitor unauthorized attempts to access desktops?

6 ESP SERVICE LEVEL & TECHNICAL REQUIREMENTS

OVERVIEW OF OPERATIONS SERVICE LEVELS

This section describes the ESP provided services required by the City of Marquette. The services are structured in such a way as to provide flexibility to the wide array of users that exist across the City. These services and the management of these services will be provided for all boards, agencies and City organizations.

The ESP provided services are defined as a set of IT characteristics maintenance, refresh, administration, network access, customer support, relocation, training). Specific combinations of the characteristics are grouped together, according to the City's functional and performance requirements into one of several "service categories." These service categories are examples of the primary orderable items available:

- LAN & WAN Infrastructure and Remote Communications
- Enterprise Applications
- End-User Applications
- Printing Services
- Moves/Adds/Changes
- Systems Administration
- Customer Support & Help Desk
- Backup/Recovery
- Operations Management
- Security & Business Continuity
- Other Support Services

Pricing for all requirements to provide these services is expected to be bundled into the price per seat, including all hardware and software acquisition and maintenance, network access/connectivity, and system administration. Provision of services should also be provided for a minimum of two (2) service levels.

Each of the services bundled within a seat is defined in terms of characteristics that describe the level of that service. Several performance characteristics are common: Initial support response time, resolution time, availability, and customer impact. These types of services also include, but are not limited to, help desk, moves/adds/changes, system administration, LAN/WAN services and maintenance, hardware technology refresh, and software technology refresh.

DEFINITIONS & REFERENCE SECTION

For purposes of this RFI, ITS business hours are from 6am-6pm.

"RESTORE TO SERVICE" SERVICE DEFINITION

Provides standard maintenance services including:

- System diagnostics and trouble shooting
- System and component maintenance
- Configuration changes, tracking, and documentation

Service Levels	Typical Service Characteristic
Immediate	
Standard	Restore to service within 4 business hours
Enhanced	Restore to service within 2 contiguous hours

SYSTEM ADMINISTRATION SERVICE DEFINITION

Provide system administration services. Depending on function and service level requirements, services options will vary to include some or all of the following: basic network security compliance; basic and enhanced security monitoring and management; performance monitoring and optimization; problem tracking and error detection; account management; configuration management; and user support.

Administrative services will be a component of every service. These services include activities such as adding, changing or deleting user accounts, file access and permissions, network group maintenance, protocol administration and Network Security compliance etc.

Service Levels	Typical Service Characteristic
Immediate	
Standard	Basic network security compliance; basic security monitoring and management; performance monitoring and optimization; problem tracking and error detection; account management; configuration management; and user support. Response within 4 business hours for customer requests.
Enhanced	Basic network security compliance; basic and enhanced security monitoring and management; performance monitoring and optimization; problem tracking and error detection; account management; configuration management; and user support. Response within 2 business hours for customer requests.

HARDWARE & SOFTWARE – MOVES, ADDS, & CHANGES (MACS) SERVICE DEFINITION

A request for hardware or software moves/add/change service is defined as a service delivery order and provides services to perform client requested hardware or software installation, de-installation, and re-installation. Each service delivery order can request to move/add/change multiple client seats. Service delivery orders are independent of each other. Individual service delivery orders shall not be combined without the consent of the client. The following service levels apply to each service delivery order.

HARDWARE MACS

Service Levels	Quantities	Typical Service Characteristic
Standard:	<=5 moves/adds/changes	Completed within x business days
	6– 10 moves/adds/changes	Completed within xx business days
	11–30 moves/adds/changes	Completed within xx business days
	> 30 moves/adds/changes	Requires time to be negotiated with the ESP
Enhanced:	1	Installed and operational within x business day (8 business hours)
	2 – 5 moves/adds/changes	Installed and operational within x business days (16 business hours)

SOFTWARE MACS

Service Levels	Quantities	Typical Service Characteristic
Standard:	<=5 moves/adds/changes	Completed within x business days
	6 – 10 moves/adds/changes	Completed within xx business days
	11 – 30 moves/adds/changes	Completed within xx business days
	> 30 moves/adds/changes	Requires time to be negotiated with the ESP.
Enhanced:	1	Installed and operational within x business day (8 business hours)
	2 – 5 moves/adds/changes	Completed within x business days (16 business hours)

SHARED PRINTING SERVICE DEFINITION

Provide access to shared network devices. Networked print services shall be located within the user's building at a close proximity from the user's work area.

Service Levels	Typical Service Characteristic
None	No shared peripheral services
Standard	Access to networked black and white print services within 50 feet on the same floor
Enhanced	Access to networked black and white print services within 30 feet on the same floor, and color print services within the user's building
Premium	Access to networked black and white print services, within 10 feet on the same floor and color print services on the same floor

END USER PLATFORM SERVICE DEFINITION

Provide services to ensure an appropriate computer platform hardware (e.g., processor, memory, disk, network interface card) and system software (e.g., operating system, network operating system) is available to the specified seat. Services include requirement analysis; hardware and system software platform acquisition, testing, verification, and installation in accordance with the specific technology refresh cycles.

Each platform shall meet or exceed the minimum configuration recommended by the software manufacturer for the software installed with each seat. All components of the standard software load shall be capable of correct simultaneous execution and mutual interaction on each seat's platform. See technical requirements section for further details.

FILE & PRINT SERVICE DEFINITION

Provide access to shared file servers for individuals and/or workgroups. The ESP shall restore files from backup at the user's request within eight business hours. The City and the ESP will establish the amount of server file space allocated per user. Additional space will be allocated for shared use for department or City-wide common storage areas.

LOANER POOL MANAGEMENT SERVICE DEFINITION

Provide management of seats identified as loaners through the selection of this option. The primary use of loaners is for employee travel, special projects, and temporary use during repair of primary equipment.

A loaner device will be provided to the user with the standard City of Marquette configuration. Upon return, the loaner device will be restored to standard configuration.

Service Levels	Typical Service Characteristic
None	No loaner management
Standard	Loaner with standard City of Marquette configuration provided within x business days of the request
Enhanced	Loaner with standard City of Marquette configuration provided within x business days of the request
Premium	Loaner with standard City of Marquette configuration provided within x business hours of the request.

INTEGRATED CUSTOMER SUPPORT & HELP DESK SERVICE DEFINITION

Provide Help Desk contact, resolution, and tracking services for customer support for the following ESP capabilities:

- Client communications systems services
- System hardware, system software, and application software
- Supported catalog hardware and software
- Network infrastructure hardware and software

The service also includes the generation of trouble tickets, providing customer and service ESPs with system status and alerts, and submitting unresolved problems to the appropriate internal or external service ESPs. The ESP provided Help Desk will be responsible for routing and tracking user requests for non-ESP supported services to the appropriate service ESP.

Service Levels	Typical Service Characteristic
Standard	Full services Hours of operation: 6:00 a.m. to 6:00 p.m. local time on workdays; Acknowledgment of request within 1 hour
Enhanced	Full services Hours of operation: 6:00 a.m. to midnight local time on workdays; Acknowledgment of request within 1 hour
Premium	Full services 24x7x365 operations; Acknowledgment of request within 1 hour

LAN, WAN, & REMOTE COMMUNICATIONS SERVICE LEVEL REQUIREMENTS

LAN and WAN services are to be provided as separate service categories. Pricing for all requirements for these services, including all data communications infrastructure support, is bundled into the fixed price per service category. Communication services are to be available on a per seat basis and to employ a "seat" model similar to the end user platforms.

This service will bundle all efforts associated with the provision of any type of telecommunications support. Although the City would not intend to oversee or manage specific elements of this service, for the purposes of illustrating the full scope of this requirement, bundled activities are intended to include the design, installation, testing, documentation, repair, adds, moves, and removal of networking devices within and between buildings required to provide all communications support and connections. The use of

existing standardized configurations shall be offered and encouraged. However, this service may include the creation of a new standardized configuration if necessary.

LAN DESCRIPTION SUMMARY

Provide all services (end-user site and infrastructure) required to provide LAN/WAN access of the prescribed service level. LAN/WAN services shall meet or exceed the performance requirements specified below. Services include:

- Connection of a given, properly configured client seat to the LAN
- Verification of operation
- Installation and verification of communications-oriented system software (if not provided under System Provision service)

Includes ESP supported data communications services: LAN/WAN administration and control of any and all services required to deliver LAN operations, WAN services, remote LAN services, network services (Domain Name Services (DNS), Windows Internet Naming Services (WINS), etc.), Internet Protocol (IP) address management, LAN/WAN security, and administration. This includes replacements and upgrades of associated equipment (e.g., repair and replacement of routers and switches). LAN/WAN services are provided 24/365 days/year.

WAN INFRASTRUCTURE SERVICE LEVEL DEFINITION SUMMARY

This service will provide the design, installation, testing, documentation, repair, adds, moves, and removal of regulated carrier circuits and network equipment within and between buildings required to provide WAN connections.

The use of existing standardized configurations shall be offered and encouraged. However, this service shall include the creation of a new standardized configuration if necessary. This new configuration would then become part of the inventory of existing standardized configurations.

SYSTEM ADMINISTRATION

ESP will provide full security and administration of all applications, directories, and user accounts.

DATA BACKUP & RESTORATION SERVICES

Service Description: Provide backup and restore services for server disk storage. Provide the capability to restore files and directories within 4 business hours (of request) for files and directories changed more than one day before and no older than 30 days.

Service Levels	Typical Service Characteristic
Standard	Requires full backups of server data to be performed weekly with incremental backups daily.
Enhanced	Requires full backups of server data to be performed daily.
Premium	Requires redundant, on-line backup of server data.

WEB SERVER SERVICES

Provide World Wide Web (WWW) support. This includes all necessary technical infrastructure and services necessary to support the City's on-line presence and business requirements.

APPLICATION SERVICES

Provide Application services. This includes all necessary technical infrastructure and services needed to support the City's business applications.

Standard Services:

Service Type	Service Level	Typical Service Characteristics
Platform	Intel	Sufficient Server Functionality
System Administration	Enhanced	ESP controlled
Restore to Service	Premium	Restore to service within 2 contiguous hours
Storage Volume	Standard	Negotiable - 8GB OS + application specific server space
Data Backup and Restoration	Enhanced	Requires full backups of server data to be performed daily.

DATA STORAGE & PRINTING SERVICES

Provide data storage. This includes all necessary connectivity and device access between end-user platforms and enterprise storage and printing services.

Standard Services:

Service Type	Service Level	Typical Service Characteristics
Platform	Intel	Sufficient Server Functionality
System Administration	Enhanced	ESP controlled
Restore to Service	Premium	Restore to service within 2 contiguous hours
Storage Volume	Standard	Negotiable - 8GB OS + application specific server space
Data Backup and Restoration	Standard	Requires full backups of server data to be performed weekly, with incremental backups daily.

E-MAIL SERVICES

Provide e-mail services to City users.

Standard Services:

Service Type	Service Level	Typical Service Characteristics
Platform	Intel	Sufficient Server Functionality
System Administration	Enhanced	ESP controlled
Restore to Service	Premium	Restore to service within 2 contiguous hours
Storage Volume	Standard	Negotiable - 8GB OS + application specific server space
Data Backup and Restoration	Enhanced	Requires full backups of server data to be performed daily.

PERFORMANCE THRESHOLD AND CHARACTERISTICS

The City requires 99.9% service availability; Additional consideration will be given to ESPs who are capable of providing 99.99% service availability within a close price margin.

END USER PLATFORM SERVICE LEVEL REQUIREMENTS

This service provides managed computing platforms that can be connected to computing resources through a local or wide area network, or through remote access services. This service shall be capable of delivering different types of computers based on the needs of the user.

The use of existing standardized configurations shall be offered and encouraged through the use of the ESP's services catalog. However, this service shall include the creation of new standardized configurations as necessary. Any new configuration would then become part of the ESP's services catalog.

REQUIRED SOFTWARE

The ESP will maintain a standard desktop image for the City. The following software shall be included with the platform:

- Operating system, such as Windows, including all drivers and other enabling software or PDA specific operating systems.
- Any ESP-specific hardware or machine support software such as diagnostics or configuration tools.
- A systems management software tool for remotely managing the environment, where applicable.
- Web browsers that support Secure Sockets Layer (SSL) and Triple-Data Encryption Standard (DES) encryption are required.
- Anti-virus software
- Adobe Acrobat Reader

ADAPTABILITY

The ESP must plan for and recommend updates to the hardware configurations. Periodic reviews of hardware configurations will be conducted and may result in changes as approved by the City's ESP Relations Manager. The ESP will review major hardware changes with the City.

DESKTOP

Standard desktop productivity tool sets will include word processing, spreadsheet, presentation graphics, electronic messaging (e-mail, calendaring, forms) Internet tools (WWW, browser, and collaborative tools) and anti-virus.

Platforms should be capable of running the minimum standard office automation software package and the general purpose business and administrative software and government provided application solutions at acceptable performance. The following tables provide examples of performance capabilities as they may relate to service levels:

Standard Services for both Desktop and Thin Client:

Service Type	Service Level	Typical Service Characteristics
Platform	PC	
Application Software	Standard	Restore to service within 4 business hours
Restore to Service	Standard	Restore to service within 4 business hours
Systems S/W Maint.	Standard	Per manufacturer's scheduled maintenance
Application S/W Support	Standard	Restore to service within 4 business hours

Service Type	Service Level	Typical Service Characteristics
Hardware Refresh	Standard	
Software Refresh	Standard	
Moves/Adds/Changes Hardware/Software	L1, L2, L3 R1, R2	
Communications Services	Standard	99.99% network availability
Int. Customer. Support/Help	Standard	Hours of operation: 6:00 am to 6:00 pm workdays. Response within 1 hour
Systems Administration	Standard	Response within 4 business hours
Shared Peripheral Service	Enhanced	Access to networked black & white services within 30 feet on the same floor, color print services within user's bldg
Local Data Backup & Restore	None	
Loaner Pool Management	Enhanced	Loaner with standard City of Marquette configuration provided within 1 business day of the request

LAPTOP SEAT DESCRIPTION

The laptop computer resources provide a standard portable device for office automation and remote access productivity enhancement needs. Functionality includes: Word processing, spreadsheet, presentation graphics, electronic messaging (e-mail, calendaring, forms), Internet tools (WWW, browser, and collaborative tools), and anti-virus.

These requirements include support for the user who needs full desktop capabilities from various City of Marquette facilities with seat functionality intact, or needs access to City of Marquette resources (e.g., e-mail, data files) from non-City facilities. Optional capabilities when working in the office environment may include a connection to a docking station or to a monitor.

Platforms should be capable of running the minimum standard office automation software package and the general purpose business and administrative software and government provided application solutions at acceptable performance. The following tables provide examples of performance capabilities as they may relate to service levels:

Standard Services:

Service Type	Service Level	Typical Service Characteristics
Platform	Laptop	
Application Software	Standard	Restore to service within 4 business hours
HW & Sys Maintenance	Standard	Per manufacturer's scheduled maintenance
Application S/W Support	Standard	
Hardware Refresh	Standard	
Software Refresh	Standard	
Moves/ Adds/Changes Hardware Software	Standard Standard	
LAN Services	L1, L2, L3 R1, R2	
Int. Cust. Support/Help	Standard	Hours of operation: 6:00 am to 6:00 pm workdays. Response within 1 hour
Systems Administration	Standard	Response within 4 business hours
Shared Peripheral Service	Standard	Access to networked black & white services within

Service Type	Service Level	Typical Service Characteristics
		50 feet on the same floor
File Service	Standard	Response within 4 business hours
Local Data Backup and Restore	None	
Loaner Pool Management	Standard	Loaner with standard City of Marquette configuration provided within 3 business days of the request

PDA SEAT DESCRIPTION

The PDA provides interoperability software for office automation and mobile productivity enhancement needs. Functionality may include: word processing, electronic messaging (e-mail, calendaring, forms), Internet tools.

These services apply to City-issued, standard equipment. This seat is intended to fulfill the requirements for handheld devices. These requirements include support for the user who needs personal information management and access to City resources while away from the office.

Platforms should be capable of running the minimum standard office automation software package and the general purpose business and administrative software and government provided application solutions at acceptable performance. The following tables provide examples of performance capabilities as they may relate to service levels:

Standard Services:

Service Type	Service Level	Typical Service Characteristics
Platform	PDA	
Application Software	Standard	Restore to service within 4 business hours
HW & Sys Maintenance – Manufacturer warranty only	Standard	Per manufacturer's scheduled maintenance
Application S/W Support	Standard	
Hardware Refresh	Standard	
Software Refresh	Standard	
Moves/ Adds/Changes		
Hardware	Standard	
Software	Standard	
LAN Services		
Int. Customer. Support/Help	Standard	Hours of operation: 6:00 am to 6:00 pm workdays. Response within 1 hour
System Administration	Standard	Response within 4 business hours
File Services	None	Response within 4 business hours
Local Data Backup and Restore	None	
Loaner Pool Management	Enhanced	Loaner with standard City of Marquette configuration provided within 1 business day of the request

ENGINEERING & DEVELOPMENT SEAT DESCRIPTION

The client computer resources provide desktop services for a wide range of engineering and development (ED) service needs. The functionality is typically met by a high-end PC desktop. Functionality includes: capability of running commonly used ED applications (software development, GIS, Computer Aided Design (CAD), Computer Aided Engineering (CAE)) as well as word processing, spreadsheet, presentation graphics, electronic messaging (e-mail, calendaring, forms), Internet tools (WWW, browser, and collaborative tools, etc.) and anti-virus.

Standard Services:

Service Type	Service Level	Typical Service Characteristics
Platform	PC	
Application Software	Standard	Restore to service within 4 business hours
Hardware & Sys Software	Standard	
Hardware Refresh	Enhanced	
Software Refresh	Standard	
Moves/ Adds/Changes Hardware	Standard	
Software	Standard	
LAN Services	Standard	99.99% network availability
Int. Cust. Support/Help	Standard	Hours of operation: 6:00 am to 6:00 pm workdays. Response within 1 hour
Systems Administration	Standard	Response within 4 business hours
Shared Peripheral Services	Enhanced	Access to networked black & white services within 30 feet on the same floor, color print services within user's bldg
Local Data Backup and Restore	None	
Loaner Pool Management	Enhanced	Loaner with standard City of Marquette configuration provided within 1 business day of the request

SOFTWARE SERVICE LEVEL REQUIREMENTS

This service shall provide the ability to access and operate City-owned custom software. The service includes the provision of the software and regular upgrades, as well as the provision of optional or custom software to the client. Services are also provided to ensure that appropriate application software suites are available to the specific seat type (i.e., City-engineering applications for engineering workstations). Types of service bundled within this area may include requirement analysis, software product acquisition for testing, verification, and installation of ESP supported software, in accordance with the specific technology refresh cycles.

The use of existing standardized packages shall be offered and encouraged through the use of the ESP services catalog. However, this service shall include the creation of new software packages as necessary. Any new package shall then become part of the ESP services catalog. The ability to easily add additional software packages is especially important to this service because of the wide variety of clients that may utilize the ESP's services.

SOFTWARE LICENSING COMPLIANCE

The City of Marquette has licensing agreements with major software vendors. Where existing City-owned software provides an existing licensed capability, the ESP must employ these licenses on behalf of the client if so requested. However, ESPs must assume full responsibility for tracking and managing this software to include replacing the existing licenses when they expire along with assuming the cost of upgrades or version changes as stated in the City-owned license. This upgrade or version change cost will become part of the ESP seat price. It is anticipated that the City for use will extend these licenses by agencies City-wide. When ESP-owned Software licenses are utilized, charges shall include any required costs to enable standard software upgrades.

PRINTING PLATFORM SERVICE LEVEL REQUIREMENTS

This service will describe the printing hardware and supporting software, to be offered as services.

The use of existing standardized configurations shall be offered and encouraged through the use of the ESP services catalog. However, this service shall include the creation of a new standardized configuration if necessary. Any new configuration would then become part of the ESP's services catalog.

MOVES, ADDS, & CHANGES SERVICE LEVEL REQUIREMENTS

HARDWARE & SOFTWARE – MOVES, ADDS, & CHANGES

Provide services to perform client requested hardware or software installation, de-installation, and re-installation. A request for hardware or software moves/add/change service is defined as a service delivery order. Each service delivery order can request to move/add/change multiple client seats. Service delivery orders are independent of each other. Individual service delivery orders shall not be combined without the consent of the client. The following service levels apply to each service delivery order.

SYSTEM ADMINISTRATION SERVICE LEVEL REQUIREMENTS

Provides for system administration services. Examples of these services are:

- Client account maintenance
- File/system/application access management
- Security monitoring and investigation
- Performance optimization and reporting
- Error detection and correction
- Troubleshooting and client support
- Backup File Retention

Security Monitoring:

Provides for detection of unauthorized access to the network, servers, applications and files. This also includes performing investigations into suspected violations of the City of Marquette electronic communications policy. Retrieve and provide documents and e-mail in accordance with subpoenas and official requests, per e-mail policy (see City E-Mail Policy)

Performance Optimization and Reporting:

Using industry standard tools, report on usage of resources. This would include disk storage, mailbox size and processor utilization. Monitor and tune server and workstation configuration for best performance.

Error Correction and Detection:

Monitor for network and server failures. Correct failures as identified by Help Desk notification.

Troubleshooting and Client Support:

Provide second and third tier support for problems or questions identified through the Help Desk.

Backup File Retention:

Retention of backed up data shall be in accordance with mandates required by Federal, State and Local ordinances, as well as policies established by the City Clerk Records Management Division. (See section 9.2.6.1 for current schedule.) ESP will provide for an offsite storage facility at a separate physical location. Backed up data will be rotated to this facility on a daily basis.

CUSTOMER SUPPORT & HELP DESK SERVICE LEVEL REQUIREMENTS

The City requires the ESP to provide a customer support Help Desk to service, track and route requests for service and to assist end users in answering questions and resolving problems related to the equipment or applications installed as part of the IT Services. This Help Desk shall be the Single Point of Contact (SPOC) for all users of the City's IT services. It becomes the central collection point for service staff contact and control of the problem, change, and service management processes. This includes both incident management and service request management. The ESP's customer support Help Desk must integrate with the City of Marquette's internal support staff, external service ESPs and/or other agencies as appropriate.

For all City of Marquette IT services, the ESP shall provide the following integrated customer support and help. At a minimum these services shall include:

- Establish a help desk as a Single Point of Contact for all City of Marquette provided services.
- Providing a toll free telephone number for service calls. The phone number shall be available 24 hours a day, 365 days a year with response consistent with the service level selected by the client.
- Providing telephonic and/or electronic mechanisms for problem reporting requests for service, and status updates. These services shall be available 24 hours a day, 365 days a year with response consistent with the service level selected by the client, minimizing the amount of time it takes for a customer to report a problem to the ESP or to resolve the problem over the phone.
- Routing of non-ESP supported actions to the appropriate service ESP within 15 minutes after acknowledgement receipt of the trouble ticket of City-supported applications (Tier 3 and 4).
- Tracking of problems from initial call to restore to service. This includes problems redirected to non-ESP service ESPs.
- Notifying users of problem status and resolution.
- Monitoring systems to proactively determine, diagnose, and resolve problems. This includes notifying customers and all service ESPs of known problems and alerts.
- Providing access to City of Marquette IT service offerings.
- Provide end user documentation and orientation of services provided.
- Provide consultation services for all Tier 1 and 2 software packages. For purposes of this requirement; consultation services include assisting customers in the correct usage of the software, but does not include application development or extensive training.
- Provide reports that effectively summarize and communicate the performance and compliance with service levels defined in the City of Marquette' service level agreement (SLA) with the ESP. The City will have the ability to directly generate standard and ad hoc reports as needed.
- Provide training for Tier 1 and Tier 2 productivity tools.

PRODUCTS TO BE SUPPORTED

The help desk must be able to fully support all products and at varying service levels, whether the systems were initially developed or installed by the ESP or if they were taken over as part of the existing environment.

AUTOMATED CALL TRACKING

The City requires the ESP to have an automated information system that will track the history of calls and that will facilitate the development of standardized answers to commonly asked questions and solutions to common problems. The output of this system will track the timeliness of responses and assist the City in determining where additional training may be required, trend analysis and planning. This system must also provide other management reporting as required by the City. Access to the ESP's automated information system will be provided to internal City support staff.

SERVICE LEVEL REQUIREMENTS BASED ON INDUSTRY STANDARD "BEST PRACTICES"

Service level requirements are based on industry standard best practices and shall adhere to the following criteria:

- Average Speed of Answer < 45 seconds
- First call resolution of 85% for calls within the Help Desk resolution capability
- Call Abandon rate < 6% for calls waiting > 45 seconds
- Cycle Time Rate > 95% of incidents within Help Desk resolution capability resolved within a cycle time of 24 business hours.

SERVICE LEVEL DEFINITIONS

Average speed of answer (ASA): The average time elapsed from the instant the call enters a queue until a qualified Help Desk analyst answers the call. The monthly average speed of answer will be calculated by taking the sum of the elapsed times to answer all calls, for the applicable reporting period, and dividing it by the total number of calls answered in that reporting period.

Abandoned call: One received at the Help Desk phone switch that disconnects after an interval equal to the ASA has elapsed, but before being answered by the Help Desk analyst. The Call Abandon rate will be calculated by taking the total number of calls coded as a call abandon for the reporting period and dividing it by the total number of calls received in that reporting period.

First Call Resolution: A request that is resolved during the initial phone call to the Help Desk. Incidents requiring escalation or referral during the initial phone call are not considered within the Help Desk resolution capability. The first call resolution rate will be calculated by taking the sum of the total number of incidents coded as first call resolved for the applicable reporting period and dividing it by the total number of incidents within the Help Desk resolution capability for that reporting period.

Cycle Time Rate: The fraction of incidents resolved within a specified cycle time that are within the Help Desk resolution capability. Incidents requiring escalation or referral are not considered within the Help Desk resolution capability. The Cycle Time Rate will be calculated by taking the sum of the total numbers of incidents within the Help Desk resolution capability, and resolved within the cycle time, for the applicable reporting period and dividing it by the total number of incidents within the Help Desk resolution capability for that period.

NETWORK & SYSTEM EVENT MONITORING & MANAGEMENT SERVICE REQUIREMENTS

The ESP will propose a management system that performs effective event/alarm/alert management.

SECURITY SERVICE LEVEL REQUIREMENTS

ESPs must implement management systems and procedures that address the City's security policies and adopt any updated, revised or expanded policies that the City implements during the life of the contract. Activities that must be addressed include user ID creation/deletion, password setting/resetting, creation of limited access shared space on servers, secured installation of assets, secured backup storage, destruction of data on failed hardware components (for example, data on a server hard drive that fails) and confidential data protection methodologies. The ESP will also secure network resources against unauthorized access from internal or external sources.

COMPUTER SECURITY SERVICE LEVEL REQUIREMENTS

The ESP must adhere to City-wide security policies. Additionally, the ESP must adhere to any more stringent security policies adopted by the client being supported by the ESP. All information processed, stored, or transmitted by ESP equipment belongs to the responsible client, although the ESP may own the equipment. By having the responsibility to maintain the equipment, the ESP does not acquire implicit access rights to the information or rights to redistribute the information. The responsible client must explicitly authorize access to information. The ESP understands that civil, criminal, or administrative penalties may apply for failure to protect information appropriately.

SENSITIVE INFORMATION SUPPORT

Any information considered sensitive must be protected by the ESP from unauthorized disclosure, modification, or access. Types of sensitive information that will be found on City systems the ESP may support or have access to include, but are not limited to: Privacy Act information, information subject to special statutory protection, including data with respect to children and family services, information on pending cases by Equal Employment Opportunity (EEO), labor relations, legal actions, disciplinary actions, complaints, IT security, pending cases, civil and criminal investigations, Health Insurance Portability and Accountability Act (HIPAA) data, and Federal Tax data subject to IRS Publication 1073.

RISK ASSESSMENT

At the request of the client during the planning phase, the ESP shall have an initial security risk assessment conducted by an independent third party. The results of this assessment must be documented along with any mitigating controls and submitted to the client for review. A decision to accept any residual risk will be the responsibility of the client. The ESP shall provide an updated, independent security risk assessment at least every three years or upon significant change to the functionality of the assets, network connectivity, or mission of the system, whichever comes first. The need for a new assessment based on significant change will be jointly determined by the ESP and the City's ESP Relations Manager.

If new or unanticipated threats or hazards are discovered by the ESP or client, or if existing safeguards have ceased to function effectively, the discovering party will notify the other party immediately. The ESP shall make appropriate risk reduction recommendations to the City client within five working days and

shall provide mitigating controls (within 30 working days). A decision to accept any residual risk will be the responsibility of the client.

PRIVACY & SECURITY SAFEGUARDS

The ESP shall not publish or disclose in any manner, without the City's written consent, the details of any security safeguards designed, developed, or implemented by the ESP under this contract or existing at any City location.

The ESP shall develop procedures and implementation plans to ensure that IT resources leaving the control of the assigned user (such as being reassigned, removed for repair, replaced, or upgraded) are cleared of all City data and sensitive application software. For IT resources leaving City use, applications acquired via a "site-license" or "server license" shall be removed. Damaged or obsolete IT storage media will be degaussed or destroyed.

SECURITY INCIDENT REPORTING

The ESP shall promptly report to the client any significant computer or network security incidents occurring on any systems. If an incident is confirmed, the ESP shall provide all necessary assistance and access to the affected systems so that a detailed investigation can be conducted and solutions applied are documented. The ESP shall track the number of security incident occurrences resulting in a user's loss of data integrity, denial of service, loss of confidentiality or that renders the user(s) unproductive for a period of time. Security logs and audit information shall be handled according to evidence preservation procedures. Serious incidents or incidents that could possibly involve law enforcement will also be reported to the City of Marquette' ESP Relations Manager or designee, as well as relevant law enforcement agencies.

For less significant incidents, the ESP shall identify, track, and report the number of incident occurrences on an ESP supported system. Incidents to be logged include, but are not limited to, scan, probe, isolated viruses, and unsuccessful penetration. The ESP shall also track and report these instances as identified by users or system administrators of other systems. The ESP shall regularly report these incidents to the client on a schedule to be negotiated upon award of the support contract.

The significance or seriousness of a security incident will be jointly defined by the ESP and the City's ESP Relations Manager.

MONITORING & AUDIT

Compliance with security best practices may be monitored by periodic computer security audits performed by or on behalf of the client. These audits may include, but are not limited to, a review of: access and authorization procedures, physical security controls, backup and recovery procedures, and network security controls. To the extent that the client deems it necessary to carry out a program of inspection and audit to safeguard against threats and hazards to the confidentiality, integrity, and availability of government data, the ESP shall afford the City's representatives access to the ESP's facilities, installations, technical resources, operations, documentation, records, databases and personnel.

BUSINESS CONTINUITY & DISASTER RECOVERY REQUIREMENTS

The ESP shall develop a Business Continuity and Management program to ensure that IT resources supporting City business processes are protected. The program will be an ongoing process which must include both preventive and preparedness measures in case of a business interruption.

ESPs shall propose management policies and procedures to address the development, maintenance, and testing of business continuity and recovery plans for the services being provided. Plans shall include the technology infrastructure that ensures the continued operation of critical business functions when business services are disrupted or otherwise unavailable. Subjects that must be addressed include: risk assessment and control, business continuity alternatives, emergency response, communication plans, and overall business recovery plan maintenance.

ESP SERVICE CATALOG

The ESP shall provide a catalog of the bundled products and services described in this RFI. These items are to be provided and priced individually (i.e., not bundled within the seat or service). Orders from this catalog shall not affect the price of the basic seat or system. The catalog will be provided to ESP Relationship Manager. Where appropriate, catalog items shall be offered and priced in multiple categories. The City may request pricing in any categories that are not priced by the ESP. Additional items may be added to the catalog by the ESP or at the request of the City. ESP additions to the catalog shall have prior approval by the City. The City reserves the right to remove items from the catalog.

7 ESP PERFORMANCE METRICS & MANAGEMENT

ESP performance will be monitored and recorded as necessary over the duration of the contract with respect to satisfactory fulfillment of all contractual obligations. Performance assessments may comprise of:

1. Delivery of services
2. Condition of delivered equipment
3. Compliance with service levels
4. Availability of services within established timelines
5. Customer satisfaction ratings, and adequate servicing of contract in any and all aspects which the contract has stipulated, maintaining current City pricing on the web site, and prompt, complete and satisfactory resolution of any contractual discrepancies other than those resulting from Acts of God or from inadequate performance of the City or user.

The ESP is to assemble and create regular performance reports in order to assist in the effective management of the SLs, and enable continuous improvement of services that the City receives. Reports must be compiled and distributed to the City's management in an agreed upon electronic format. Reports must be compiled and published on all functions, including performance, SLs, cost management, and sub-contractor relationships on a Citywide and department-level basis. These reports must include the measurement of the ESP's actual performance against the required service levels. The City seeks an ESP that will operate under the principles of full financial and operational disclosure to the City with respect to the Service Agreement and the parties' relationship.

The City expects the ESP to accommodate the City's management decisions on reporting formats, content, and frequency. The ESP is to implement a management structure to facilitate communications between the ESP and the City and, to address and resolve concerns escalated either by the ESP or the City. Routine meetings and reporting processes must be defined to ensure a smooth interface and timely resolution of issues. The City's managerial and technical professionals will administer the City's relationship with the ESP and exercise the City's retained authorities. The City will define interfaces as appropriate, such that City single points of contact are defined for each service obtained from the ESP. The City requires a single interface to coordinate the delivery of all services from the ESP. The City will not resolve issues or disputes between ESP's personnel and any sub-contractors retained by ESP. For operational services such as problem resolution, help desk inquiries, desktop software procurement, and the like, there must be routine and continuous interaction between the ESP's employees and the City's end-user community. The ESP is expected to continuously measure and improve its service delivery and the City's employee satisfaction with those services.

ESP PERFORMANCE METRICS

METRICS MEASUREMENT

A simple example of metrics measurement is provided below:

LEVEL	Service Delivery (%)	Availability (%)	Customer Satisfaction (%)
LAN Infrastructure Services	99.9	99.9	
Remote Access	99.9	99.9	
Server-Based Platform Services	99.9	99.9	
End-User Based Platform Services	99.9	99.9	
Software Services	99.9	99.9	
Printing Platform Services	99.9	99.9	

When the order is solicited, the City will inform the ESP of the baseline customer satisfaction metric. The ESP, as part of the due diligence, will propose a set of goal metrics that will be evaluated and agreed to by the City and included in the delivery order table. The City will evaluate the proposed metrics to assess the degree to which these metrics maintain and improve the delivery of desktop and communications services to the Client and the end user throughout the life of the delivery order.

SERVICE DELIVERY METRIC

Service Delivery shall measure, as a percentage, the frequency of action requests being responded to and successfully completed within the allotted time. An action request shall be considered successfully completed when the ESP has correctly implemented the move/add/change request or the ESP has successfully concluded a 'return to service' (where the problem is resolved by restoring the user's system to full service functionality and the user's data is accessible) within the time requirement specified in the ESP Services.

$$\text{Service Delivery} = 100 * \left(\frac{N_c}{N_s + N_d} \right)$$

Where:

N_c = Total number of actions completed within the specified service level during the reporting period.

N_s = Total number of actions scheduled to be completed within the reporting period.

N_d = Total number of delinquent actions from the prior reporting periods.

AVAILABILITY METRIC

For the availability metrics, the ESP must record all scheduled and unscheduled outages, and the number of users affected for each service. The seat/system is considered available when the entire hardware and software configuration of the seat/system operates correctly at the subscribed service level. A seat/system is defined as unavailable when the ESP discovers a problem or is otherwise notified of a problem (for example, a trouble ticket is generated).

Availability percentage shall be calculated as the percentage of time that the ESP services are available and fully functional to the end user.

Where:

PDT = Prime Downtime: The downtime affecting Prime Time ESP Services (in hours).

NPDT = Non-Prime Downtime: The downtime affecting Non-Prime Time ESP Services (in hours).

PHP = Possible Hours during prime time: The total system availability period (in hours) during prime time.

PHN = Possible Hours during non prime time: The total system availability period (in hours) during non-prime time.

SO = Scheduled Outages: Scheduled Outage during non-prime time (in hours).

CUSTOMER SATISFACTION METRIC

Customer Satisfaction will be measured using commercial/broad industry-accepted practices and objective evidence based on a statistical approach specified by the ESP and found acceptable to the City (i.e., selected customer surveys, comment forums). The metric shall measure the user's determination of the accuracy, completeness, consistency, effectiveness, timeliness, and overall quality of the service provided by the ESP. The primary measure is the percent of respondents who choose a score above the neutral level ('satisfied' or greater on an adjective scale, or above the mid-point on a numeric scale).

TREND METRIC

The ESP shall create a set of metrics which will allow for the evaluation of time based trends. These metrics will illustrate the ESP's service level trends over the previous three-month (or greater) period. These metrics shall be made available to the City.

METRIC TERMS

Availability is the amount of time the system(s), or the total system, is working such that the customer can use the ordered ESP provided services.

Customer satisfaction is how pleased the user is with the services provided by the ESP.

Downtime is the period of time when an end user's access to ESP services is impaired. Downtime for each incident shall be the period of time between the time of failure and the time that the system is returned to the City fully operational. Events not within the control of the ESP will be evaluated by the City and may not be calculated as downtime. If the City defers the necessary repair of a system that has failed, downtime shall be suspended and operational use time shall accrue for the entire period that the City defers the repair. If the ESP repairs a failed system or component and there is a second, or subsequent, incident of the same failure within three business days of the previous repair, the system downtime shall accrue from the first incident until a repair finally corrects the malfunction. If a platform or server service fails to meet the performance specifications it was delivered under as defined it shall be considered down.

Prime time is defined here as the City's standard hours of operation: 6:00 a.m. to 6:00 p.m. Central Standard/Daylight time, Monday through Friday, excluding City holidays.

Scheduled Outage is defined as maintenance, testing, or other ESP-initiated activity that affects the user's ability to access services. If such outages are scheduled and the affected users are notified at least 3 business days in advance and the outage does not take place during prime business hours, then the outage is considered as a scheduled outage. If outages due to maintenance or testing take place during prime business hours, then those outages shall be counted as downtime.

Total Users is defined as the total number of users that receive services through the ESP.

Users Affected is defined as follows:

In the calculation of the number of users and seats affected by outages, no user and/or seat shall be counted more than once per hour of downtime even if more than one of their services is not available. The total number of users and seats affected shall not exceed the number of end users or seats for whom the ESP provides services. If the number of users and seats affected cannot be measured with certainty, the ESP shall estimate the number of users and seats affected using the rules below based upon the best information available, subject to City approval.

- Connectivity Server, file, print, and related services - When a resource is impaired or not available, those end users that have access rights to that resource shall be counted as affected. If the resource is accessible to all and users by default, or to a majority of end users by default, then the number of users in the organization to whom the resource is primarily assigned shall be counted as affected.
- Connectivity Services (LAN Services) - If the connectivity outage affects a user's access to ESP services, those users shall be counted as affected.
- Domain Name Services (DNS) - The number of users affected shall be the number of entries in the name spaces whom receive communications services.
- Desktop Seats - The number of end users who use an ESP provided desktop seat shall be counted as affected.
- Server Services - The number of users affected shall be the average number of users accessing the services provided by the server per day.

Remote LAN Connectivity (Including RC and LAN seats) - Each Remote Communication (RC) or LAN connection shall be counted as one user affected, however if an RC or LAN outage prevents desktop seats from accessing any of their ESP provided services, those users shall be counted as affected.

8 REPORTING REQUIREMENTS

The ESP is to assemble and create regular performance reports in order to assist in the effective management of the ESP contract, and enable continuous improvement of the in-scope services that the City receives. Reports must be compiled and distributed to the City's management in an agreed upon electronic format. Reports must be compiled and published on all functions, including performance, SLs, cost management, and sub-contractor relationships on a City-wide and department-level basis. These reports must include the measurement of the ESP actual performance against the required service levels. The City expects the ESP to accommodate City management's decisions on reporting formats, content, and frequency. The ESP is to implement a management structure to facilitate communications between the ESP and the City and, to address and resolve concerns escalated either by the ESP or the City. Routine meetings and reporting processes must be defined to ensure a smooth interface and timely resolution of issues. The City's managerial and technical professionals will administer the City's relationship with the ESP and exercise the City's retained authorities. The City will define interfaces as appropriate, such that City single points of contact are defined for each service obtained from the ESP. The City requires a single interface to coordinate the delivery of all services from the ESP. The City will not resolve issues or disputes between ESP personnel and any sub-contractors retained by ESP. For operational services such as problem resolution, help desk inquiries, desktop software procurement, and the like, there must be routine and continuous interaction between the ESP employees and the City's end-user community. This operational interface will determine the satisfaction of the City's employees with the services delivered by the ESP. The ESP is expected to continuously measure and improve its service delivery and the City's employee satisfaction with those services.

CONDUCT END-USER SATISFACTION SURVEYS

Conduct end-user satisfaction surveys in accordance with processes and protocols to be established and agreed upon by the City and ESP.

PREPARE AND SUBMIT OTHER REPORTS

The ESP is to regularly report information that will contribute to continuous improvement, customer satisfaction and improvement management. Specific format and frequency of reports will be agreed upon during transition planning. However, it is anticipated that monthly and annual reporting will be required.

Type of Help Desk call

- By department
- By priority

Percentage of Help Desk calls resolved within the defined timeframe

- By department
- By priority
- By type of problem

Percentage of calls answered within the defined timeframe

- By department

Average duration of calls

- By department

Percentage of calls abandoned

Top 5% of the most frequent Help Desk problems

- By department

Total number of escalations

- By department
- By type of problem
- By technology team