



# SAN RAFAEL

DIGITAL SERVICE &  
OPEN GOVERNMENT

---

## *Request for Proposal*

### *Managed Information Technology Services*

---

ISSUED DATE:  
May 15, 2019

RFP COORDINATOR:

Gus Bush  
Technology Operations Manager  
City of San Rafael  
Gus.Bush@cityofsanrafael.org  
415-485-3061

*Table of Contents*

**1. Request for Proposal (RFP).....3**

**2. Introduction to City of San Rafael.....3**

**3. Overview of Current City of San Rafael Technical Environment.....4**

    3.1 Responsible City Organization.....5

    3.2 Number of users .....5

    3.3 Device types.....5

    3.4 Server overview .....6

    3.5 Virtual Hosts.....7

    3.6 Network Storage .....8

    3.7 Server locations .....8

    3.8 Network overview.....9

    3.9 Current backup process ..... 11

    3.10 Hardware and software details ..... 11

    3.11 Current technical support and guidance ..... 12

    3.12 Additional ad hoc solution..... 12

**4. Value Added Service Requirements ..... 13**

**5. Selection Criteria..... 16**

**6. Response Contents and Format ..... 16**

**7. Information Requirements..... 17**

    7.1 Corporate Information ..... 17

    7.2 Proposed Approach and Solution ..... 18

    7.3 Technical Support / Help Desk ..... 18

    7.4 Pricing ..... 19

**8. Communications and Response..... 20**

**9. Notification of Intent to Respond and Clarification Questions..... 20**

**10. Bidders Conference..... 20**

**11. Response Delivery Instructions..... 20**

**12. Vendor Presentations & Site visits ..... 20**

**13. Key Dates ..... 21**

**14. No Obligation ..... 21**

**15. No Guarantee ..... 21**

## **1. Request for Proposal (RFP)**

---

The City of San Rafael invites you to respond to this Request for Proposal (RFP). The focus of the RFP is to select a single organization to provide Managed IT Services to City of San Rafael.

## **2. Introduction to City of San Rafael**

---

The City of San Rafael was incorporated in 1874 and became a charter city in 1913. The mission of the City is to enhance the quality of life and to provide for a safe, healthy, prosperous and livable environment in partnership with the community. The City has a staff of about 400 full-time employees and an annual budget of approximately \$100 million. The City is a full-service city with the following departments:

- City Manager's office
- City Attorney's office
- City Clerk's office
- Human Resources
- Finance
- Fire and Emergency Services
- Police
- Public Works & Sanitation District
- Economic Development
- Parking Services
- Community Services (Parks, Recreation, and Childcare)
- Library
- Community Development (Planning, Building, Code Enforcement)
- Digital Service and Open Government

The Department of Digital Service and Open Government, created by the City Council in December 2018, is a reorganization of the Information Technology Division and expands traditional IT services to include citywide open data initiatives, performance measurement, service design, and community engagement. The purpose of our department is to help make City services better. We do this by designing with and for users, practicing continual improvement, using data to drive decisions, and modernizing our technology stack.

Our department currently has seven full-time employees:

- Director of Digital Service & Open Government
- Technology Operations Manager
- Data & Infrastructure Manager
- Civic Design Manager
- GIS Analyst

**City of San Rafael  
Managed IT Services**

- Digital Service Analyst
- Network Support Technician

The Department of Digital Service and Open Government seeks to build the foundations for long-range operational efficiency Citywide through improved technology support, a strong governance structure, and enhanced staff training aimed at empowering our users.

To successfully achieve these goals, we require a partner to assist us in providing citywide technology support that efficiently solves problems, builds staff trust, and helps us to effectively manage Citywide technology resources.

Our mission to continuously improve the delivery of City services and customer experience stems from a customer-first perspective. To that end our technology support should meet the needs of our customers, offer 24/7 support, minimize disruptions, provide exemplary services, and continuously improve based on customer satisfaction.

In addition to traditional technology support services we are looking for a partner who will work with us in maintaining a secure and stable technology infrastructure to support the City into the future. We hope that this collaborative relationship will grow with us as we continue to pursue strategic objectives aimed at improving the foundations of our network and technology infrastructure.

### ***3. Overview of Current City of San Rafael Technical Environment***

---

#### **Overview Summary:**

The City computing landscape is mostly Microsoft Windows. We have Windows servers, servicing Windows desktops using Microsoft office products. Cisco routers, firewalls, and switches provide infrastructure data transport. Dell PowerEdge and Cisco UCS systems provide computing resources. Dell Compellent provides network storage. APC provides battery backups. Dell PC provides user desktop computing. Mobile computing consists of Microsoft Surface, Dell, or Lenovo laptops. Mobile communications are a balanced mixed of Android and iPhones. We are seeing an increase in usage of mobile devices. A number of staff in Police, Fire and Public Works departments work in the field; other departments are largely an in-the-office type workforce. Telework is of increasing interest to City staff.

The City uses various broadband service providers to connect its facilities. Ranging from private network over ISP fiber backbone, to business class internet. The two libraries are on CENIC (Corporation for Education Network Initiatives in California) gigabit Internet. County of Marin, Marin Information and Data Access System (MIDAS) provides the City's primary Internet connection. The County provides technical support to the router handoff at city facilities.

## ***Responsible City Organization***

---

Digital Service and Open Government, a department of the City of San Rafael's government.

## ***Number of users***

---

579 network accounts with O365 license assigned.

---

**User accounts:** 524 Total

---

**Agent accounts:** 7 Total

---

**Shared accounts:** 48 Total

---

## ***Device types***

---

**User Desktop:** 340 Total

---

Primarily Microsoft Windows

---

5 Apple desktop computers. Provide network connectivity only; no support.

---

User Desktop: 340 Total

---

**Mobile:** 390 Total

---

iPhones

---

iPads

---

Android

---

Hotspots/modems (primarily in police, fire and public works vehicles)

---

City of San Rafael  
Managed IT Services

**Laptop: 105 Total**

Microsoft Surface Pro

Dell

Lenovo

**Conference computers: 5 Total**

Intel NUC micro computers

**Police MDT (Mobile Data Terminal): 30 Total**

Panasonic Toughbook

**Dell Wyse P25 Zero Client terminals: 40 Total**

***Server overview***

**Servers in production: 55 Total**

Physical servers: 5 Total

Virtual servers.: 50 Total

**Server operation systems breakdown below:**

**2008R2 Std: 15**

**2012R2 Std: 36**

**2019 Std: 1**

**Linux: 3**

---

**Database server**

---

Microsoft SQL Express

---

Downtown VDI View Server

---

Pickleweed VDI View Server

---

OPW Fuel Software

---

Microsoft SQL Server

---

Eden, TRAKIT, HdL, Laserfiche, et al.

---

RIMS

---

GIS

---

***Virtual Hosts***

---

**Police vCenter**

---

3x Cisco UCS C220 (VMWare ESXi 6.0)

---

**City Hall vCenter**

---

3x Dell PowerEdge R630 (VMWare ESXi 6.0)

---

1x Cisco UCS C200M2 (VMWare ESXi 6.0)

---

**Morphew vCenter**

---

3x Cisco UCS C200 (VMWare ESXi 6.0)

---

**Downtown Library VDI in-a-box based on VMWare View 5**

---

---

1x Cisco UCS C240

---

**Pickleweed Library VDI in-a-box based on VMWare Horizon View 6**

---

1x Cisco UCS C210

---

## ***Network Storage***

---

**Police SAN**

---

2 x Compellent SC8000 controller

---

3 x Dell SC220 disk trays (40TB at 80% full)

---

**City Hall SAN**

---

2 x Compellent SC8000 controller

---

3 x Dell SC220 disk trays (40TB at 52% full)

---

**Morphew SAN**

---

2 x Compellent SC8000 controller

---

3 x Dell SC220 disk trays (40TB at 18% full)

---

## ***Server locations***

---

**Two primary sites (city-owned)**

---

City Hall: 3 floors, 30 offices.

---

Morphew: 2 floors, 20 offices.

---



---

**Other sites (city-owned)**

---

Al Boro: 1 floor, 3 offices

---

B-street: 1 floor, 7 offices

---

New Public Safety Center: 3 floors, 50 offices

---

***Network overview***

---

**Firewalls:** Cisco ASA 5506, 5515, 5525, pfSense CE 2.4

---

**Routers:** Cisco ISR 4000s, 2800s

---

**Switches:** Cisco Catalyst 3000s, 4000s, 9000s

---

Switching fabric for general data transport is 1Gbps.

---

Switching fabric between VM hosts and SAN storage is 10Gbps.

---

**City WAN connectivity bandwidth is 150Mbps via MIDAS (private network on ATT fiber backbone)**

---

City Hall up to 30Mbps (if all sites maxed out their speed bucket)

---

Morphew up to 50Mbps

---

San Rafael Community Center up to 20Mbps

---

Al Boro Community Center up to 15Mbps

---

Terra Linda Community Center up to 15Mbps

---

Wireless networks shared up to 20Mbps

---

**Other city facilities connect to City Hall via Comcast BCI (50Mbps down, 10Mbps up)**

---

City of San Rafael  
Managed IT Services

---

C-street Parking Garage

---

Parking Admin Office

---

Boyd House

---

Falkirk

---

Fire Station 519, 53, 54, 55, 56, 58

---

**Other connections**

---

Verizon CradlePoint services Police MDTs over 4G network.

---

Libraries WAN connectivity bandwidth is 1Gbps.

---

New Fire Station 52, Station 57 will have dual broadband 20Mbps fiber from ATT and Comcast. Both stations connect back to City Hall via point-to-point IPsec VPN tunnel. With a plan to move them over to a private network.

---

**County of Marin IST provided wireless**

---

Cisco access points at City Hall, Al Boro, B-street, Terra Linda

---

County IST hosts the Cisco controller.

---

**City-owned wireless**

---

Ubiquiti access points at City Hall, B-street, Falkirk, Boyd House, Parking Admin.

---

The City hosts Ubiquiti controller.

---

**VOIP is Shoreware v14. Servicing 339 ShoreTel phones. VOIP available at the following sites.**

---

**City Hall (Library, PD, etc.):** 223 ShoreTel phones

---

**Morphew:** 60 ShoreTel phones

---

---

**San Rafael Community Center:** 17 ShoreTel phones

---

**Al Boro Community Center:** 9 ShoreTel phones

---

**Terra Linda:** 4 ShoreTel phones

---

**Los Gamos:** 18 Shoretel phones

---

**Falkirk:** 8 ShoreTel phones

---

**Neighboring police departments use the City network as a pass-through to get services from DOJ.**

---

## ***Current backup process***

---

- Three primary sites using BackupExec v16. Backing to removable disk drives. Ship drives offsite on a weekly basis. Keep backups up to 2 years.
- Three primary file servers perform file snapshot every 4 hours. Users have the ability to restore file themselves using Previous Versions.
- Three SAN environment regular snapshots occur once a day at 1am. Every 2 hours for critical services.

## ***Hardware and software details***

---

- The City is upgrading core network infrastructure (routers, firewalls, switches). The entire upgrade project expected to be completed by end of 2020.
- Starting from the entry point to the City network at City Hall, a Cisco ISR4331 router sitting in front of a pair of Cisco ASA 5525s. The ASA firewall feeds a core switch stack of Cisco Catalyst 3750s for data distribution to user desktops. This theme of hardware setup is replicated at other city facilities. ISR4331 router, feeding stack of Catalyst 3750s or 2960s for data distribution. Infrastructure hardware age ranges from a year old to 12 years old.

**City of San Rafael  
Managed IT Services**

- Physical server farm is a mix of virtual hosts and physical servers. Virtual hosts reaching middle of their lifespan. Eighty percent of the City physical servers are up for replacement or move to the virtual environment.
- Completed assessment and patching of all servers' BIOS and infrastructure firmware to reduce chances of zero-day exploits. Project completed mid-2018.
- Standardized in deploying Microsoft Server 2012 R2. Started deploying server 2019 to host non-critical services. The bulk of our server platform consist of 2008R2 and 2012R2.
- Appendices with a detailed list of servers and individual specs will be provided upon receipt of a letter of intent to bid.

### ***Current technical support and guidance***

---

- Strategic direction is provided by the City Manager, Assistant City Manager, and Director of Digital Service and Open Government.
- Operational guidance is provided by three Team Leads: Technical Operations Manager, Data and Infrastructure Manager, and Civic Design Manager.
- Technical support is provided by an inhouse team consisting of a GIS Analyst, a Digital Services Analyst, and a Network Support Technician. Their efforts are supplemented by contractor personnel as needed for support desk operations, network/server administration, and special projects.

### ***Additional ad hoc solution***

---

- The city uses pfSense CE to provide services for the Ubiquiti wireless environment. The City hosts its own Ubiquiti controller for Ubiquiti access points.
- Ubiquiti and Cisco provide wireless service at city facilities. The City has full control of Ubiquiti. Relies on County IST for Cisco wireless. The City will have its own Cisco controller by end of May 2019.

**City of San Rafael  
Managed IT Services**

- Bike tunnel cameras. Act as a technical resource for Public Works and Police Department. We do not provide support for the system.
- Golden Gate Transit cameras. Provide minimal support in diagnosing video viewing stations using basic utility such as ping.exe. Network path to Golden Gate server maintain by Golden Gate IST.
- CENTRACS is the new Public Works traffic monitoring system. (Aeris is an older Public Works traffic monitoring system, currently being phased out.)
- SkiDATA – Parking Services garage parking. We act as a technical resource during deployment phases. We do not provide support for the system.
- SCADA – Sanitation and Street. We act as a technical resource during deployment phases. We do not provide support for the system.
- Fuel tracking system – Public Works. We act as a technical resource during deployment phases. We do not provide support for the system.
- Envisionware – Library. We act as a technical resource during deployment phases. We do not provide support for the system.

#### **4. Value Added Service Requirements**

---

As part of this RFP, the following services are the current priority items for City of San Rafael:

Category	Mandatory	Optional
<b>1. Network Management</b>		
1.1. Network and email system monitoring <i>24/7 monitoring of City of San Rafael's network and email services with proactive communication and escalation protocols based on the severity of any unscheduled outages.</i>	√	

**City of San Rafael  
Managed IT Services**

Category	Mandatory	Optional
1.2. Data & File Backup and recovery <i>Executing a nightly backup plan for the critical servers, including a regularly-tested recovery process.</i>	√	
1.3. Data center security <i>The policies, precautions and practices adopted to avoid unauthorized access and manipulation of a data center's resources</i>	√	
1.4. Internet connectivity <i>Ensuring consistent connectivity for all City facilities</i>	√	
1.5. SQL Server Administration <i>Administration, performance monitoring/tuning for SQL Server, Sybase, MySQL, and Postgres databases</i>	√	
<b>2. Hardware management</b>		
2.1. Procurement management <i>Selection of commercially rated equipment, order placement, order tracking, shipping, equipment returns, and sourcing and ordering of replacement parts.</i>	√	
2.2. Moves, Adds, Changes (MAC) <i>Changes to the location or configuration of existing equipment or software, and installation of additional equipment or software.</i>	√	
2.3. Warranty break fixes and installation <i>Planned and on-call services, including emergency response to server issues.</i>	√	
2.4. New Hardware Unit evaluation and testing <i>Formal evaluation of new hardware</i>	√	
2.5. Desktop/laptop image development, management, loading <i>Planning, designing, managing and loading standard images.</i>	√	

**City of San Rafael  
Managed IT Services**

Category	Mandatory	Optional
2.6. Configuration and business application installation <i>Full assembly of hardware and software installation, including Installation of non-image software. testing and burn-in.</i>	√	
2.7. PC deployment <i>Delivery and setup of machines onsite.</i>	√	
2.8. Asset inventory management <i>Tagging, tracking, and management of warehousing and inventory.</i>	√	
2.9. Life cycle management of hardware units <i>Process for end-of-life notification, replacement, and asset decommissioning/disposal.</i>	√	
2.10. Software licensing control <i>Oversight of automatic renewal of software applications and maintenance of appropriate documentation</i>	√	
2.11. Warehousing <i>Maintain an inventory of standard stock units on behalf of City of San Rafael</i>		√
<b>3. Technical support / Help desk</b>		
3.1. User-assigned Desktops and laptops	√	
3.2. Police car equipment	√	
3.3. Ambulance hotspot	√	
3.4. User onboarding / offboarding	√	
3.5. Active Directory management	√	
3.6. 24x7 End user support – remote & onsite	√	
<b>4. Security Awareness Training Program Administration</b> <i>Administer and manage on-going training programs and regular phish and related tests for full user population.</i>		√

**City of San Rafael  
Managed IT Services**

Category	Mandatory	Optional
<b>5. Planning &amp; Communication</b>		
5.1. Implementation planning and guidance <i>Assistance in deployment planning and execution.</i>	√	
5.2. Deployment planning for business applications		√
5.3. IT policy review and development <i>Customized policies related to the use of technology.</i>		√
5.4. Technology strategy planning		√
5.5. Reporting and communication <i>Regular reporting on purchases, assets, current activities and issues, and project status reports.</i>	√	

## **5. Selection Criteria**

---

City of San Rafael will use multiple criteria to select the most appropriate partner. The following list summarizes the major qualitative areas that will be evaluated.

- Industry expertise and experience, including Government and Public Safety
- Demonstrated customer service quality and support, including Customer Satisfaction
- Management and Quality Improvement practices and processes
- Previous relevant experience
- Vendor strength and stability
- Account management
- Reporting capabilities
- Financial considerations
- Percent of Vendor's total business/supported users the City of San Rafael would represent

## **6. Response Contents and Format**

---

Please complete all sections of the RFP. If additional material is required for one or more questions, please label attachments clearly and reference them in your response. Your response to this RFP will serve as the basis for the consideration of your potential as a partner.



## **7. Information Requirements**

---

For the purposes of understanding more about your company and your ability to successfully fulfill these important City of San Rafael requirements, please provide the information below as part of your response, clearly referencing each specific question.

### **7.1 Corporate Information**

1. Provide a brief overview of your organization's involvement in providing IT value added services in the marketplace.
2. How long has the organization been in this business?
3. In what cities do you maintain offices?
4. Indicate the number of employees in your organization.
  - a. Numbers dedicated to account management and/or technical support?
  - b. Numbers full-time vs. contract?
5. Describe your relationships and experience with manufacturers and major distribution partners.
6. What differentiates your organization from your competitors in the marketplace and how will this be relevant to us?
7. Will you subcontract any components of the proposed solution to third party organizations? If so, please describe the components to be subcontracted and provide details of any agreement in place with the subcontracted firm/individuals as well as a summary of past work that you have successfully completed together. Note that, prior to an award decision, the City may require additional corporate and performance information for any subcontractor.
8. Describe your organization's experience in transitioning clients to public or private cloud technology from more traditional IT service models.
9. Describe your organization's approach to moving clients' servers from on-premise to a hardened data center.
10. Describe your customer satisfaction and quality improvement practices and procedures.
11. If you are the selected vendor, what percent of your total revenues will this contract represent? What percent of users or devices supported?
12. Provide details of three current customer accounts that are similar in scope and requirements to those of City of San Rafael.

## **7.2 Proposed Approach and Solution**

1. Provide a proposed work plan for a migration to your organization. Specifically, provide the following information:
  - i. Key activities
  - ii. Timing
  - iii. Information/resource requirements from City of San Rafael
  - iv. Deliverables
  - v. Key milestones, checkpoints, and other decision points
2. If we elect to move forward with your organization, what City of San Rafael resources would you require (e.g., information, data, staff resources, communication) during migration and on an ongoing basis?
3. Identify the team that will be assigned to the account and describe how you plan to interact with us and any third-party providers that may provide services to City of San Rafael.
4. Describe your experience in providing the value-added services list in section.
5. Describe your experience in providing server technology and service for your customers, focusing on planning, implementation, and ongoing support.
6. Provide specific examples of how you have worked with customers that began with significant technology limitations and helped to successfully transform them into organizations with well planned and executed technology strategies? What were the critical success factors in this transformation?
7. How do you ensure that hardware pricing remains comparable to what is generally available in the market?

## **7.3 Technical Support / Help Desk**

1. Describe your technical support options including the help request process, escalation process, support hours, response times, staffing levels, staff expertise, and physical location of the help desk.
2. Provide details on your standard reporting capabilities.
3. Describe any documentation and support (e.g., user manuals, online help, interactive demos, web-based seminars, and online knowledge base) that will be available, both from the technical perspective and the end user perspective.

**City of San Rafael  
Managed IT Services**

4. What options are available for user training and technical training that may be required by our staff?
5. Describe any user groups, websites, newsletters, conferences, or any other means you support for sharing information and soliciting service feedback.
6. How do you monitor customer satisfaction and quality assurance on an ongoing basis and how might we benefit from this process?
7. The City of San Rafael user base varies considerably in its level of technical sophistication. Please describe your experience in successfully supporting users that may be remote and possess limited technical skills.

**7.4 Pricing**

1. Describe the pricing model(s) that you typically employ for your standard services.
2. What is the standard markup that you charge on the following types of technology units:
  - a. Desktops
  - b. Laptops
  - c. Servers
  - d. Other hardware
  - e. Software
3. Indicate the charges associated with each of the services Section 4, including the key driver of each cost and whether it is included in a standard per-unit cost vs. charged on an ad hoc basis.
4. If you offer service bundles, describe the effect of this bundling on pricing.

## **8. Communications and Response**

---

The designated City of San Rafael representative for this initiative is Gus Bush. Please direct all RFP-related inquiries to him. See contact information below:

Gus Bush  
Technology Operations Manager  
City of San Rafael  
[gus.bush@cityofsanrafael.org](mailto:gus.bush@cityofsanrafael.org)  
415-485-3061

## **9. Notification of Intent to Respond and Clarification Questions**

---

Please indicate your intention to respond, by email, to the above email address by the *Intent to Respond* and *Questions Due* date outlined in the *Key Dates* table below. Those vendors who confirm their intent to respond will be provided links to the detailed Appendix data.

## **10. Bidders Conference**

---

The City will host a web conference to respond to submitted questions and any follow-up questions. Written responses to all questions will be provided as the Bidders Conference to all vendors who Intent to Respond.

## **11. Response Delivery Instructions**

---

Submit an electronic copy of your proposal to the email address indicated in the *Communications and Response* section above. All responses must be received on or before close of business (5:00 pm PT) on the *Proposals Due* date indicated in the *Key Dates* table below.

## **12. Vendor Presentations & Site visits**

---

Our intention is to hold presentations/demonstrations with one or more firms on the *Presentations* dates indicated in the *Key Dates* table below. The presentations will be held at City of San Rafael at 1400 Fifth Avenue, San Rafael, CA 94901. We will coordinate specific dates and time with the finalist vendors. Site visits may be requested.

### 13. Key Dates

---

Event	RFP Issued	Intent to Respond	Questions Due	Bidders Conference	Proposals Due	Presentations
Date	5/15/2019	5/20/2019	5/30/2019	6/4/2019	6/17/2019	July 2019
Time	5:00 PM PDT	5:00 PM PDT	5:00 PM PDT	9:30 AM PDT	5:00 PM PDT	TBD

### 14. No Obligation

---

The submission of a proposal shall not in any manner oblige City of San Rafael to enter into a contract or to be responsible for the costs incurred by your organization in responding to this request. The City may make full, partial or no award.

### 15. No Guarantee

---

City of San Rafael makes no guarantee of future volumes and offers volume information for directional purposes only, to assist vendors with proposal preparation.