



Council Agenda Report

To: Mayor Uhring and the Honorable Members of the City Council

Prepared by: Mario Reyna, Information Systems Manager
Rob Houston, Interim Deputy City Manager

Reviewed by: Joseph D. Toney, Assistant City Manager

Approved by: Steve McClary, City Manager

Date prepared: September 21, 2023 Meeting date: October 23, 2023

Subject: Information Technology Strategic Plan Consultant Award

RECOMMENDED ACTION: Authorize the Mayor to execute a Professional Services Agreement with SDI Presence LLC for information technology administrative services in an amount not to exceed \$85,780.

FISCAL IMPACT: The contract award is a not to exceed cost of \$85,780 and Funding for this agreement was included in the Adopted Budget for FY 2023-24 in account No. 602-7060-5100 (Information Systems Professional Services).

STRATEGIC PRIORITY: This item supports the Information Technology Strategic Plan Implementation priority identified in the Adopted FY 2023-24 Strategic Priority Project List.

DISCUSSION:

The City of Malibu endeavors to provide efficient, effective, and timely customer service. The City's Information Technology (IT) team strives to provide the necessary technological hardware, software, and help to support that excellent customer service. In order to ensure that the City is providing the best possible customer service to its external and internal customers, and is well positioned to take advantage of emerging technologies, staff is seeking to engage a highly qualified information technology firm to conduct a comprehensive assessment of the City's current IT systems and business processes. A thorough assessment of the City's cybersecurity systems, strategy, and execution will be an area of emphasis in the plan to ensure the City receives the most up to date best practice cybersecurity strategies. The consultant will assess the City's IT infrastructure,

staffing, policies, and processes. From this assessment the firm will develop a strategic plan to address the City's current and future IT needs.

On June 30, 2023, the City of Malibu issued a Request for Proposals (RFP) for informational technology administrative services. The City received 11 responsive proposals. A selection panel reviewed the proposals and rated the submittals to determine how well each proposal captured the requirements of the RFP. The top three proposals from the initial review were invited to interview with the panel. The panel rated the interviewed firms and determined that SDI Presence is the most qualified for the Malibu IT Strategic Plan project. SDI provided an excellent understanding of the Malibu technology environment, provides a very experienced team to support the effort, has conducted an extensive list of southern California city strategic plans, and will provide these services at a reasonable price.

Staff recommend authorizing the Mayor to execute a professional services agreement with SDI Presence for information technology administrative services to develop the City's IT Needs Assessment and Strategy Plan.

ATTACHMENTS:

1. Agreement with SDI Presence LLC for the Strategic Plan
2. Strategic Plan RFP
3. SDI Proposal

AGREEMENT FOR PROFESSIONAL SERVICES

This Agreement is made and entered into as of October 23, 2023, by and between the City of Malibu (hereinafter referred to as the "City"), and SDI Presence LLC (hereinafter referred to as the "Consultant").

The City and the Consultant agree as follows:

RECITALS

A. The City does not have the personnel able and/or available to perform the services required under this Agreement.

B. The City desires to contract out for consulting services for certain projects relating Information Technology (IT) System Assessment and Strategic Plan.

C. The Consultant warrants to the City that it has the qualifications, experience and facilities to perform properly and timely the services under this Agreement.

D. The City desires to contract with the Consultant to perform the services as described in Exhibit A of this Agreement.

NOW, THEREFORE, the City and the Consultant agree as follows:

1.0 SCOPE OF THE CONSULTANT'S SERVICES. The Consultant agrees to provide the services and perform the tasks set forth in the Scope of Work, attached to and made part of this Agreement. The Scope of Work may be amended from time to time by way of a written directive from the City.

2.0 TERM OF AGREEMENT. This Agreement will become effective on October 23, 2023, and will remain in effect until the project is complete unless otherwise expressly extended and agreed to by both parties or terminated by either party as provided herein.

3.0 CITY AGENT. The City Manager, or his or her designee, for the purposes of this Agreement, is the agent for the City; whenever approval or authorization is required, Consultant understands that the City Manager, or his or her designee, has the authority to provide that approval or authorization.

4.0 COMPENSATION FOR SERVICES. The City shall pay the Consultant for its professional services rendered and costs incurred pursuant to this Agreement in accordance with the Scope of Work's fee and cost schedule. The total cost of the agreement shall be \$85,780. No additional compensation shall be paid for any other expenses incurred, unless first approved by the City Manager or his/her designee.

4.1 The Consultant shall submit to the City, by no later than the 10th day of each month, its bill for services itemizing the fees and costs incurred during the previous

month. The City shall pay the Consultant all uncontested amounts set forth in the Consultant's bill within 30 days after it is received.

5.0 CONFLICT OF INTEREST. The Consultant represents that it presently has no interest and shall not acquire any interest, direct or indirect, in any real property located in the City which may be affected by the services to be performed by the Consultant under this Agreement. The Consultant further represents that in performance of this Agreement, no person having any such interest shall be employed by it.

5.1 The Consultant represents that no City employee or official has a material financial interest in the Consultant's business. During the term of this Agreement and/or as a result of being awarded this contract, the Consultant shall not offer, encourage or accept any financial interest in the Consultant's business by any City employee or official.

5.2 If a portion of the Consultant's services called for under this Agreement shall ultimately be paid for by reimbursement from and through an agreement with a developer of any land within the City or with a City franchisee, the Consultant warrants that it has not performed any work for such developer/franchisee within the last 12 months, and shall not negotiate, offer or accept any contract or request to perform services for that identified developer/franchisee during the term of this Agreement.

6.0 GENERAL TERMS AND CONDITIONS.

6.1 Termination. Either the City Manager or the Consultant may terminate this Agreement, without cause, by giving the other party ten (10) days written notice of such termination and the effective date thereof.

6.1.1 In the event of such termination, all finished or unfinished documents, reports, photographs, films, charts, data, studies, surveys, drawings, models, maps, or other documentation prepared by or in the possession of the Consultant under this Agreement shall be returned to the City. If the City terminates this Agreement without cause, the Consultant shall prepare and shall be entitled to receive compensation pursuant to a close-out bill for services rendered and fees incurred pursuant to this Agreement through the notice of termination. If the Consultant terminates this Agreement without cause, the Consultant shall be paid only for those services completed in a manner satisfactory to the City.

6.1.2 If the Consultant or the City fail to fulfill in a timely and proper manner its obligations under this Agreement, or if the Consultant or the City violate any of the covenants, agreements, or stipulations of this Agreement, the Consultant or the City shall have the right to terminate this Agreement by giving written notice to the other party of such termination and specifying the effective date of such termination. The Consultant shall be entitled to receive compensation in accordance with the terms of this Agreement for any work satisfactorily completed hereunder. Notwithstanding the foregoing, the Consultants shall not be relieved of liability for damage sustained by virtue of any breach of this Agreement and any payments due under this Agreement may be withheld to off-set anticipated damages.

6.2 Non-Assignability. The Consultant shall not assign or transfer any interest in this Agreement without the express prior written consent of the City.

6.3 Non-Discrimination. The Consultant shall not discriminate as to race, creed, gender, color, national origin or sexual orientation in the performance of its services and duties pursuant to this Agreement, and will comply with all applicable laws, ordinances and codes of the Federal, State, County and City governments.

6.4 Insurance. The Consultant shall submit to the City certificates indicating compliance with the following minimum insurance requirements no less than one (1) day prior to beginning of performance under this Agreement:

(a) Workers Compensation Insurance as required by law. The Consultant shall require all subcontractors similarly to provide such compensation insurance for their respective employees.

(b) Comprehensive general and automobile liability insurance protecting the Consultant in amounts not less than \$1,000,000 for personal injury to any one person, \$1,000,000 for injuries arising out of one occurrence, and \$500,000 for property damages or a combined single limit of \$1,000,000. Each such policy of insurance shall:

1) Be issued by a financially responsible insurance company or companies admitted and authorized to do business in the State of California or which is approved in writing by City.

2) Name and list as additional insured the City, its officers and employees.

3) Specify its acts as primary insurance.

4) Contain a clause substantially in the following words: "It is hereby understood and agreed that this policy shall not be canceled nor materially changed except upon thirty (30) days prior written notice to the City of such cancellation or material change."

5) Cover the operations of the Consultant pursuant to the terms of this Agreement.

6.5 Indemnification. Consultant shall indemnify, defend with counsel approved by City, and hold harmless City, its officers, officials, employees and volunteers from and against all liability, loss, damage, expense, cost (including without limitation reasonable attorneys fees, expert fees and all other costs and fees of litigation) of every nature arising out of or in connection with Consultant's performance of work hereunder or its failure to comply with any of its obligations contained in this Agreement, regardless of City's passive negligence, but excepting such loss or damage which is caused by the sole active negligence or willful misconduct

of the City. Should City in its sole discretion find Consultant's legal counsel unacceptable, then Consultant shall reimburse the City its costs of defense, including without limitation reasonable attorneys fees, expert fees and all other costs and fees of litigation. The Consultant shall promptly pay any final judgment rendered against the City (and its officers, officials, employees and volunteers) covered by this indemnity obligation. It is expressly understood and agreed that the foregoing provisions are intended to be as broad and inclusive as is permitted by the law of the State of California and will survive termination of this Agreement.

6.6 Compliance with Applicable Law. The Consultant and the City shall comply with all applicable laws, ordinances and codes of the federal, state, county and city governments, including, without limitation, Malibu Municipal Code Chapter 5.36 Minimum Wage.

6.7 Independent Contractor. This Agreement is by and between the City and the Consultant and is not intended, and shall not be construed, to create the relationship of agency, servant, employee, partnership, joint venture or association, as between the City and the Consultant.

6.7.1. The Consultant shall be an independent contractor, and shall have no power to incur any debt or obligation for or on behalf of the City. Neither the City nor any of its officers or employees shall have any control over the conduct of the Consultant, or any of the Consultant's employees, except as herein set forth, and the Consultant expressly warrants not to, at any time or in any manner, represent that it, or any of its agents, servants or employees are in any manner employees of the City, it being distinctly understood that the Consultant is and shall at all times remain to the City a wholly independent contractor and the Consultant's obligations to the City are solely such as are prescribed by this Agreement.

6.8 Copyright. No reports, maps or other documents produced in whole or in part under this Agreement shall be the subject of an application for copyright by or on behalf of the Consultant.

6.9 Legal Construction.

(a) This Agreement is made and entered into in the State of California and shall in all respects be interpreted, enforced and governed under the laws of the State of California.

(b) This Agreement shall be construed without regard to the identity of the persons who drafted its various provisions. Each and every provision of this Agreement shall be construed as though each of the parties participated equally in the drafting of same, and any rule of construction that a document is to be construed against the drafting party shall not be applicable to this Agreement.

(c) The article and section, captions and headings herein have been inserted for convenience only and shall not be considered or referred to in resolving questions of

interpretation or construction.

(d) Whenever in this Agreement the context may so require, the masculine gender shall be deemed to refer to and include the feminine and neuter, and the singular shall refer to and include the plural.

6.10 Counterparts. This Agreement may be executed in counterparts and as so executed shall constitute an agreement which shall be binding upon all parties hereto.

6.11 Final Payment Acceptance Constitutes Release. The acceptance by the Consultant of the final payment made under this Agreement shall operate as and be a release of the City from all claims and liabilities for compensation to the Consultant for anything done, furnished or relating to the Consultant's work or services. Acceptance of payment shall be any negotiation of the City's check or the failure to make a written extra compensation claim within ten (10) calendar days of the receipt of that check. However, approval or payment by the City shall not constitute, nor be deemed, a release of the responsibility and liability of the Consultant, its employees, sub-consultants and agents for the accuracy and competency of the information provided and/or work performed; nor shall such approval or payment be deemed to be an assumption of such responsibility or liability by the City for any defect or error in the work prepared by the Consultant, its employees, sub-consultants and agents.

6.12 Corrections. In addition to the above indemnification obligations, the Consultant shall correct, at its expense, all errors in the work which may be disclosed during the City's review of the Consultant's report or plans. Should the Consultant fail to make such correction in a reasonably timely manner, such correction shall be made by the City, and the cost thereof shall be charged to the Consultant.

6.13 Files. All files of the Consultant pertaining to the City shall be and remain the property of the City. The Consultant will control the physical location of such files during the term of this Agreement and shall be entitled to retain copies of such files upon termination of this Agreement.

6.14 Waiver; Remedies Cumulative. Failure by a party to insist upon the performance of any of the provisions of this Agreement by the other party, irrespective of the length of time for which such failure continues, shall not constitute a waiver of such party's right to demand compliance by such other party in the future. No waiver by a party of a default or breach of the other party shall be effective or binding upon such party unless made in writing by such party, and no such waiver shall be implied from any omissions by a party to take any action with respect to such default or breach. No express written waiver of a specified default or breach shall affect any other default or breach, or cover any other period of time, other than any default or breach and/or period of time specified. All of the remedies permitted or available to a party under this Agreement, or at law or in equity, shall be cumulative and alternative, and invocation of any such right or remedy shall not constitute a waiver or election of remedies with respect to any other permitted or available right of remedy.

6.15 Mitigation of Damages. In all such situations arising out of this Agreement, the parties shall attempt to avoid and minimize the damages resulting from the conduct of the other party.

6.16 Partial Invalidity. If any provision in this Agreement is held by a court of competent jurisdiction to be invalid, void or unenforceable, the remaining provisions will nevertheless continue in full force without being impaired or invalidated in any way.

6.17 Attorneys' Fees. The parties hereto acknowledge and agree that each will bear his/her or its own costs, expenses and attorneys' fees arising out of and/or connected with the negotiation, drafting and execution of the Agreement, and all matters arising out of or connected therewith except that, in the event any action is brought by any party hereto to enforce this Agreement, the prevailing party in such action shall be entitled to reasonable attorneys' fees and costs in addition to all other relief to which that party or those parties may be entitled.

6.18 Entire Agreement. This Agreement constitutes the whole agreement between the City and the Consultant, and neither party has made any representations to the other except as expressly contained herein. Neither party, in executing or performing this Agreement, is relying upon any statement or information not contained in this Agreement. Any changes or modifications to this Agreement must be made in writing appropriately executed by both the City and the Consultant.

6.19 Notices. Any notice required to be given hereunder shall be deemed to have been given by depositing said notice in the United States mail, postage prepaid, and addressed as follows:

CITY:	Steve McClary City Manager City of Malibu 23825 Stuart Ranch Road Malibu, CA 90265-4861 TEL (310) 456-2489 x 226 FAX (310) 456-2760	CONSULTANT:	Sharee L. Wolff, CFO SDI Presence LLC 200 E. Randolph Street Suite 3550 Chicago, IL 60601 TEL (312) 580-7500 FAX (312) 580-7600
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6.20 Warranty of Authorized Signatories and Acceptance of Facsimile or Electronic Signatures. Each of the signatories hereto warrants and represents that he or she is competent and authorized to enter into this Agreement on behalf of the party for whom he or she purports to sign. The Parties agree that this Contract, agreements ancillary to this Contract, and related documents to be entered into in connection with this Contract will be considered signed when the signature of a party is delivered physically or by facsimile transmission or scanned and delivered via electronic mail. Such facsimile or electronic mail copies will be treated in all respects as having the same effect as an original signature.

7.0 GENERAL TERMS AND CONDITIONS. (City and Consultant initials required at EITHER 7.1 or 7.2)

7.1 Disclosure Required. By their respective initials next to this paragraph, City and Consultant hereby acknowledge that Consultant is a “consultant” for the purposes of the California Political Reform Act because Consultant’s duties would require him or her to make one or more of the governmental decisions set forth in Fair Political Practices Commission Regulation 18700.3(a) or otherwise serves in a staff capacity for which disclosure would otherwise be required were Consultant employed by the City. Consultant hereby acknowledges his or her assuming-office, annual, and leaving-office financial reporting obligations under the California Political Reform Act and the City’s Conflict of Interest Code and agrees to comply with those obligations at his or her expense. Prior to consultant commencing services hereunder, the City’s Manager shall prepare and deliver to consultant a memorandum detailing the extent of Consultant’s disclosure obligations in accordance with the City’s Conflict of Interest Code.

City Initials _____
Consultant Initials SW

7.2 Disclosure not Required. By their initials next to this paragraph, City and Consultant hereby acknowledge that Consultant is not a “consultant” for the purpose of the California Political Reform Act because Consultant’s duties and responsibilities are not within the scope of the definition of consultant in Fair Political Practice Commission Regulation 18700.3(a) and is otherwise not serving in staff capacity in accordance with the City’s Conflict of Interest Code.

City Initials _____
Consultant Initials SW

This Agreement is executed on _____, at Malibu, California, and effective as of October 23, 2023.

ATTEST:

CITY OF MALIBU:

KELSEY PETTIJOHN, City Clerk

STEVE UHRING, Mayor

APPROVED AS TO FORM:

ATTEST:

THIS DOCUMENT HAS BEEN REVIEWED
BY THE CITY ATTORNEY’S OFFICE

TREVOR RUSIN, Interim City Attorney

Sharon L. Wang
CONSULTANT
SDI Presence LLC
CFO

EXHIBIT A – Scope of Services and Costs

SCOPE OF WORK

The vendor's response shall demonstrate an understanding of the subject matter and describe an approach that will be taken to accomplish the services requested.

The overall objective of this project is to gain greater visibility into the current state of The City of Malibu's systems and a roadmap for the future from the Strategic Plan to allow us to improve our division further as our business requirements necessitate. Vendors shall document that vision, the resources likely required to support it, and any related recommendations in an IT Strategic Plan to set the direction for the City's use of technology for the next five years. At a minimum, the City anticipates the project may include the following activities; however, Vendors should propose the project plan and activities they feel will most effectively meet the objective.

I. Assessment of IT Infrastructure, Staffing Structure, Policies, and Processes

The selected consultant will assess immediate, short-term, and long-term issues in the items described above. The City of Malibu IT Staff will then review these changes to inform decisions made to the existing systems. These changes also need to analyze the difficulty to implement, cost, and fit business objectives. Prioritize application and infrastructure requirements based on the City's future business needs and goals to provide the most optimal road map and evaluate alternative approaches for meeting those needs.

The assessment will include but not be limited to:

- Vulnerabilities in existing systems
- Risks of existing legacy systems
- Network Availability (Uptime/Access) and Data Backup Processes
- Server and Network Infrastructure
- Current Network Layout
- Options for improving connectivity between and within City facilities
- Preventive measures to avoid breaches and systems to proactively monitor our environment against known, unknown, or new threats
- Ability to recover from unauthorized access to the City's Systems
- Active Directory ACLs and GPOs
- Current Usage of Technology by Staff and Options for Improvements
- Existing Information Systems staffing resources, positions, roles, skills, and organization structure for current and projected business requirements
- Direction and Vision of Information Systems
- Cybersecurity: current protections and remediations
- Current Logistical Process in Information Systems
- Other concerns or problem areas

Tasks that can be used to assess the City's Network:

- Interview Managerial/Administrative Staff, Information Systems Staff, and other stakeholders as needed
- Research, compare, and analyze current Information Systems Infrastructure
- Acquire information from City staff and other stakeholders as required

- Review procedures, existing IT Network Diagrams, and additional pertinent information
- Other processes or data as the consultant sees fit for the purpose

Cybersecurity:

The City of Malibu also requests increased focus on the Cybersecurity of its Systems. The Cyber Security Assessment shall include a detailed review of the areas listed below to address this concern. The vulnerability assessment and penetration test must cover multiple network points (External, Internal, etc.) After completion, the vendor will be expected to address each item listed below and summarize suggested remediation (if any).

1. Policies, procedures, and standards
2. Network Device Configurations (core, edge)
3. Network Architecture
4. Wireless Infrastructure and Configuration
5. Firewall Configuration
 - a. VPN Configuration
 - b. DMZ (Demilitarized Zone) Configuration
6. Server Environment and Configurations
7. VMware Virtual Environment
8. Data and Information Security
9. VOIP Environment and Configuration
10. Mobile Devices
11. Desktop and Laptop Configurations
12. Physical Security

Logistical Process/ Equipment Inventory:

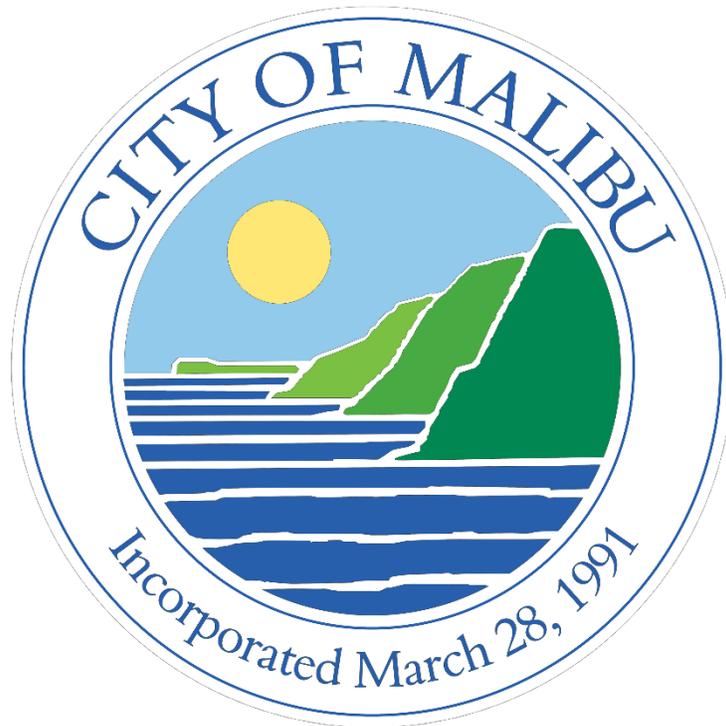
The City of Malibu also requests that increased focus is placed on the logistical process of the Information Systems Division. Some critical areas for improvement include:

- Better visibility of assets and a general idea of their location
- Strategies to track purchases from acquisition to retirement
- Current restocking practices for all supplies and assets in the IS domain.
- Improvements to report gathering to get critical information about current stock and Assets to decision makers.
- Inventory Control to better account for items used by city staff to proactively stock these items.

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

Proposed Costs

Category	Estimated Hours	Hourly Rate	Subtotal Cost
Assessment of IT Infrastructure, Staffing Structure, Policies and Processes			
• Phase 1 and Phase 2 Assessment	240	\$180	\$42,040.00
• Infrastructure and Network Assessment	92	\$190	\$17,480.00
Information Systems Strategic Plan			
• Phase 3 – IS Strategic Plan	80	\$180	\$14,160.00
Total Not to Exceed Cost	412		\$73,680.00
Estimated Travel Expenses		Actual	\$6,500.00
Optional Items			
• Voice of the Customer Survey	32	\$175	\$5,600.00



Request for Proposals for Information Technology System Assessment and Development of a Strategic Plan for The City of Malibu

Date Issued: June 30, 2023

Proposals must be received no later than 4 pm on July 28, 2023, via
email to:

City of Malibu
Attn: Mario Reyna, Information Systems Manager
mreyna@malibucity.org

INTRODUCTION

The Information Systems (IS) Division of the City of Malibu requests proposals from qualified consultants to assess the City of Malibu's Systems and a strategic plan. At the end of this RFP, we expect that we will have greater visibility into the current state of The City of Malibu's Information Technology (IT) Systems as well as a roadmap for the future from the Strategic Plan to allow us to improve our division further as our business requirements necessitate. Analysis of our division would include our infrastructure, staffing, processes, applications, reporting, reliability, and performance metrics.

The City reserves the right to accept or reject any Proposals, alter the selection process, postpone the selection process for convenience at any time, and/or waive any defects. This RFP shall not be deemed to create a binding contract or agreement between the City and the vendor. The vendor's personnel for this project shall be knowledgeable in their areas of expertise. The City reserves the right to select consultants without interviews; however, shortlisted firms may be invited to meet with the selection committee.

CITY OVERVIEW

The City of Malibu (City) is a coastal city in the northwestern portion of Los Angeles County, California, with a population of approximately 10,654. The City is host to around 15 million visitors a year. The City is a general law city incorporated under California law in 1991. It operates under the Council/Manager form of government, is considered a contract city, and offers a full range of municipal services. The five Members of the City Council are elected at-large. They serve staggered four-year terms, with the Mayor selected among the Councilmembers. The City spans approximately 21 miles of the Pacific Ocean coastline, extends inland less than a mile in most parts of that span, and slightly more than 2 miles at its widest span. The City currently has 97 full-time employees and 13.27 full-time equivalent part-time employees. The City, organized into seven departments, provides several services in-house, including management and administrative services, building safety, community services, environmental sustainability, planning, public works, and engineering. Police and Fire services are contracted out. The City's Adopted Fiscal Year 2022-2023 totals \$89.8 million and includes General Fund annual expenditures for ongoing City operations of \$44.2 million.

The City is comprised of the following departments:

- **MANAGEMENT AND ADMINISTRATION DEPARTMENT:** City Manager; Film Office; Finance and Accounting; Human Resources; Information Systems (IS); and Media and Communications
- **CITY CLERK DEPARTMENT:** Administration of City Council Meetings and Agendas; Compliance with Federal, State, and Local Statutes; Elections; Passport Acceptance; Public Records; and Student Intern Program

- COMMUNITY SERVICES DEPARTMENT: Community Classes, Programs, and Workshops; Parks and Facilities Management; Youth and Adult Sports; Senior Center; and Special Events
- ENVIRONMENTAL SUSTAINABILITY DEPARTMENT: Building Safety and Permits; Building Inspections; Coastal Engineering and Geology; Environmental Programs, including Clean Water, Energy, and Solid Waste Management; and Wastewater Management / Environmental Health
- PLANNING DEPARTMENT: Implementation of Local Coastal Program (LCP), General Plan, and Zoning Ordinance; Biology; Code Enforcement; Event Permits; Tobacco Retailer Registration; and View Restoration and Preservation
- PUBLIC SAFETY DEPARTMENT: Emergency Preparedness; Fire Services; Law Enforcement; Lifeguards; and Animal Care and Control oversight. Police and Fire Services are provided by LA County – (The City of Malibu offers no Police or Fire IT)
- PUBLIC WORKS / ENGINEERING DEPARTMENT: Streets, storm drains, and other public infrastructure; Assessment Districts; Capital Improvement Projects; Floodplain Management; Plan Check and Permitting; and Storm Preparation

The internal network consists of Firewalls, around 30 servers (physical and virtual), and switches. There are 310 end-user devices, around 120 desktops, including virtual machines, around 100 laptops, and about 90 company-issued phones. The City works from two main sites connected with a P2P VPN and supports remote workers with the SonicWall Global VPN. The City uses specific workflows to work with the public and ingest files, a process that needs to be reviewed for security improvements.

SCOPE OF WORK

The vendor's response shall demonstrate an understanding of the subject matter and describe an approach that will be taken to accomplish the services requested.

The overall objective of this project is to gain greater visibility into the current state of The City of Malibu's systems and a roadmap for the future from the Strategic Plan to allow us to improve our division further as our business requirements necessitate. Vendors shall document that vision, the resources likely required to support it, and any related recommendations in an IT Strategic Plan to set the direction for the City's use of technology for the next five years. At a minimum, the City anticipates the project may include the following activities; however, Vendors should propose the project plan and activities they feel will most effectively meet the objective.

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Cybersecurity:

The City of Malibu also requests increased focus on the Cybersecurity of its Systems. The Cyber Security Assessment shall include a detailed review of the areas listed below to address this concern. The vulnerability assessment and penetration test must cover multiple network points (External, Internal, etc.) After completion, the vendor will be expected to address each item listed below and summarize suggested remediation (if any).

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2. Network Device Configurations (core, edge)
3. Network Architecture
4. Wireless Infrastructure and Configuration
5. Firewall Configuration
 - a. VPN Configuration
 - b. DMZ (Demilitarized Zone) Configuration
6. Server Environment and Configurations
7. VMware Virtual Environment
8. Data and Information Security
9. VOIP Environment and Configuration
10. Mobile Devices
11. Desktop and Laptop Configurations
12. Physical Security

Logistical Process/ Equipment Inventory:

The City of Malibu also requests that increased focus is placed on the logistical process of the Information Systems Division. Some critical areas for improvement include:

- Better visibility of assets and a general idea of their location
- Strategies to track purchases from acquisition to retirement
- Current restocking practices for all supplies and assets in the IS domain.
- Improvements to report gathering to get critical information about current stock and Assets to decision makers.
- Inventory Control to better account for items used by city staff to proactively stock these items.

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

II. Information Systems Strategic Plan:

This Strategic Plan aims to build a roadmap that will lead the City in the improvement and development of the Information Systems Division. This roadmap will take place over several years and will be based on the consultant's recommendations from the assessment.

The City expects that this Strategic Plan will include but not be limited to:

- IT Structure and staffing appropriate for carrying out the strategy concerning the organization's size.
- Service and performance monitoring to show the metrics and service quality from the Information Systems Division.
- Updated documentation and procedures.
- Resources required for adherence to the plan as proposed.
- The vision of the Information Systems Division.

References:

Please provide three references that will ideally be other City organizations for which you have completed Information Technology Strategic Plans.

Implementation Support:

The City may choose to have the selected consultant assist in implementing the IT Strategic Plan. This third phase is contingent upon the results of the assessment and IT Strategic Plan and thus will be developed upon completion of the first two phases of work. The City has the right not to proceed with the implantation support phase with the selected consultant.

PROPOSAL PROCEDURE

Clarifications: The City will respond to requests for clarification to the RFP in written Addendum(s) as needed. Inquiries should be directed by email only to mreyna@malibucity.org. No verbal requests will be accepted, and all requests for clarification must be received by 5:00 pm on 07/13/2023.

Proposal Deadline: Submit an electronic copy (no paper submittals) of the complete proposal to:

Mario Reyna, IT Manager

mreyna@malibucity.org

City of Malibu

All proposals are due no later than July 21, 2023, at 4:00 pm.

Evaluation Criteria: Proposals will be evaluated based primarily on experience and performance in oral interviews. The City reserves the right to select consultants without interviews; however, shortlisted firms may be invited to meet with the selection committee. The presentation portion of the interview will be limited to no more than 30 minutes, with up to another 30 minutes set aside for questions and answers. The presenters must include the person who will be engaged in the project.

Response Preparations: No reimbursement will be made by the City for costs incurred in preparing the response to this RFP. Submitted materials will not be returned and become the property of the City of Malibu.

Right to Reject Proposals: Submission of a proposal indicates acceptance by the firm of the conditions contained in this request for a bid unless clearly and expressly noted in the proposal submitted and confirmed in the agreement between the City of Malibu and the firm selected. The City of Malibu reserves the right to reject any or all bids without prejudice.



Proposal Prepared For:

City of Malibu, CA

Technology System Assessment and Development of a Strategic Plan

July 28, 2023

Respectfully Submitted By:



Greta Davis

Vice President – Advisory Services

gdavis@sdipresence.com

714.328.9954



Attachment #3

Cover Letter

August 3, 2023

Mr. Mario Reyna
Information Systems Manager
23825 Stuart Ranch Road
Malibu, CA 90265

Re: Request for Proposal for Information Technology (IT) System Assessment and Strategic Plan

Dear Mr. Reyna,

SDI Presence LLC (SDI) respectfully submits this proposal to the City of Malibu (City) in response to your request for the completion of an Information Technology (IT) System Assessment and development of an Information Technology Strategic Plan (ITSP). SDI provides management consulting services focused exclusively on assisting public sector agencies enhance their use of technology. Since 1999, SDI's Advisory Services group has supported IT assessments, strategic and master plans, procurements, and implementation projects for nearly 200 clients. Our successful track record includes completing more than 90 IT Assessments and Strategic Plans for cities, counties, special districts, and State of California agencies.

Our prior experience with the City of Malibu on the IT Assessment and Strategic Plan project in 2019-2020, as well as this depth of experience enables us to leverage our insight into the agency with respect to information technology use, challenges and needs. The proposed team brings a wealth of knowledge and extensive experience to the City, to provide an independent and objective assessment of the City's IT organization, its operational competencies, and to develop an actionable and attainable IT Strategic Plan designed to help support the City's technology and security needs into the future.

To complete this project, we will utilize a team of knowledgeable consultants who are experienced in conducting public sector agency IT assessments, cybersecurity assessments, and strategic plans. Our team includes senior IT leaders familiar with the challenges of running municipal IT service delivery organizations from small to large sized agencies, and have a long history of collaborating to successfully deliver projects like this one.

SDI will bring the City proven methodologies and tools based on public sector IT best practices that are closely aligned with industry standards, such as Information Technology Infrastructure Library's (ITIL) and IT service management (ITSM) standards. SDI's approach puts a priority on aligning our clients' enterprise-level business objectives and ongoing operational needs with their IT investments and available resources.

If you have any questions about our proposal, project approach, or level of effort, please contact me at 714.328.9954 or at gdavis@sdipresence.com.



Greta Davis
Vice President – Advisory Services
SDI Presence LLC

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Section 1 Organization, Credentials, and Experience

Summarize the company's qualifications, credentials, and related experience.

Describe the company's size, and indicate the principal, company officials, and other personnel assigned to work on behalf of the City.

Why should we select your firm?

SDI is an IT consultancy and managed services provider (MSP) that leverages its strong team presence to advance our clients to a secure digital enterprise. With a corporate resume extending more than twenty-five years, SDI delivers strategic managed services, IT consulting, and hybrid infrastructure solutions to optimize our clients' technology environments.

SDI has been developing IT Strategic Plans for our clients during the entire 25 years of its history; SDI has completed over 90 IT Assessments and Strategic Plans for cities, counties, special districts, and State of California agencies.

The City seeks to partner with a consulting company that has vision and leadership in IT strategic planning. SDI brings the City the experience, expertise, and proven methods to help ensure project success. SDI has developed a comprehensive methodology designed specifically to meet the unique needs of organizations seeking to develop strategic technology plans. This methodology is based on our hands-on experience in working with public sector clients and continues to evolve as new best practices are identified.

During the initial planning phase, SDI will work with the City's stakeholders to craft a project approach and task resource plan that takes full advantage of the City's resources and expertise while minimizing the impact on operations.

SDI believes that a critical component of this project is to ensure that the stakeholders and staff impacted understand the trade-offs, resources, risks, and timelines associated with the project, and have appropriate expectations prior to, and throughout, the project life cycle. To accomplish this, SDI's approach includes the following guiding principles:

- ◆ Focus on an open and collaborative process that encourages a consensus among the participants and a shared commitment to the successful completion of a comprehensive IT Strategic plan
- ◆ Use a structured, proven approach to ensure comprehensive understanding of requirements and business needs at all levels of the City
- ◆ Strive to minimize disruption to daily City operations throughout the various processes by ensuring a well planned and executed project
- ◆ Fully identify and disclose the potential opportunities as well as the risks involved and provide realistic risk management and mitigation strategies
- ◆ Ensure that stakeholders and users have and maintain realistic expectations throughout the process

SDI's IT strategic planning methodology is built on our experience delivering services to California local government agencies for over 25 years. After the completion of each project, we debrief to determine what we can change to make the next plan we develop even better. This has benefited our clients by establishing a methodology that is proven and continues to evolve to meet the unique and changing needs of our public sector clients.

A cornerstone of SDI’s methodology is the focus and emphasis on the involvement and interaction with the department users of technology and those setting the business direction for the City – providing a “voice of the customer” to the resulting ITSP. SDI will incorporate input from all users and stakeholders, up to and including the City’s elected officials (if desired), executive management, and the operating departments and divisions.

Because we value the involvement of all technology end users in the organization, SDI will be utilizing the time of staff throughout the organization during portions of the project activities. All staff will be asked to attend a one-hour Project Kickoff meeting. Select users (as identified by the City’s Project Sponsor) will be asked to participate in a one-hour Workshop with SDI staff. The City’s IT staff will participate in individual or small group one-hour Workshops. City executives will be invited to participate in our Project Prioritization Workshop, which typically entails four hours. Finally, the City’s Project Sponsor will be asked to review draft documents prior to their finalization, which may total 6-8 hours.

SDI Presence LLC Company Background

SDI Presence LLC was first established in 2016, and currently employs over 300 staff throughout the United States. In November 2017 SDI joined forces with California-based **NexLevel Information Technology, Inc.**, and the entire NexLevel consultant team transitioned to SDI. Our California-based West Coast Division includes consultants located throughout the state, with offices in Sacramento and Los Angeles.

SDI focuses on helping public sector clients assess, plan, implement, and manage complex business technology. Our full range of services are shown in Figure 1 below.

Figure 1: SDI Services



SDI’s West Coast Division (formerly NexLevel) has worked with more than 200 state and local government agencies across eight states to complete IT Assessments, IT Strategic Plans, GIS Strategic Plans, Network Assessments, IT Service-Level Assessments, Policy/Procedure Documentation, Project Management Organization implementations, Feasibility Studies, and Request for Proposal (RFP) Development and Procurement Management efforts. In addition to our California local government experience, SDI also has significant planning, project management, and procurement experience working with the State of California for agencies such as California Highway Patrol, Department of Justice, Department of Motor Vehicles, Department of Corrections and Rehabilitation, Department of Child Support Services, and more.

SDI has the relevant experience and expertise to provide all of the services being requested by the City, and we are prepared to begin the project immediately. It is important to note that SDI has, and will continue to be, **100% independent from any technology solution provider**. We pride ourselves on this independence and recognize that it is a critical attribute during the IT strategic planning process.

SDI is recognized throughout the State of California for our services supporting public sector agencies with IT strategic planning activities. This is evident not only by the number of successful projects and client references, but also because we are commonly asked by organizations such as California Society of Municipal Financial Officers (CSMFO) and Municipal Information Systems Association of California (MISAC) to present at their annual conferences and regional chapter groups. SDI has co-presented day long pre-conference sessions dedicated to IT Strategic Planning and ERP procurement and implementation and has also presented on the topics of IT sustainability, IT governance, and Cloud Computing. SDI has presented more than a dozen times to CSMFO and MISAC. The fact that we are continually invited to present at these important organization’s events speaks to our expertise and experience.

Experience

Members of the consultant team that SDI has proposed for this engagement have participated in numerous information technology assessments, strategic plans, procurements, and implementations for California municipalities and special districts. In the course of these projects, they have gained significant familiarity with many of the business applications supporting the City of Malibu, including the following listed in Figure 1 below:

The City directly benefits from SDI’s prior IT Assessment experience with the City of Malibu, as well as extensive experience with peer California organizations.

Figure 1 – City of Malibu Application Familiarity

Product *	Vendor	Purpose	Owner Department
Accela	Granicus	Agenda Management	City Clerk
Adobe	Adobe	Electronic plan review	Planning Department
BlueBeam Revu	BlueBeam Software	Electronic plan review	Public Works Department
CivicHR	CivicPlus	Online applicant submission and tracking	Management and Administration Department/HR Division
CivicReady	CivicPlus	Low-level citizen alerts	Public Safety Department
Community Development Database	IRIS Consulting	Planning/Data Management	Management and Administration Department/IT Division
EverBridge	EverBridge	Critical event (disaster) notification management	Public Safety Department
FlameMapper	FlameMapper LLC	Wildfire predictive analysis and risk projection	Public Safety Department

Product *	Vendor	Purpose	Owner Department
GovClarity	Digital Map Products	Geographic Information System	Management and Administration Department/IT Division
IWIMS	Stone Environmental Inc	Environmental Health Document Database	Environmental Sustainability/Environmental Health
OnBase	Konica Minolta Business Solutions USA	Document Imaging/Management	Management and Administration Department/IT Division
RecPro	RecPro Software	Recreation management	Community Services
Springbrook	Springbrook Software/Accel-KKR	Financial, Human Resources management	Management and Administration Department/Finance Division
Webcasting	Granicus	On Demand Meeting Video Management	Administrative Services/IT Division

As shown in Figure 2 below, SDI has a strong record of accomplishment in providing technology consulting services for California public sector clients. This includes the successful completion of more than **90 IT Strategic Plans** for public sector organizations in California. Detailed references are provided in the References section later in our proposal.

Figure 2: SDI CA Clients

	IT Strategic Plans	IT Assessments	IT Policies & Procedures	Project Management	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
Municipalities								
Alameda, CA		✓					✓	✓
Anaheim, CA	✓						✓	✓
Belmont, CA	✓							
Beverly Hills, CA	✓	✓						✓
Branson, MO	✓	✓						✓
Burbank, CA	✓	✓						
Burlingame, CA				✓			✓	
Carson City, NV	✓	✓					✓	✓
Chino, CA							✓	✓
Chino Hills, CA				✓			✓	✓
Concord, CA				✓				✓
Coronado, CA			✓	✓			✓	✓
Costa Mesa, CA								✓
Cupertino, CA	✓	✓						
Davis, CA							✓	✓
El Segundo, CA	✓	✓						
Fairfield, CA	✓	✓	✓		✓	✓	✓	✓

	IT Strategic Plans	IT Assessments	IT Policies & Procedures	Project Management	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
Fremont, CA				✓			✓	✓
Fresno, CA	✓	✓					✓	✓
Galt, CA	✓	✓	✓	✓	✓	✓	✓	✓
Gilroy, CA	✓	✓		✓			✓	✓
Glendale, CA	✓	✓		✓			✓	✓
Half Moon Bay, CA				✓			✓	
Huntington Beach, CA	✓	✓			✓			✓
Indio, CA							✓	
Industry, CA				✓				
Irvine, CA		✓		✓	✓	✓		✓
La Quinta, CA				✓			✓	✓
Laguna Beach, CA	✓	✓						
Long Beach, CA				✓			✓	✓
Los Angeles, CA				✓				✓
Los Banos, CA	✓	✓						
Malibu, CA	✓	✓						
Manhattan Beach, CA	✓	✓			✓		✓	✓
Merced, CA			✓				✓	✓
Millbrae, CA							✓	
Napa, CA	✓	✓			✓			✓
Newport Beach, CA					✓		✓	✓
Novato, CA	✓	✓			✓			✓
Ontario, CA		✓		✓			✓	
Orange, CA	✓	✓			✓		✓	✓
Oxnard, CA	✓	✓						
Pasadena, CA							✓	✓
Paso Robles, CA				✓			✓	✓
Petaluma, CA							✓	
Pismo Beach, CA	✓	✓					✓	
Pleasant Hill, CA							✓	
Rancho Cordova, CA	✓	✓						✓
Rancho Palos Verdes, CA	✓	✓					✓	✓
Redlands, CA							✓	
Redondo Beach, CA		✓						
Redwood City, CA	✓	✓		✓			✓	
Rohnert Park, CA	✓			✓			✓	✓
San Luis Obispo, CA	✓	✓					✓	✓
San Rafael, CA	✓	✓		✓	✓		✓	✓
San Ramon, CA				✓			✓	
Santa Barbara, CA				✓				
Santa Clara, CA	✓	✓	✓	✓	✓		✓	✓
Santa Cruz, CA	✓	✓	✓		✓			✓
Stockton, CA	✓	✓		✓	✓			✓

	IT Strategic Plans	IT Assessments	IT Policies & Procedures	Project Management	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
Suisun City, CA				✓			✓	
Sunnyvale, CA							✓	
Vacaville, CA							✓	
Ventura, CA	✓	✓			✓			✓
Visalia, CA	✓	✓			✓			
Vista, CA	✓	✓	✓		✓			✓
Walnut Creek, CA	✓	✓			✓			✓
Watsonville, CA	✓	✓		✓				✓
West Hollywood, CA	✓	✓					✓	
Special Districts								
Central Contra Costa Sanitation District	✓	✓	✓	✓	✓		✓	✓
Coachella Valley Water District							✓	✓
Cosumnes Community Services District				✓			✓	
Cucamonga Valley Water District							✓	
Chino Valley Independent Fire District				✓			✓	✓
Delta Diablo Sanitation District	✓	✓						✓
East Valley Water District	✓	✓						
Eastern Municipal Water District							✓	
Inland Empire Utilities Agency	✓	✓						
Irvine Ranch Water District		✓						
Lake Arrowhead Community Services District							✓	
Las Virgenes Municipal Water District	✓	✓				✓	✓	
Monterey Regional Water P.C.A.	✓	✓						
Moulton Niguel Water District	✓	✓	✓	✓	✓		✓	✓
North Tahoe Public Utilities District	✓	✓						
Port of Los Angeles	✓	✓						
Rancho California Water District	✓	✓			✓			✓
Riverside Co. Trans. Commission				✓				
Sacramento Area Sewer District								✓
Sacramento Metropolitan Fire District		✓					✓	
Sacramento Municipal Utility District								✓
San Joaquin Council of Governments							✓	
San Bernardino County Fire								✓
Santa Clara County Fire Department		✓						✓
Santa Clara County Housing Authority	✓	✓						
Santa Clara Valley Water District							✓	
Silicon Valley Clean Water							✓	
Silicon Valley Power	✓			✓			✓	✓
Southern CA Association of Governments								✓
South Tahoe Public Utility District	✓	✓			✓	✓	✓	
West Basin Municipal Water District	✓	✓			✓			
Zone 7 Water Agency	✓	✓						
Counties								

	IT Strategic Plans	IT Assessments	IT Policies & Procedures	Project Management	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
Douglas County, Nevada		✓						✓
El Paso County, Texas	✓	✓						
Lane County, Oregon	✓	✓						
Placer County, CA							✓	✓
Riverside County, CA								✓
San Benito County, CA				✓				✓
San Diego County, CA				✓				✓
Santa Clara County, CA				✓				✓
Sonoma County, CA				✓				✓
State of California								
Assoc. of Regional Center Agencies				✓			✓	
CA Correctional Health Care Services				✓				✓
California Highway Patrol	✓	✓	✓	✓	✓	✓	✓	✓

Figure 3: Trusted by Neighboring Communities



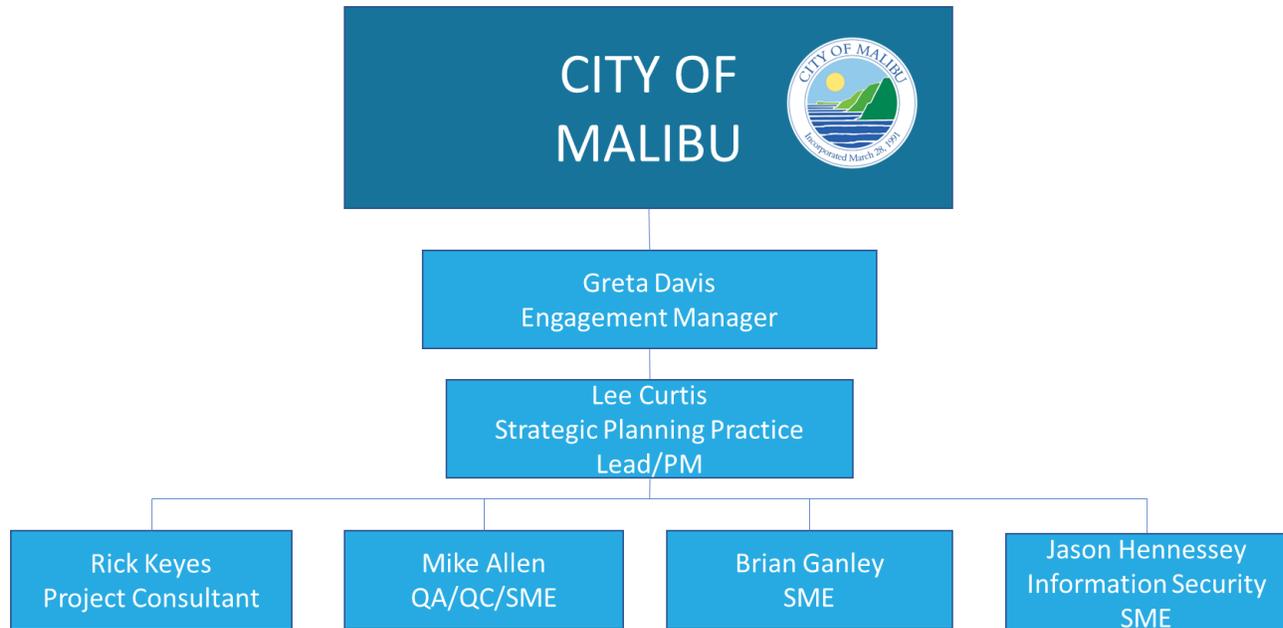
Provide resumes, biographies, and information on the key personnel assigned to this work.

Project Team

For this project, SDI is proposing a team of highly qualified and experienced professionals with the proven ability to complete projects on time and within budget. SDI’s proposed team includes former local agency IT specialists with significant depth and expertise to address all aspects of this important project. The project team, as shown in Figure 4 on the following page, will dedicate sufficient time toward the

engagement to ensure that project schedules and deadlines are met. Resumes are included in Appendix A.

Figure 4: SDI Project Team



Greta Davis – Engagement Manager

Role: Ms. Davis will serve as the Delivery Executive, bringing her years of experience working with public agencies to support the City and the project team on this important project. Ms. Davis will provide management oversight and support to the SDI project team.

Biography: Ms. Davis has over 25 years of experience in all facets of financial, organizational, and operational consulting for local government clients. Ms. Davis has worked with over 250 local government agencies providing proven consulting services resulting in revenue enhancement from state and federal reimbursement, general fund subvention, and enterprise fund revenue recovery. The majority of her professional experience includes agency-wide revenue enhancement and cost of service analysis, financial plans, local governance and operational improvement strategies for local government agencies.

Lee Curtis – Strategic Planning Practice Lead and Project Manager

Role: Mr. Curtis will serve as the Project Manager and provide as-needed project advisory subject matter expertise for all areas of the project.

Biography: Mr. Curtis is a senior level, hands-on executive with more than 40 years of experience in technology service and management consulting. He has been a top-tier manager with outstanding technology delivery skills and long-range project planning expertise. Mr. Curtis has provided executive-level consulting to both the private and public sectors supporting a wide range of technology implementations. He is an experienced project manager, accomplished writer and a well-versed consultant providing in-depth technology assessments and innovative strategic plans to public sector clients.

Mr. Curtis has served as CIO or IT Director for numerous organizations including the City of Indianapolis / Marion County IN, Dallas County TX, Butte County CA, Tulare County CA, Solano County CA, Douglas County NV, and the City of Rancho Cordova CA. Mr. Curtis has presented IT Strategic Planning sessions at the Municipal Information Systems Association of California (MISAC) annual conferences and in 2020 he presented a webinar on Strategic Planning to the Association of California Water Agencies (ACWA). Mr. Curtis has participated in assessments and planning projects for numerous cities, counties, and special districts.

Rick Keyes, PMP – Project Consultant

Role: Mr. Keyes will provide subject matter expertise, including assisting with the identification and scoping of potential technology projects and providing assistance with development of project deliverables.

Biography: Mr. Keyes is a certified project management professional and joined SDI in 2010. He has more than 25 years of extensive information technology experience, including more than ten years in senior management positions in state government and nearly twenty years in program/project management and vendor management in demanding public-sector environments. During his career, Mr. Keyes has been responsible for the development and implementation of enterprise IT architecture, policies and strategies, management of all aspects of application development from conceptualization through implementation, training and support, and for the integration of all business/technology solutions regardless of whether developed in-house or by 3rd-party vendors.

Mike Allen – QA/QC/Subject Matter Expert

Role: Mr. Allen will assist with the Quality Assurance/Quality Control activities. He will lead the technical review of the IT Roadmap.

Biography: Mr. Allen has over 30 years of information technology experience within the public sector. Starting from a programming background at the City of Roseville and continuing as the IT Manager for the City of Visalia, he has municipal experience that is both broad and deep.

As a former MISAC state board member and with many years spent on various non-profit boards, he has witnessed the importance of meaningful communication skills. Extensive MISAC involvement in local chapter and state board events was very formative for Mr. Allen in establishing collaboration, organization, planning, and project skills. His career has focused on helping organizations implement complex technology solutions and effectively utilize technology to solve business problems through business process evaluation, IT strategic planning, information sharing, procurement assistance, requirements definition, technology contract management, IT portfolio management, and project management.

Technically, Mr. Allen specialized in network and security technologies encompassing wired, wireless, and fiberoptic network design, installation, and security within facility, campus, and muni-wide environments. With this extensive background, Mr. Allen is well qualified to discuss municipal finance, utility, permitting, public safety, geographic information systems, network design, wireless, and cyber-security systems, and processes. As a subject matter expert coupled with hands-on project management and implementation experience, Mr. Allen offers strong decision support, analytical, technical, facilitation, project management, communications, and program management skills.

Brian Ganley – Subject Matter Expert

Role: Mr. Ganley will provide subject matter expertise for all aspects of the project, including data gathering activities and IT organizational assessment. He will work closely with the District's IT staff to understand the unique requirements of the District and work together to provide an effective technology continuity strategy.

Biography: Mr. Ganley is an experienced public sector information technology leader, focused on customer service, collaboration with stakeholders, strategic planning, and innovative technology solutions.

Mr. Ganley is a hands-on technologist with strong cybersecurity, network, and infrastructure experience and technical skills. He was the Chief Information Officer for the County of Ventura where he was responsible for a technology staff of 180, supporting nearly 9,000 users and desktops, applications, and communications systems. Prior employment included the Chief Information Officer for the Los Angeles Police Department where he was responsible for leading the Information Technology Bureau, with a staff of 180, supporting 13,500 users and 8,000 desktops, with a budget of approximately \$34 million. In addition, Mr. Ganley was the Chief Information Officer for the City of Glendale and the City of West Hollywood.

Jason Hennessey – Subject Matter Expert (Information Security)

Role: Mr. Hennessey will provide subject matter expertise for all aspects of the project related to information and network security.

Biography: Mr. Hennessey’s professional background includes more than 20 years of computer system management for the Federal Government, Local Government agencies, and publicly and privately held firms. Mr. Hennessey is a Certified Information Systems Security Professional (CISSP), CJIS Local Agency Security Officer, and former Information System Security Officer (ISSO) for the United States Drug Enforcement Administration. Mr. Hennessey continues to provide community outreach, including presenting cybersecurity lectures to local professional organizations, online safety to youth groups, and maintaining affiliation with special interest groups dedicated to sharing intelligence and preventing hostile acts against the nation’s infrastructure.

Provide a list of three of the Consultant’s clients with contact information, including the names, titles, addresses, phone numbers, and email addresses of the appropriate persons at the client company that the City can contact regarding current or recent work assignments.

Reference 1

Name of Organization	City of Brentwood
Address	150 City Park Way Brentwood, CA 94513
Name of Contact	Christine Andrews, Asst. Dir. Finance and Information Services
Telephone and Email	(925) 516-5130 candrews@brentwoodca.gov
Date of Service	2021
Project Title	IT Assessment & Technology Master Plan



Project Description

SDI completed a comprehensive assessment of the City’s technology operations and provided recommendations designed to improve overall service delivery. SDI also developed a Technology Master Plan, including GIS and fiber optics components, to guide the City’s future technology investments. The project launched in January 2021 and the final report was presented in August 2021.

Reference 2

Name of Organization	City of West Hollywood	 <p>City of West Hollywood California 1984</p>
Address	8300 Santa Monica Boulevard West Hollywood, CA 90069	
Name of Contact	Eugene Tsipis, IT Manager	
Telephone and Email	(323) 848-6399 etsipis@weho.org	
Date of Service	2021	
Project Title	IT Assessment & Strategic Plan	
<p>Project Description</p> <p>SDI is currently providing professional consultative services for an IT assessment and development of an IT Strategic Plan. Once complete, the Plan will enable the City to better allocate its information technology resources and to obtain greater benefits for its investments in information technology. The plan also provided a baseline to enable the City to effectively respond to new and/or changing requirements by proactively adapting processes, organization, and infrastructure.</p>		

Reference 3

Name of Organization	City of Vista	 <p>CITY OF VISTA</p>
Address	200 Civic Center Drive Vista, CA 92084	
Name of Contact	Chris Mitchell, IT Manager	
Telephone and Email	P: 760-643-5438 cmitchell@ci.vista.ca.us	
Project Title	IT Assessment & Strategic Plan	
<p>Project Description</p> <p>SDI recently completed an IT assessment and development of an IT Strategic Plan for the City. Since the time of completion, the City has contracted with SDI to assist with implementation of several of the Plan's projects.</p>		

Reference 4

Name of Organization	City of Alameda	
Address	950 West Mall Square Alameda, CA 94501	
Name of Contact	Carolyn Hogg, IT Director	
Telephone and Email	(510) 747-7495 chogg@alamedaca.gov	
Project Title	IT Assessment & Strategic Technology Master Plan	
<p>Project Description</p> <p>SDI provided professional consultant services for an IT assessment, IT Assessment Report, and development of a 3-year IT Strategic Plan, which included evaluation of their current Governance and IT organizational structure. SDI has also assisted the City with the procurement of a proven, commercial off the shelf ERP system and provided consulting support for the planning, analysis and oversight of a network based CENIC project.</p>		

Section 2 Understanding of the Scope of Work

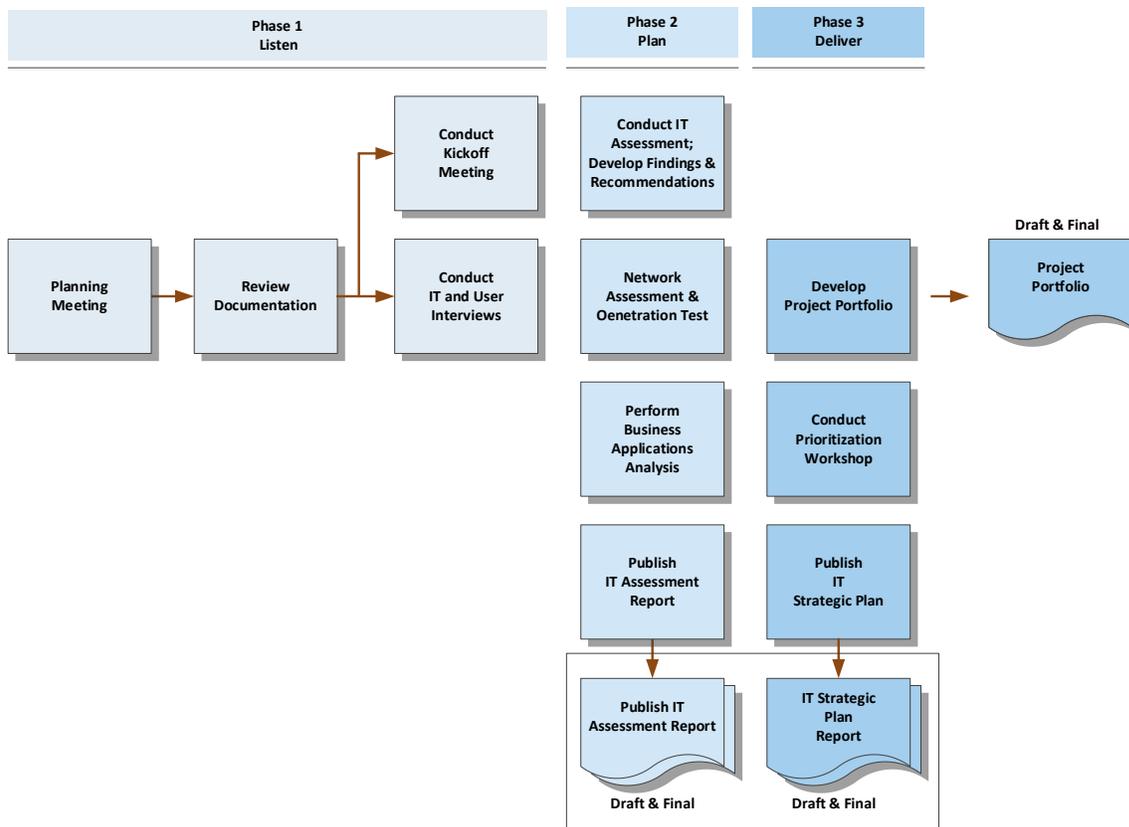
The City seeks a partner to complete an Information Technology (IT) Systems Assessment as well as a Cybersecurity Assessment and develop a comprehensive Information Technology Strategic Plan. Our approach to IT Strategic Planning has three phases, illustrated below in Figure 5. This approach will provide the City with a comprehensive Information Technology Strategic Plan (ITSP), including a Cybersecurity Roadmap.

The team will follow a proven approach with three distinct phases:

- Listen
- Plan
- Deliver

This approach is designed specifically to meet the needs of organizations like the City that are seeking to develop an integrated IT strategic plan that can be used to guide technology initiatives for the next five years. It is important to note that the cornerstone of our approach is the focus and emphasis on the involvement and interaction with the department consumers of technology and those setting the business direction for the City – providing a Voice of the User to the resulting Information Technology Strategic Plan. The team will seek and incorporate input from all departmental technology consumers and stakeholders in the City’s operating departments and divisions.

Figure 5: Three Phase Information Technology Strategic Plan Methodology



SDI is familiar with the challenges and issues that can arise in developing such plans and skilled in managing multiple, and sometimes conflicting, stakeholder visions, missions, goals, objectives, needs, and priorities. In addition, we are sensitive to the desires of elected and appointed officials and the public for transparency and open government. Our approach carefully considers project prioritization and includes processes to help manage competing priorities to ensure that our plans consider Citywide perspectives. We pride ourselves on helping organizations develop plans that are realistic and attainable in terms of the available budget, resources, and time.

Proposed Work Plan

SDI has developed a comprehensive methodology designed specifically to meet the unique needs of organizations in need of IT strategic plans. This methodology is based on our hands-on experience working with a wide range of public sector clients and continues to evolve as the IT landscape changes and new requirements are identified.

While conducting information technology strategic plans for local governments over the last 25 years, SDI has observed that:

- Organizations do not always make the most effective use of their business applications or that issues with the implementation of the business application negatively impact greater and more efficient use of the technology.
- Individual business units – departments, divisions, offices, and teams – often make use of a wide array of ad-hoc databases and spreadsheets. These shadow systems are often developed and updated inconsistently and may not even be known to the IT organization or other business units. As a result, similar items of data are stored and used by multiple business units.
- The ubiquity of Cloud business applications has enabled business units to subscribe to these services, resulting in cost increases and multiple data storage locations.

As a result, local governments are spending more on business applications than is immediately apparent and receiving less value in return. SDI modified our planning methodology to enable the identification of opportunities for local governments to:

- Reduce their total cost of ownership (TCO) for business applications by eliminating redundant applications and reducing the use of redundant repositories of information.
- Improve their return on investment and overall value for existing expenditures on business applications by focusing on the remediation of manual workarounds that may have been adopted.
- Improve the delivery of services and decision making through the elimination of redundant data repositories including spreadsheets and ad-hoc databases.
- Improve the availability of information to the public.
- Improve data security and recovery through the consolidation of redundant and siloed business applications, etc.

In the paragraphs below, we highlight the high-level approach for each phase.

Phase One – Listen: Engaging Stakeholders. The team will work with the City to lay the foundation for the timely and successful completion of the Information Technology Strategic Plan, including

conducting planning and kickoff meetings with the objectives of engaging City Staff in the planning process and identifying key issues, concerns, and requirements; then moving on to completing IT and User interviews to gain insight and allow for the voice of the user community. The team will engage with City's user community to identify opportunities to improve the quality, consistency, and sustainability of the technology services and products provided to the user community.

Phase Two – Plan: Analyzing the technical environment and brainstorming ideas. The team will conduct an IT Services Review to establish a baseline for technology services delivered to the City, as those services exist presently. The team will also work with the City's user community to review current business processes with the objectives of identifying opportunities for improvement, the business applications used in support of the business processes, and any issues being encountered with the business applications. Based on that foundational understanding, the team will develop findings and recommendations that will be used to align and deliver technology services into the future, ensuring the IT organization is provided with the resources – staffing, skillsets, funding, and toolsets – necessary to execute the IT Strategic Plan.

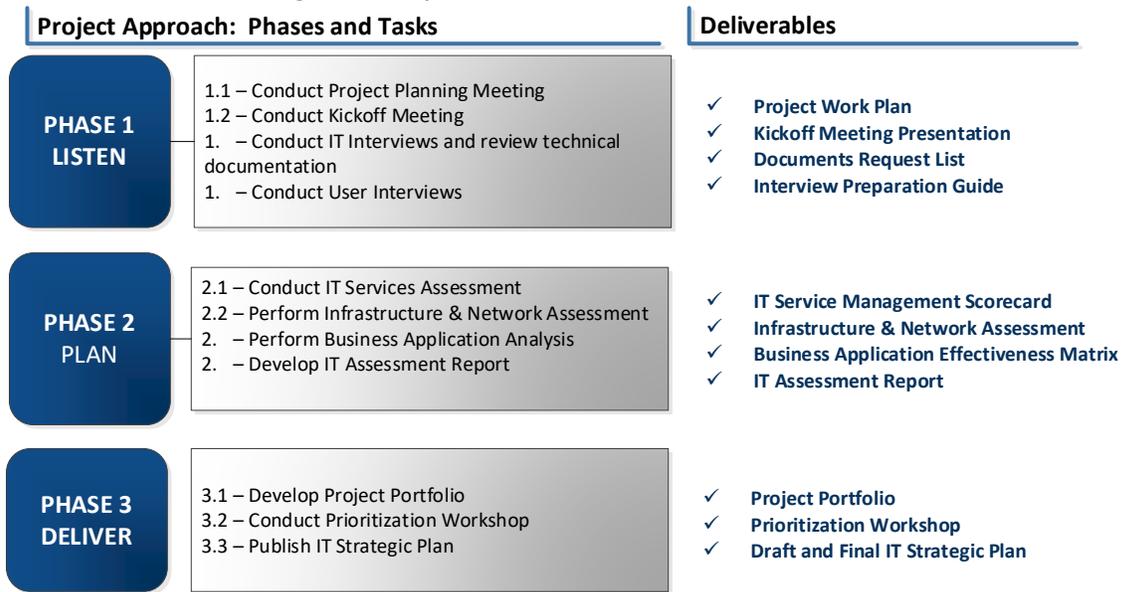
Phase Three – Deliver: Establishing priorities. The team will work with the City to develop the Information Technology Strategic Plan, including the vision of the IS Division to help clarify and socialize the City's desired direction, developing a portfolio of proposed strategic projects, and a highly collaborative implementation planning workshop in which the City's decision-makers and stakeholders will help shape a plan for the implementation of the recommendations and initiatives.

Our approach is intended to ensure that the City has clear, transparent, and open discussions related to every finding, best practice, and recommendations throughout the project lifecycle. Our "No Surprises Guarantee" ensures that every ITSP is developed effectively and efficiently, for a deliverable of the highest quality.

Information Technology Strategic Plan

The Information Technology Strategic Plan needs to cover all aspects of the business to achieve an integrated and comprehensive technology strategy. It is important to note that the cornerstone of SDI's methodology is the focus and emphasis on the involvement and interaction with the departmental consumers of technology and those setting the business direction for the City – ensuring the resulting IT Strategic Plan is influenced by the consumer's needs. We will seek and incorporate input from all project stakeholders and employees, up to and including Executive Management and the City's operating departments and divisions. Figure 6 on the following page illustrates the project phases and corresponding deliverables.

Figure 6: Project Phases, Activities, and Deliverables



Phase 1 – Listen

During this phase, SDI’s goal is to define the client’s use of IT today – the current state – and establish a baseline for the development of the IT Strategic Plan. We validate our understanding, as well as that of the stakeholders, regarding the scope of work and the process for accomplishing the project’s overall objectives.

To accomplish this for the City, SDI will:

- Request and review relevant documentation
- Conduct interviews with City IT and department/division staff

This phase includes Activities 1.1 – 1.4 and the associated deliverables, as described below.

Activity 1.1 – Conduct Planning Meeting

Description: SDI will conduct a virtual meeting with the City’s Project Sponsor and other key staff to complete a detailed review of the scope of work, project timeline, deliverables, project status reporting methods, project participants (i.e., Executive sponsor, subject matter experts, technical resources, etc.), and other administrative items to ensure a well-planned project. During this meeting, SDI will discuss the tools and templates that will be leveraged.

Activity 1.2 – Conduct Project Kickoff Meeting

Description: Since the project will have a city-wide impact, it is important to proactively communicate with all impacted staff to ensure a clear understanding of project goals and objectives, roles and responsibilities, approach, tasks, and timeline. The Kickoff Meeting also provides the opportunity to introduce the SDI team to the City staff and should involve senior level management and project sponsors to provide introduction of this City-wide endeavor. It is important that all City staff that will be involved in the project, regardless of their role, participate in the Project Kickoff meeting.

Activity 1.3 – Conduct IT Interviews and Review Technical Documentation

Description: SDI will conduct interviews with IT staff as part of its review to determine whether the IT infrastructure and support organization are prepared to support the future needs of the City. The interviews with IT personnel will allow for an open discussion regarding IT service delivery and the information technology needs of the City.

The IT interviews are usually conducted one-on-one and will focus on the following:

- What components of the City’s IT infrastructure and/or applications do you support?
- What services do you provide to the user community and what are your service level goals?
- What IT best practices are you using?
- What issues or challenges are you encountering?
- What projects or initiatives are you working on or are planned during the next 18-24 months?

In addition, and to ensure alignment with the City’s business priorities, SDI will request and review available documentation including, but not limited to, the following items:

- City Goals, Business Plans, Budgets, and CIP
- Previous Related Assessments and Plans
- City Organizational Chart and Contact Information
- Technology Governance Agendas and Minutes
- In-Process or Planned Technology Project Documentation
- IT Disaster Recovery and Business Continuity Plans
- Network Architecture Documentation
- IT Service Level Agreements and IT Performance Statistics or Activity Reports
- Technology Vendor Listing and Agreements
- Existing policies for change management, physical and cybersecurity, email, acceptable use, patch management, social media
- Security baseline standards – servers, firewalls, routers, workstations
- Incident response plans and procedures
- Network documentation and diagrams

Assumption: SDI will conduct up to three (3) interviews scheduled for 90 minutes or less.

Activity 1.4 – Conduct Department Interviews

Description: The development of the IT Strategic Plan is dependent on a comprehensive and realistic understanding of the City’s business objectives and priorities, how effectively the current applications meet the City’s requirements, and how the City desires to use information technology as a key enabler in supporting its business. This look ahead at innovation must consider that not only is technology evolving rapidly, but so are public expectations regarding timely and easy access to City services and information transparency. Through a series of workshops and interviews, SDI will document the City’s deployment of applications, the support of those applications, and plans for new or expanded software.

SDI will facilitate a series of interviews with City stakeholders and department employees to provide a forum for input and feedback about the business applications they use (including the support for them), information technology limitations, and future needs and plans. SDI will conduct interview workshops with members of Management and Administration, City Clerk, Community Services, Environmental Sustainability, Planning, Public Safety, and Public Works/Engineering departments. We anticipate up to eight (8) interview sessions and will focus on the alignment of IT services with the City's business needs and priorities. The interviews are an invaluable means of acquiring relevant and important information about the City's priorities, business process analysis, workflow, and to provide the basis for recommendations of future technology services and support. SDI prefers to have its consultants conduct on-site, face-to-face interviews where feasible to ensure a thorough understanding of concerns and priorities.

Assumption: SDI will conduct up to 8 departmental interviews scheduled for 90 minutes or less.

Phase 2 – Plan

The objective of this phase is to gather input from City stakeholders relative to their use of core business applications, as well as the City's vision and expectations for the future of technology use within the City. SDI focuses on examining IT services provided by both the internal IT team and external service providers, as well as any formal IT Governance framework implemented and used by the City to provide technology services oversight. This 360-degree review builds on previous phases and tasks and provides a picture of the overall alignment of IT services, resources, and priorities with the business objectives of the City. This phase includes Activities 2.1 – 2.4 and the associated deliverables, as described on the following pages.

Activity 2.1 – Conduct IT Services Assessment

Six key operational dimensions are reviewed and compared against best practices for effective IT service delivery. Weaknesses in any one dimension can adversely influence the overall effectiveness of the organization. The following dimensions specific to the City's IT Department are reviewed:

- Technology Governance - An examination of the current IT organization and review of its skills, staffing levels, and capability to support operation and maintenance of current and future systems. This includes a review of IT project management practices, planning activities, IT infrastructure refreshment, and the use of oversight committees.
- Service Delivery - An inspection of the daily operation of the IT environment including budget, service metrics, maintenance, help desk, configuration management, change management and capacity management procedures.
- Business Application Software – A review of the processes and methods to support the City's business software applications.
- Security - A high-level look at the use of software monitoring tools, virus protection procedures, physical hardware security, network vulnerability, passwords, data backup/recovery processes, physical and data security, integrity planning, network design, firewall placement, incident response, patch management, anti-virus protection and emergency operations.
- Infrastructure - An overview of the network, servers, desktops, telephony, storage configurations, remote access functions, data storage, server management, and operational procedures.

- **Administration** - A review of technology procurement processes, contract management, vendor management, software license management, budget/charge back management, and physical inventory processes.

Based on our IT review, interviews, operational dimension ratings, review of project management practices, and the governance framework, SDI will develop an overall IT Service Management Scorecard.

Activity 2.2 – Perform Infrastructure and Network Assessment

Description: In coordination with City personnel, SDI will conduct a comprehensive Infrastructure and Network assessment. SDI’s infrastructure assessment includes the following three components: Inventory Management, Platform Management, and Cybersecurity Management. Each component of the assessment is further described below.

Inventory Management

SDI will deploy tools to begin initial discovery scans which will provide information and partial reporting used to deploy a host-based agent. SDI will deploy the host-based agent which will collect the information for an inventory report.

Platform Management

SDI will perform an assessment of the desktop operating systems, server operating systems, network configuration, virtualization platform(s), back-up, and storage systems. Results of these assessments will identify the current status of the IT infrastructure platform and opportunities for modernization and/or corrective measures.

Cybersecurity Management

SDI will perform assessments of current vulnerability management processes, intrusion protection mechanisms, endpoint security solutions, configuration management processes, and disaster/recovery planning. Results of these assessments will provide the status of the cybersecurity environment and identify opportunities for enhancements to improve the organization’s overall security posture.

SDI will review and evaluate existing internal vulnerability assessment/management processes; Review historical internal vulnerability assessment results (if available); Review historical recordkeeping and timeliness of remediation for high-risk findings (e.g. CVSS 3.x Critical/High); Review and evaluate historical external penetration testing results (if available); Review historical recordkeeping and timeliness of remediation for high-risk findings.

SDI will perform Internal Vulnerability Assessment: Perform automated, credentialed vulnerability scan of City’s internal computer endpoints; Perform automated, privilege-level vulnerability scan of City’s internal infrastructure devices; Perform PCI compliance scans on relevant internal computer endpoints; Collect results, analyze, and prioritize the discovered issues. Scope is limited to commercial off the shelf (COTS) products. Vulnerability remediation will be out of scope for this task.

Conduct an External Penetration Test: Conduct pre-test reconnaissance through open-source datasets and exploration of publicly-accessible information regarding systems, networks, and relationships; Perform an external penetration test to ascertain and identify vulnerabilities and weaknesses in external security for up to 5 external public IP addresses; Testing shall be non-disruptive if done during work hours; after-hours testing may be scheduled to target off-peak usage times to avoid potential interfere with network operations. Vulnerability Findings remediation will be out of scope for this task.

Review and evaluation of existing network design based on current and accurate topology documentation (if available) and in collaboration with existing network engineer (or equivalent).

Review and provide recommendations for Active Directory ACLs and GPOs.

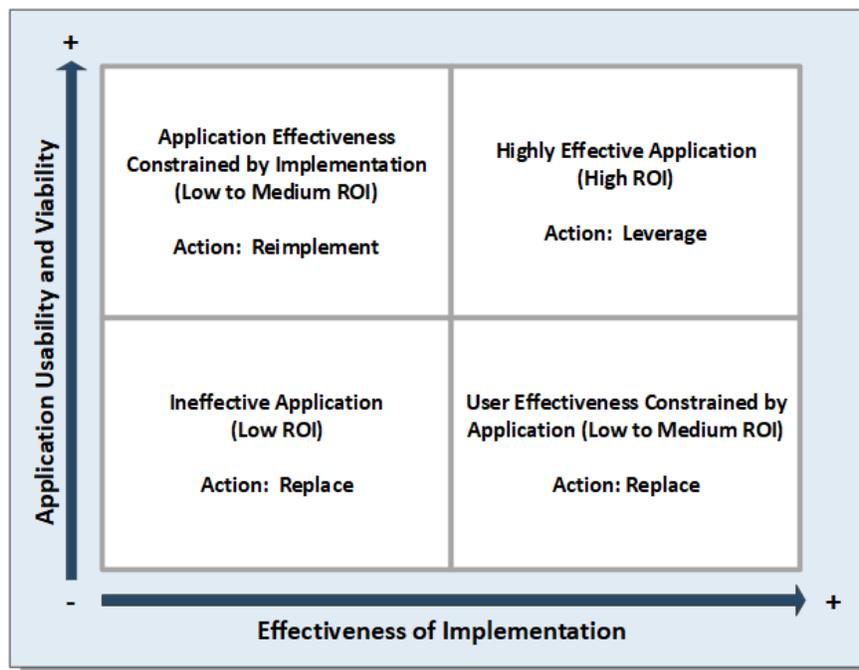
Activity 2.3 – Perform Business Applications Analysis

Description: The effective selection, implementation, and management of the business applications in the City’s Application Portfolio are critical components in attaining a high-level of staff productivity, cost-effective service delivery, efficient business processes, and a positive return on the City’s technology investment. SDI will evaluate each of the City’s applications, determining, and rating the implementation, features, and functionality of the portfolio against current capabilities and user effectiveness, including processes and training.

As depicted in Figure 7 below, Business Application Analysis, SDI will plot each application into a matrix in one of four quadrants relative to its usability, viability, and how effectively the business application has been implemented in the City. The analysis of the effectiveness of the implementation considers whether the City is making the fullest possible use of the business application and whether the City has multiple business applications providing overlapping functionality. The analysis supports the development of recommendations to:

- Leverage business applications that are highly usable and viable, and that have been effectively implemented, including consolidating business applications that provide comparable functionality but that are less effective or viable.
- Reimplement business applications that are highly usable and viable but that have not been effectively implemented.
- Replace business applications that are no longer viable or that are constraining user effectiveness.

Figure 7: Business Application Analysis (Source: SDI)



Activity 2.4 – Develop Assessment Report

Description: In this task, SDI will develop a set of findings resulting from our review of the information technology governance, infrastructure and support services within the City including a description of the finding, the priority level, and the recommendation (if applicable) associated with the remediation of the finding. Where necessary, SDI will develop recommendations to replace inefficient applications and equipment or implement different processes to increase efficiency; in addition, SDI will include recommendations related to current and optimal IT staffing and roles.

The recommendations developed by SDI will be based on our experience in working with municipalities within the State of California and with an emphasis on identification of activities that have high value and that can be accomplished, for the most part, with existing resources, or if necessary with the recommended resourcing.

Deliverables: Draft and Final Assessment Report

Phase 3 – Deliver

Ensuring that the City’s business and IT staff priorities are aligned can greatly enhance customer and employee satisfaction, empower teams, achieve business objectives, and ensure efficient use of resources in pursuit of City goals and priorities.

In Phase 3, Deliver, SDI works with the City to review and analyze the findings of previous phases to identify, analyze, and prioritize projects that need to be included in the IT Strategic Plan. SDI brings to the City proven methods and tools to ensure identified projects are well defined, understood by the stakeholders, and prioritized using agreed upon criteria.

During this task, SDI will develop a Project Portfolio for discussion and prioritization at the Project Prioritization Workshop. This workshop uses a multi-step process to arrive at a City-wide prioritization of identified projects that will provide the basis for a roadmap within the IT Strategic Plan.

This phase includes Activities 3.1 – 3.3 and the associated deliverables, as described below.

Activity 3.1 – Develop Project Portfolio

Description: SDI will develop a Project Portfolio containing projects identified through our information gathering process with City staff. For each project, SDI will document the name, description, benefits, cost, level of effort to implement, risk, and implementation period. The draft Project Portfolio will be distributed prior to the Prioritization Workshop so that attendees can review and be prepared for the Prioritization Workshop.

Activity 3.2 - Conduct Prioritization Workshop

Description: SDI believes we have many unique and proven methods to develop a successful IT Strategic Plan; however, this activity alone sets us apart from all our competitors. Our approach uses a multi-step prioritization methodology and tools that encourages staff participation and collaboration. The workshop is designed to help drive consensus to obtain City-wide prioritization of projects. The result of the workshop will be a prioritized list of projects assigned to a timeframe. In addition, the workshop is designed to identify IT Strategic Plan enabling factors which are defined as key elements that must be in

place or occur to allow the Plan to be a success. Examples of enabling factors could include training, staffing, budget, governance, project management, change management.

Activity 3.3 - Publish IT Strategic Plan

Description: SDI will incorporate work products from previous tasks as the foundation for the development of the City's IT Strategic Plan. SDI will use this information, as well as other information provided by staff and independent research, to create a draft of the IT Strategic Plan and review it with the City. SDI will revise and update the IT Strategic Plan based on feedback from the City and will conduct a final technical and quality review of the final IT Strategic Plan before submission to the City's executive team.

Deliverables: Draft and Final IT Strategic Plan

Optional Task 1 – Conduct Voice of the Customer Survey

Description: If requested to do so by the City, SDI will conduct a web-based survey to determine overall satisfaction in terms of IT service delivery and support. The survey will be available to all City technology consumers and provides an opportunity to obtain their input. Survey questions will cover the use and support of core business applications, level of satisfaction with the City's technical environment, technology training opportunities, mobility and remote access to the communications network, and observations of what works well, necessary improvements, and future initiatives. Once the survey is concluded, SDI will prepare a Voice of the Customer Survey Report.

Optional Task 1 Deliverable(s): Draft and Final Voice of the Customer Survey, Voice of the Customer Survey Report.

Summary of Approach

Our Information Technology Strategic Planning approach can be simply described as a process consisting of three key steps to answer:

- **Where are we now?** Obtain a clear understanding of the current state of the City's information technology environment including infrastructure, business applications, and the ability of the City to manage and deliver information technology services.
- **Where do we need to be?** Establish a shared vision of where the City's information technology environment needs to be in the future, understanding that, even as the vision is developed, emerging trends in information technology and public expectations for access to the City's information and services are continuing to evolve and change the requirements.
- **How do we get there?** Create a documented series of steps to enable the City to transform its information technology environment from where it is currently to where it needs to be in the future.

Project Status Reports

The team will provide periodic briefings to the City, both written and oral, as to the status of the project. Monthly project status reports will be submitted to the City, describing work completed, budget status, current schedule forecast compared to baseline, decision logs, and change management plans.

Open Communication

The team sees effective communication as a critical component of long-term project success, going beyond the immediate completion of this project and enabling the City to realize the benefits from the findings and recommendations which will be delivered throughout the project. To this end, the team will develop and implement a communication plan which will govern how we will interact with the City's participants including:

- Meetings between the Engagement Manager, Project Manager, and the City's Project Manager and project sponsors.
- Business unit stakeholders, who will interact with the team during the business interview and workshop activities.
- The City's IT Division staff, who will interact with the team while conducting the IT Division and security interviews.

Section 3 Professional Services Agreement

The selected provider must use and comply with the terms and conditions of the City's standard Professional Services Agreement as provided in Attachment 1 of this RFP.

SDI accepts the terms and conditions of the City's standard Professional Services Agreement as provided in Attachment 1 of the City's RFP.

Section 4 Compliance

Provide a written statement that the Consultant shall comply with the California Labor Code pursuant to said regulations entitled: Federal Labor Standards provisions; Federal Prevailing Wage Decision; State of California Prevailing Wage Rates, and the City of Malibu's Minimum Wage Ordinance respectively.

SDI shall comply with the California Labor Code pursuant to said regulations entitled: Federal Labor Standards provisions; Federal Prevailing Wage Decision; State of California Prevailing Wage Rates, and the City of Malibu's Minimum Wage Ordinance respectively.

Section 5 Litigation

Firms are required to list past, current, or pending litigation resulting from professional services rendered over the past five years. If a court or an arbitrator rendered a decision, state the results.

There is no past, current or pending litigation against SDI resulting from professional services rendered over the past five years.

Section 6 Fees

Provide a cost proposal for completion of the scope of work.

Proposed Strategic Plan Costs

The estimated hours, rate, travel expenses, and anticipated overall costs are detailed below in Figure 8 – Proposed Costs. Based on SDI’s experience and current understanding of the City’s desired scope of work, SDI commits to a not to exceed amount of **\$73,680** plus an estimated \$6,500 travel expenses (actual expenses billed) for the project as described in this proposal. If the City desires to negotiate a different scope of work, SDI will be pleased to enter those negotiations for an open and transparent dialog.

Figure 8 – Proposed Costs

Category	Estimated Hours	Hourly Rate	Subtotal Cost
Assessment of IT Infrastructure, Staffing Structure, Policies and Processes			
• Phase 1 and Phase 2 Assessment	240	\$180	\$42,040.00
• Infrastructure and Network Assessment	92	\$190	\$17,480.00
Information Systems Strategic Plan			
• Phase 3 – IS Strategic Plan	80	\$180	\$14,160.00
Total Not to Exceed Cost	412		\$73,680.00
Estimated Travel Expenses		Actual	\$6,500.00
Optional Items			
• Voice of the Customer Survey	32	\$175	\$5,600.00

SDI invoices one month in arrears for actual travel expenses and services provided during that month. Each invoice includes copies of receipts and an appropriate description of the work performed, listed by team member and date.

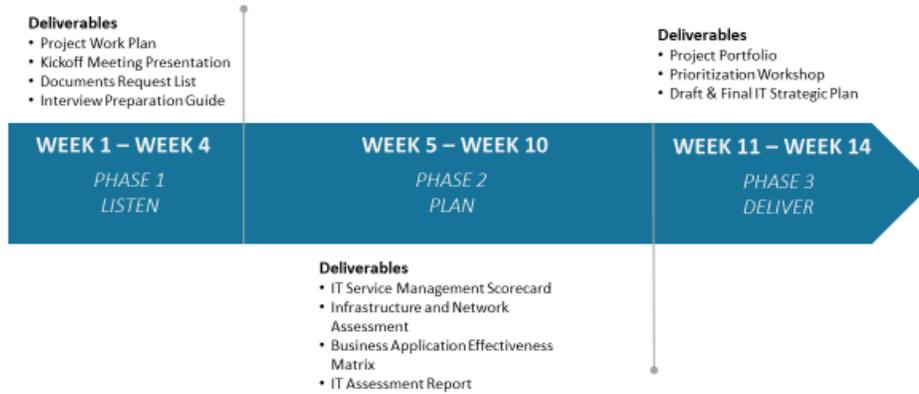
Section 7 Timeline

Provide a timeline for completing the scope of work, including a schedule of key milestones.

Proposed Schedule

The Proposed Schedule illustrated in Figure 9 on the next page is the team’s recommended high-level timeline based on our experience on similar projects. The team is flexible and can adapt to schedule changes to ensure all City Executives and Stakeholders are available and engaged in the entire planning process. Strategic plans that are built on a collaborative and inclusive process are more easily communicated and understood across the entire organization, leading to a higher likelihood of success.

Figure 9 - PROJECT TIMELINE



2

Appendix A - Resumes



GRETA DAVIS
Engagement Manager



EXPERIENCE SUMMARY

Energetic and solution-oriented leader for the Advisory Services consulting delivery team. Responsible for business development, staff leadership, client relations, quality assurance, and exceeding group billable targets and revenue goals. Offers over twenty-five years of experience in all facets of financial, organizational and operational consulting for local government clients.



PROFESSIONAL EXPERIENCE

SDI Presence
(01/2020 - Present)

Vice President

Provides leadership, engagement management, resource management, subject matter expertise for system procurement and implementation solutions, as well as business development and expansion opportunities.

PREVIOUS TO SDI

NBS
(11/2011 – 01/2020)

Associate Director

- Provide leadership to financial consulting group of consultants, including mentoring, training and skills development for continued improvement in local government consulting engagements.
 - Leadership
 - Project Management
 - Business Development

Matrix
(09/2010 - 11/2011)

Practice Leader

- Provide administrative oversight of consulting team, provided senior level consulting and managed projects for successful completion for local government clients.
 - Leadership
 - Project Management
 - Business Development



AREAS OF EXPERTISE

- Contract Management
- Resource Management
- Quality Assurance
- Project Management
- Business Development
- Problem Solving
- Client Relationships
- Teamwork
- Risk Management

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PROFESSIONAL EXPERIENCE CONTINUED

Maximus

(06/1999 - 09/2009)

Senior Manager

- Provide financial consulting to local government entities related to cost of services, operational improvement and revenue enhancement.
 - Project Management
 - Leadership, Training and development of junior consultants
 - Business Development

Revenue and Cost Specialists (formerly MSI)

(07/1992 - 06/1999)

Consultant/Partner

- Provide financial consulting to local government entities related to cost of services, operational improvement and revenue enhancement.
 - Project Management
 - Training and development of junior consultants
 - Business Development

City of Loma Linda, City of La Mirada, and City of Cerritos

(07/1983 - 06/1992)

Program Leader, Intern, Management Analyst

- Provide special project and program development, project/program analysis, review & reporting and budget preparation & analysis for local government.
 - Program and project development, analysis and reporting
 - Budget preparation, monthly and annual analysis
 - Grant tracking, reporting and program development



EDUCATION

University of California / 1990

- Bachelor of Arts in Social Science, Emphasis in Finance

University of California / 1992

- Risk Management Certificate



LEE CURTIS

Project Manager and Project Advisor



EXPERIENCE SUMMARY

Mr. Curtis is a senior level, hands-on executive with more than 40 years of experience in technology service delivery and management consulting. He has been a top-tier manager with outstanding technology delivery skills and long-range project planning expertise. Mr. Curtis has provided executive-level consulting to both the private and public sectors supporting a wide range of technology implementations. He is an experienced project manager, accomplished writer and a well-versed consultant providing in-depth technology assessments and innovative strategic plans to public sector clients.



PROFESSIONAL EXPERIENCE

IT Assessment

Mr. Curtis has developed IT Assessments for clients that provide a comprehensive review of management and operation performance of the IT organization. These assessments evaluate the current use of IT best practices in six operational dimensions (IT Governance, Business Application Portfolio, Service Delivery, Security/Data Protection, Infrastructure, and Administration). The assessments also provide actionable recommendations for the improvement and effective operation of the IT organization to more effectively deliver services to consumers given available resources and priorities.

- City of Clovis, CA
- City of Concord, CA
- City of Daly City, CA
- City of Fairfield, CA
- City of Galt, CA
- City of Rocklin, CA
- City of San Clemente, CA
- Douglas County, NV
- John Wayne Airport, CA
- Lane County, OR
- North Tahoe Public Utility District, CA
- Sacramento Area Sewer District, CA
- Sacramento Metropolitan Fire, CA

IT Assessment and Strategic Plan

Mr. Curtis has led or participated in technology service delivery assessments and strategic planning projects for the following public agencies. All of the projects involved performing a detailed assessment of the use and management of technology operations, identification of departmental technology needs, prioritization of identified projects, and the creation of a strategic implementation plan including timeframes and estimated costs.



AREAS OF EXPERTISE

- Project Management
- Requirements Definition
- Business Process Analysis
- Resource Planning
- IT Governance
- Technology Planning and Assessments
- Strategic Plans
- Operational Assessments
- Project Prioritization Workshop(s)
- IT Best Practices
- IT Portfolio Management
- IT Outsourcing Evaluation
- Feasibility Studies
- Disaster/Recovery Plans
- IT Policy/Procedure Development
- Service Level Measurements
- Data Center Management
- RFP Development
- Proposal Writing
- Contract Negotiation
- Personnel Management
- P&L Administration

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PROFESSIONAL EXPERIENCE CONTINUED

- City of Alameda, CA
- City of Branson, MO
- City of Brentwood, CA
- City of Carson City, NV
- Central Contra Costa Water District, CA
- City of Cupertino, CA
- Cosumnes Community Services District, CA
- City of Gilroy, CA
- City of Los Banos, CA
- City of Manhattan Beach, CA
- City of Napa, CA
- City of Novato, CA
- City of Petaluma, CA
- City of Rancho Palos Verdes, CA
- City of Redwood City, CA
- City of San Luis Obispo, CA
- City of Santa Clara, CA
- City of Santa Cruz, CA
- City of Stockton, CA
- City of Visalia, CA
- City of Walnut Creek, CA
- Delta Diablo Sanitation District, CA
- El Paso County, TX
- Fresno Irrigation District
- Monterey One Water, CA
- Moulton Niguel Water District, CA
- Port of Los Angeles, CA
- Santa Clara County Housing Authority
- South Orange County Wastewater, CA
- South Tahoe Public Utility District, CA
- Union Sanitary District, CA
- Zone 7 Water Control Agency, CA

IT Roadmap

Mr. Curtis developed application software strategies that mapped the acquisition/upgrade of core business software. These roadmaps were developed in concert with client user departments and included a comprehensive infrastructure analysis of hardware and support equipment requirements. The roadmaps were used to allocate client technology budgets to mission critical projects and provided a platform by which the IT organizations could effectively manage and utilize its resources to meet client business needs.

- California Highway Patrol, CA
- City of Belmont, CA
- City of Los Altos, CA
- City of Rancho Cordova, CA
- City of Temecula, CA
- Metropolitan Transportation Commission, CA
- Sacramento Area Sewer Districts, CA

Interim CIO

Mr. Curtis provided temporary senior IT management services to clients that were in an organizational transition due to retirements or position vacancies. Duties included personnel management, departmental application coordination with product vendors, tactical work plan development, day-to-day infrastructure oversight, and project planning/implementation. In addition, he worked closely with client Human Resource departments in the recruitment, selection, and transition to permanent management personnel.

- City of Rancho Cordova, CA
- City of Stockton, CA
- Douglas County, NV

IT Organization Analysis

For several clients, Mr. Curtis performed an assessment of their IT organization and made recommendations for new or modified IT structures that provided increased efficiency for the delivery of service. These organizational evaluations



PROFESSIONAL EXPERIENCE CONTINUED

- City of Hayward, CA
- City of Huntington Beach, CA
- City of Orange, CA
- Tulare County, CA

Consulting and IT Management

Mr. Curtis has a vast background within IT management and technical consulting. He has worked with public entities his entire career and has held the following technical positions: Managing Consultant, Vice President for Software Implementation, CIO, IT Director, Systems Analyst, and Programmer/Analyst. He has deep experience in evaluating IT operations, making recommendations for operational improvements, and has managed the implementation of IT best practices for organizations large and small. Selected clients and employers include:

- Affiliated Computer Services, TX
- Butte County, CA
- City of Anaheim, CA
- City/County of Indianapolis/Marion County, IN
- Dallas County, TX
- Siskiyou County, CA
- Solano County, CA
- Southwest Marine, CA
- Systems & Computer Technology, PA
- Tooele County, UT
- University of Richmond, VA
- University of South Dakota, SD
- Wayne County Community College District, MI

EDUCATION

University of South Dakota

- Economics/Business Administration

Recent Presentations:

- MISAC Case Study Webinar, February 2021, "The Importance of IT Strategic Planning for Your Organization"
- Association of California Water Agencies, July 2020, "IT Strategic Planning Overview"



RICK KEYES, PMP
 Subject Matter Expert



EXPERIENCE SUMMARY

Mr. Keyes is an information technology management professional with more than 30 years of experience in State and Local government. He has a proven success working with clients in the completion of Information Technology Strategic Plans and enterprise system procurements, including requirements definition, business process analysis, research of technical options, organizational change management, and the successful delivery of innovative solutions to support the goals of the organization. Mr. Keyes is extremely effective at building delivery teams to achieve organizational objectives and implement effective technology solutions.

PROFESSIONAL EXPERIENCE

ERP Procurement Project Experience

Mr. Keyes has managed the procurement process for several local agency Enterprise Resource Planning procurements. These projects entailed a multi-phases approach, including a needs assessment and data gathering process from all areas of the agency, development of comprehensive requirements (Functional; Technical; Data Conversion; Integrations) and a Request for Proposal document, RFP issuance and monitoring, vendor response review and scoring oversight, an in-depth vendor evaluation process, and assistance with contract negotiations. Mr. Keyes participated in and / or managed the following

ERP procurement projects:

CLIENTS	
City of Fresno, CA	City of Carson City, NV
City of Merced, CA	City of Indio, CA
Cucamonga Valley Water District, Rancho Cucamonga, CA	Las Virgenes Municipal Water District, Calabasas, CA
Association of Regional Center Agencies, Inc., CA	City of Glendale, CA
Coachella Valley Water District, Coachella, CA	Association of Regional Center Agencies (ARCA)
City of Redlands, CA	City of Industry, CA
City of Santa Ana, CA	

AREAS OF EXPERTISE

- Program/Project Management
- Project Prioritization
- Requirements Definition
- Business Process Analysis
- Project Plan Development & Updates
- IT Governance
- Program Management Office
- Staff Planning & Management
- Talent Development
- Vendor/Contract Management
- End-User Training
- Information Technology Strategic Plans
- Initiative Development
- Organizational Change Management
- Operational Assessments
- Policy/Procedure Development
- IT Portfolio Management

CERTIFICATIONS

- Project Management Professional (PMP)
- Prosci Change Practitioner

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PROFESSIONAL EXPERIENCE CONTINUED

ERP Implementation Project Management Experience

Mr. Keyes has provided project oversight, direct project management or PM support for the implementation of multiple local agencies’ Enterprise Resource Planning systems. These projects followed PMI standards and methodologies, including project monitoring and control during project execution, providing support for business process review and system configuration, providing support for conversion requirements development, providing support for User Acceptance Testing, completion of client readiness assessments, support for cutover planning and execution, and completion of a post-implementation evaluation. Mr. Keyes participated in and / or managed the following ERP implementation projects:

CLIENTS	
City of Carson, CA	City of Glendale CA
Las Virgenes Municipal Water District, Calabasas, CA	City of Ontario, CA
City of Indio, CA	City of Vernon, CA

LMS Procurement Project Experience

Mr. Keyes has managed the procurement process for several local agency Land Management System procurements. These projects also entailed a multi-phases approach, including a needs assessment and data gathering process from all areas of the agency, development of comprehensive requirements (Functional; Technical; Data Conversion; Integrations) and a Request for Proposal document, RFP issuance and monitoring, vendor response review and scoring oversight, an in-depth vendor evaluation process, and assistance with contract negotiations. Mr. Keyes participated in and / or managed the following LMS procurement projects:

CLIENTS	
City of Fresno, CA	City of Carson City, NV
City of Merced, CA	City of Gilroy, CA
City of Glendale, CA	City of West Hollywood, CA
City of Santee, CA	City of Chino Hills, CA
City of Indio, CA	City of Newport Beach, CA
City of Malibu, CA	

LMS Implementation Project Management Experience

Mr. Keyes has provided or is currently providing project oversight, direct project management or PM support for the implementation of multiple local agency Land Management Systems. These projects also followed PMI standards and methodologies, including project monitoring and control during project execution, providing support for business process review and system configuration, providing

support for conversion requirements development, providing support for User Acceptance Testing, completion of client readiness assessments, support for cutover planning and execution, and completion of a post-implementation evaluation. Mr. Keyes participated in and / or managed the following ERP implementation projects:

CLIENTS	
City of Paso Robles, CA	City of Glendale, CA
City of Gilroy, CA	City of Chino Hills, CA
City of Santee, CA	City of Vernon, CA
City of Indio, CA	City of Yucaipa, CA
City of West Hollywood, CA	

Additional Procurement Project Experience

Mr. Keyes has managed or supported the procurement process for multiple state and local agency software and/or software integration procurements. These projects also entailed a multi-phases approach, including a needs assessment and data gathering process from all areas of the agency, development of comprehensive requirements (Functional; Technical; Data Conversion; Integrations) and a Request for Proposal document, RFP issuance and monitoring, vendor response review and scoring oversight, an in-depth vendor evaluation process, and assistance with contract negotiations. Mr. Keyes participated in and / or managed the following additional software and/or software integration procurement projects:

CLIENTS	
City of Watsonville, CA	Massachusetts School Building Authority, Boston, MA
City of Orange, CA	California Prison Health Care Services, Sacramento, CA
City of Vista, CA	

Information Technology Assessment and Strategic Planning Project Experience

Mr. Keyes has managed or supported the completion of information technology assessments and strategic plans for several local entities. These projects encompass a review of six aspects of enterprise information technology service and support, including IT service delivery, IT infrastructure, business technology applications, IT security, IT administration, and technology governance. Mr. Keyes participated in and / or managed the following information technology assessments and strategic plan projects:

CLIENTS	
City of Fresno, CA	City of Rancho Palos Verdes, CA
City of Watsonville, CA	City of Laguna Beach, CA

City of Malibu, CA	City of West Hollywood, CA
West Basin Municipal Water District, Carson, CA	City of Burbank, CA
City of Temecula, CA	

Organizational Change Management Lead, City of Ontario, CA

Mr. Keyes served as the City’s contracted change management lead during the City’s Workday implementation project. During his tenure, he organized the City’s Change Champion Network and helped lay the foundation for the City’s Workday implementation, identifying and tracking change management topics and related communication strategies, and supporting the project’s Sponsor in preliminary preparations for implementation of the new system.

Interim IT Officer, City of Irvine, CA

Mr. Keyes served as the Interim Information Technology Manager following the resignation of the previous IT Manager. The City’s IT team provides support Citywide to department end-user including Administrative Services, Community Development, Community Services, Public Works, Police, City Clerk and City Manager. Accomplishments included engagement of IT with the departments and improvement of customer service, updating of the City’s IT Strategy and Plan, engagement with multiple departments on initiation of long-deferred projects, oversight of improvements to both internal network and public facing infrastructure and the hiring of a permanent IT Manager for the City.

Patient Health Information Portal Project, California Correctional Health Care Services (CCHCS), Sacramento, CA

(07/2012 – 09/2013)

Project Manager

Managed a project which culminated in the implementation of a new healthcare portal including links to all CCHCS healthcare applications as well as the first enterprise-wide electronic, interactive medical form. Also assisted in the procurement of a planned Electronic Health Record (EHR) project, another multi-year, multi-million-dollar project that resulted in the implementation of a full electronic health record for the California Correctional Health Care system.

Unit Health Record (eUHR) Project, California Correctional Health Care Services (CCHCS), Sacramento, CA

(11/2010 – 06/2012)

Project Manager

Responsible for managing a multi-year, multi-million-dollar project to convert the 33 California state prisons from paper health records to scanned images of those records. Managed solution vendor during application development effort and during setup of necessary infrastructure to ensure that specifications were met for both infrastructure and application performance. Managed the project to successful implementation in a first-in-the-United States “big bang” implementation for this type of project – all sites on the same day. Within the first year, more than 20 million health records had been scanned into the new system.



EDUCATION

University of Wisconsin, Milwaukee / 1991

- Master of Science in Business Management

University of Wisconsin, Madison / 1985

- Bachelor of Science in Economics

CERTIFICATIONS

Project Management Professional (PMP)

Prosci Change Management



MICHAEL ALLEN

Managing Consultant



EXPERIENCE SUMMARY

Mr. Allen has over 35 years of information technology experience within the public sector. With this extensive background, Mr. Allen is well qualified to address customer needs by providing deep municipal finance, utility, permitting public safety, geographic information systems, network design, cyber-security subject matter expertise coupled with hands-on project management and implementation experience. Mr. Allen offers SDI clients strong decision support, analytical, technical, facilitation, project management, communications, and program management skills, and with these skills has established a successful track record in supporting public agencies.



PROFESSIONAL EXPERIENCE

SDI Presence, LLC

(2017 - Present)

Managing Consultant

This role is focused on helping organizations implement complex technology solutions and effectively utilize technology to solve business problems through business process evaluation, IT strategic planning, information sharing, procurement assistance, requirements definition, technology contract management, IT portfolio management, and project management.

City of Visalia, CA

(July 1994 - December 2016)

Information Services Manager

Focused on city-wide technology initiatives, driving business value and technological innovation. Responsible for planning, implementing, and administering the technology budget within an internal service fund model. Provided appropriate technology and tools to ensure the highest business value and return on investment. Responsible for preparing and presenting staff reports, memos and presentations to various staff, IT Steering Committee, and City Council. Participated on labor negotiations team for two years. Evaluated, selected for hire, trained and disciplined staff, as well as managing all facets of a high-performance IT organization.

MISAC State Board Representative

(2010 – 2015)

Elected State Board Representative for the Central Chapter of Municipal Information Systems Association of California. Participated in strategies to more than double membership, organize conferences, and provide MISAC member value. Responsible for the first development of an inventory toolset used for providing Information



AREAS OF EXPERTISE

- Project Management
- IT Strategic Planning
- Procurement
- Network & Security Technology

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PROFESSIONAL EXPERIENCE CONTINUED

Technology metrics for members. Responsible for legislative activity and participation on the League of California Cities Administrative and Housing and Economic Development committees. Speaking engagements and presentations given at MISAC conferences, League of California Cities conference.

Visalia Rescue Mission, CA

(2009 – 2022)

Board Member and Chairperson

Involved in the organization and board member activities of this multi-million-dollar non-profit agency. This agency provides services, programs, and homeless shelter for men and women facing drug and alcohol addictions in the Visalia area. As a member of the Executive Management Team, I am intimately familiar with non-profit financial and organizational challenges, including staffing decisions, publicity, strategy development, and damage-control.

City of Roseville, CA

(1988 – 1994)

Senior Programmer Analyst

Responsibilities included network design, maintenance, and troubleshooting, staff supervision and workload delegation, and defining system and operational procedures. Lead technologist for the successful implementation of a new ERP system (full financials, payroll, human resources).

City of Roseville, CA

(1985 – 1988)

Programmer Analyst

Responsibilities included Utility system support and design, financial system support, and both micro and mini-computer support. Early development and innovation with mobile computing for Public Safety services. Implemented a new recreation scheduling and registration system.

EDUCATION

California State University, Sacramento, CA

- Bachelor of Science, Business

PROFESSIONAL ASSOCIATION

Municipal Information Systems Association of California (MISAC), Honorary Lifetime Member

State Board Representative, December 2011 - 2016



BRIAN GANLEY

Chief Information Officer



EXPERIENCE SUMMARY

Mr. Ganley is an experienced public sector information technology leader, focused on customer service, collaboration with stakeholders, strategic planning, and innovative technology solutions.



PROFESSIONAL EXPERIENCE

County of Ventura, Ventura, CA

(07/2018 – 07/2020)

Chief Information Officer

Responsible for the Information Technology Services Department, with a staff of 180, supporting nearly 9,000 users and desktops, applications, and communications systems.

Accomplishments include:

- Managed desktops and users including Sheriff, Fire, Library and Healthcare
- Oversaw technical services, network, and applications divisions
- Improved customer service processes and procedures and performance
- Implemented regular customer service meetings with all customers
- Managed public safety radio system
- Participated in regional fiber and broadband initiatives
- Standardized and improved security posture for desktops, mobile and cloud-based applications
- Supported analog telephone systems into a modern voice over IP digital system
- Supported mobile phones and devices

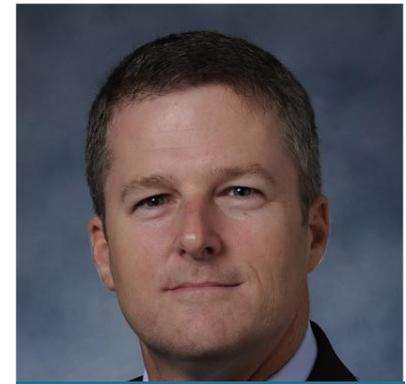
Los Angeles Police Department, Los Angeles, CA

(10/2017 – 07/2018)

Chief Information Officer

Responsible for leading the Information Technology Bureau, with a staff of 180, supporting 13,500 users and 8,000 desktops, with a budget of approximately \$34 million, not including personnel. Accomplishments included:

- Presented to executives, stakeholders, City Council, and various Commissions
 - Instilled customer service and change management philosophy for Bureau
 - Managed infrastructure, security, application development, and radio systems
 - Continuous updates of “Top 10” project management and Strategic Plan
 - Directed ongoing implementation of Office 365 and Azure government cloud
 - Oversaw implementation of body worn cameras and in-car video systems
 - Implemented roll-out of 11,500 portable and 4,500 mobile radio replacements
 - Oversaw approximately 10,000 mobile phones and devices
 - Prepared for Windows 10 deployment and virtual desktop implementation
- Directed records management system upgrade



AREAS OF EXPERTISE

- Application and Infrastructure Management
- Strategic Planning
- Budget Development
- Innovation and Process Improvements
- Large Scale Project Management
- Contract Negotiations and Management
- Team Building

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 **PROFESSIONAL EXPERIENCE CONTINUED**

City of Glendale, Glendale, CA

(05/2013 – 10/2017)

Chief Information Officer

Responsible for all technology functions and requirements of the organization, overseeing divisions for Infrastructure, Applications, and Wireless Communications. Led a staff of 49 with an annual budget of approximately \$19 million.

Accomplishments included:

- Managed 2200 desktops and users in 14 line departments including Police, Fire, Library, and utility
- Presented to executives, City Council, Civil Service Commission, Audit Committee, and others.
- Oversaw infrastructure, applications, and radio divisions
- Planned and implemented a departmental reorganization
- Improved technology governance process and aligned with strategic goals and annual budget
- Managed radio staff as lead agency for ICI regional radio system
- Developed and implemented a technology strategic plan
- Implemented regular customer service meetings with all stakeholders and customers
- Oversaw Project 25 upgrade for the City's 6 site, 14 channel digital trunked radio system
- Completed a modernization of the Police Department data center
- Upgraded bandwidth and technology for staff and public as part of Central Library remodel
- Standardized and improved security for desktops, mobile and cloud based applications
- Selected and implemented a Citywide open data dashboard including online calls for service
- Oversaw a selection and current 3-5 year implementation of a \$6 million finance and payroll system
- Implemented a \$2 million data center upgrade including virtualization, storage, and disaster recovery
- Converged multiple analog telephone systems into a modern voice over IP digital system
- Participated in utility modernization in collaboration with Glendale Water and Power

City of West Hollywood, West Hollywood, CA

(03/2005 – 05/2013)

Systems Engineer II (04/1999 – 03/2000)

Information Technology Management Analyst (08/1998 – 04/1999)

- Managed a staff of 6 and an annual budget of approximately \$2.2 million
- Responsible for development and budget of the City's Technology Strategic Plan
- Partnered with Los Angeles County agencies including Sheriff, Library, and Registrar-Recorder
- Presented to executives, City Council, and various Boards and Commissions
- Managed a successful financial system selection and implementation process
- Oversaw the implementation of a land management and permitting system
- Implemented and maintained a records management and document imaging system
- Developed an electronic communications and litigation response policy
- Implemented and maintained a 2 channel radio system for City staff
- Oversaw development of a GIS strategic plan
- Received the Municipal Information Systems of California Excellence in Technology Practices award

 **EDUCATION**

California State University, Northridge / 2001	University of Southern California / 1990
• Master of Public Administration	• Bachelor of Science in Business Administration



Jason Hennessey

Subject Matter Expert (Information Security)



EXPERIENCE SUMMARY

Professional background includes more than 20 years of computer system management Federal Government, Local Government, publicly and privately held firms. A Certified Information Systems Security Professional (CISSP), CJIS Local Agency Security Officer, and former Information System Security Officer (ISSO) for the United States Drug Enforcement Administration. Community outreach includes presenting cybersecurity lectures to local professional organizations, online safety to youth groups, and maintaining affiliation with special interest groups dedicated to sharing intelligence and preventing hostile acts against the nation’s infrastructure.



PROFESSIONAL EXPERIENCE

SDI Presence LLC

(2017 - Present)

Account Manager / Information Security Architect / Consultant

Perform enterprise-level Information Technology and Information Security services for municipal and public safety organizations in the western United States, primarily focused in the Southern California region. Serve as the contracted account manager, INFOSEC subject matter expert, and technical lead for local government organizations, managing IT operations for multiple municipal departments.

- Account & Project Management: Consult with municipal leadership, internal staff, and outside vendors to identify, budget, develop, implement, and validate IT solutions to meet organizational objectives; leverage best-value procurement vehicles such as California Department of General Services, CMAS, and NASPO to ensure purchasing process conform to regulatory guidelines
- Information Security: Develop and integrate continuous enhancements to clients’ layered security model, including, but not limited to, EDR/XDR, firewalls, network equipment, network/host-based antivirus, cloud-based email filtering, Microsoft Active Directory group policy configurations, and Microsoft/Office 365 parameters; manage continuous monitoring systems, conduct monthly vulnerability assessments, and coordinate corresponding remediation activities
- Firewall Administration: Select, procure, configure, deploy, and perform ongoing administration and maintenance for multiple Palo Alto firewalls in FIPS + High Availability (HA), including Global Protect VPNs, multiple IPSec tunnels to partner agencies, URL filtering, Threat Prevention, and continuous monitoring and enhancements to rules/exceptions designed to protect IT operations
- System Administration: Lead the system administration of servers, desktops, and mobile devices in a Microsoft Windows Active Directory environment



AREAS OF EXPERTISE

- Information Security
- Project Management
- CJIS Compliance Consulting
- NIST SP 800 Series Compliance
- Disaster Recovery
- Public Safety Operations
- Microsoft 365 Administration

CERTIFICATIONS

- CISSP* – Certified Information Systems Security Professional (DAWIA/IAM Level III)
- CJIS Level 4 Security
- CJIS Advanced Certification
- CJIS Local Agency Security Officer (LASO)
- MCP – Microsoft Certified Professional
- CompTIA Network+
- CompTIA A+

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PROFESSIONAL EXPERIENCE CONTINUED

- Disaster Recovery: Document disaster recovery planning; administer Veeam Backup and Replication to on-premises, cloud-based, and offline repositories; perform regular file level and virtual machine restorations to ensure system reliability; administer Pure Storage arrays and immutable snapshots to ensure rapid recovery capabilities
- Microsoft 365 Administration: Converted from legacy on-premises Microsoft Exchange to hybrid model, including Active Directory synchronization to Azure, leveraging a Microsoft Enterprise Agreement to ensure conformity to software licensing requirements and organizationally defined data retention policies
- Public Safety Operations: Manage mobile data computers (MDC), secure NetMotion VPN connectivity to internal resources, support Computer Aided Dispatch and Records Management System (CAD/RMS); ensure compliance with CJIS/DOJ policies; connectivity to Sheriff's Department for JDIC, CLETS, mnemonics, Live Scan, and other public safety related matters

United States Drug Enforcement Administration (2008 - 2017)

Information System Security Officer / Information Security Analyst

Served as the Information System Security Officer (ISSO) and resident information security (INFOSEC) subject matter expert for the United States Drug Enforcement Administration's (DEA) El Paso Intelligence Center (EPIC), an internationally recognized law enforcement intelligence center comprised of over 25 agencies spanning Federal, State, and local law enforcement, Department of Defense, Intelligence Community, and international governmental organizations.

- INFOSEC leadership: Performed enterprise-level information assurance management that included supervision of INFOSEC support staff, collaboration with Chief Information Officer to develop and implement INFOSEC solutions in alignment with strategic business/IT objectives, and performed daily management of INFOSEC projects that resulted in the organization's repeated top ranking amongst 40 Department of Justice (DOJ) component information systems
- Regulatory compliance: Evaluated information systems for compliance with the Federal Information Security Modernization Act (FISMA), National Institute of Standards and Technology (NIST) Special Publication 800-series standards and guidelines, Defense Information Systems Agency (DISA) Security Technical Implementation Guides (STIG), DOJ / DEA policies, and applicable Executive Orders; documented level of compliance and coordinated with IT management to develop and implement corrective measures or applicable risk mitigation strategies as necessary
- System accreditation: Led the continuous Security Assessment and Authorization (A&A) / Certification and Accreditation (C&A) process, as defined in the NIST Risk Management Framework; compiled security assessment reports, documented Plan of Action and Milestones (POA&M) in DOJ's Cyber Security and Assessment Management (CSAM) portal, produced System Security Plans, and prepared for submission to Authorizing Official to gain continuing Authorization to Operate (ATO)
- Budget and planning: Managed organizational INFOSEC budgeting to include human resource planning, hardware/software procurement and periodic refresh, operations and maintenance, and strategic planning
- Vulnerability management: Performed vulnerability management processes through observation, automated assessment, and security audit and compliance tools [Intel/McAfee Vulnerability Manager; Tenable Nessus/SecurityCenter; Trustwave DbProtect] to identify configuration flaws and coordinate vulnerability remediation; developed the organization's first Vulnerability Management Plan and established patch management/remediation timelines for US-CERT/vendor critical alerts



PROFESSIONAL EXPERIENCE CONTINUED

- Continuous monitoring: Managed and maintained continuous monitoring and threat detection tools, including real-time intrusion prevention system / intrusion detection system (IPS/IDS) [Intel/McAfee], security information and event management (SIEM) [HP/ArcSight], endpoint lifecycle management system (ELMS) [IBM Tivoli/BigFix], and malware defenses
- Disaster planning and authoring: Led the organization's Incident Response Team (IRT), primary author of Incident Response Plan (IRP) and Continuity of Operations Plan (COOP), contributing author of Information System Contingency Plan (ISCP), and in collaboration with organizational Chief of Staff and Chief Counsel, developed Memorandums of Understanding (MOU), and Interconnection Security Agreements (ISA) with partner agencies
- Change control: Served as a member of the Configuration Control Board (CCB) and first-line adjudicator of proposed system changes; developer of the organization's first Security Impact Assessment workflow to standardize risk and vulnerability assessments; coordinated with configuration management personnel to ensure adherence to secure configuration methodologies
- Identity and access control: Managed user account provisioning, multifactor authentication enforcement, and roll-based access controls designed to limit access to IT resources following the principles of least privilege and separation of duties

Computer Sciences Corporation

(2007 - 2008)

Network Administrator (Contract Assignment at U.S. Drug Enforcement Administration)

Administered network hardware and infrastructure for 2000+ network drops supporting multiple high security networks. Network hardware consisted of Cisco Catalyst switches, Cisco Integrated Services routers, McAfee Enterprise firewalls.

- Participated in a data center upgrade and consolidation project that included architectural planning, infrastructure replacement, network asset refreshes, and documentation
- Supervised the daily tasking and workload balancing of helpdesk operations supporting 500 on-site users and 32,000 web-based users ensuring compliance with established procedures and guidelines
- Designed and produced weekly and monthly contract-deliverable reports detailing operations, system performance metrics, user trends, and prepared for submission to the organization's Chief Information Officer

The Home Depot, Inc.

(2001 - 2005)

System Administrator

Supported the organization's western regional corporate office on a variety of platforms including Microsoft Windows Server 2000 / NT / Windows 2000 / 98; Mac OSX / OS9; Novell NetWare.

- Planned and executed system deployment including installation, integration, configuration, testing and maintenance of server and workstation hardware, operating systems, applications, and peripherals
- Conducted employee software training in a live environment, corporate classroom, and off-site for store-level personnel



EDUCATION

Park University, Parkville, MO

- Bachelor of Science Management/Computer Information Systems (Summa Cum Laude)

Stanbridge College, Irvine, CA

- CCNA training, Microsoft MCSE training, and CompTIA A+ technician training programs



AFFILIATIONS

Security Clearance / Background Adjudication

- Previously cleared to the Top Secret / Sensitive Compartmented Information (TS/SCI) level

International Information Systems Security Certification Consortium (ISC)²

- Member, 2010-Present

InfraGard El Paso Chapter

- Member, 2010-Present