



CITY OF COLUMBIA HEIGHTS

INFORMATION TECHNOLOGY ASSESSMENT, RECOMMENDATIONS AND STRATEGIC PLAN DEVELOPMENT PROPOSAL

March 4, 2021



Sciens LLC

5900 S. Lake Forest Drive, Suite 300
McKinney, Texas 75070

Contact:

Stephen Gousie, Partner

sgousie@sciens.com

(469) 424.3415

www.sciens.com

March 4, 2021

City of Columbia Heights
Attn: Kelli J. Bourgeois, City Manager
590 40th Avenue NE
Columbia Heights, MN 55421



Dear Ms. Bourgeois:

Sciens appreciates the opportunity to present the City of Columbia Heights with our proposal to provide consultant services for the assessment of your current technology environment and associated technology support department, and development of an Information Technology Strategic Plan, a technology investment roadmap for the next five years. We are eager to contribute our expertise and support to ensure success with this project.

Sciens is a highly-specialized management consulting firm headquartered in McKinney, Texas with offices in the Boston area, that has dedicated itself to serving the needs of local governments like Columbia Heights. We are able to provide our customers with personal service and dedicated attention not available in the larger, more impersonal consulting firms. Just ask our customers...they know the difference.

Because of our commitment to the local government market, we understand the unique demands that cities face. From Finance to Utility Billing to Police and Fire, we know your business. We have extensive experience with selecting and replacing integrated City systems, including finance, human resources and payroll, utility billing, community development and asset management functionality. We are also experienced in the replacement of court systems, public safety communications, law and fire records management systems, and dispatch systems. We provide guidance on GIS, best practice infrastructures, data warehousing, transparency and analytics, and mobility. Most importantly, we understand how these systems need to work together and be supported by your IS Department to provide the City with information it needs to manage in today's dynamic environment.

Sciens will be your champion throughout this project, working with your operational departments to provide an independent analysis of your core City technology architecture, a thorough understanding of its functionality and limitations, and an Information Technology Strategic Plan designed for your City. As a partner of the firm, you have my commitment that your project will achieve these goals, and we will do it within the schedule defined, and the budget allotted. Sciens has no vendor affiliations, relationships or preferences and will act in an unbiased manner as we assist the City.

The attached proposal details the scope of work in response to your request for proposal. Please feel free to contact me at sgousie@sciens.com or (469) 424.3415 with any questions. We look forward to working with the City of Columbia Heights on this important project.

Respectfully submitted,

A handwritten signature in blue ink that reads "Stephen Gousie".

STEPHEN GOUSIE

Partner, Sciens LLC
Direct phone: (469) 424.3415
sgousie@sciens.com

TABLE OF CONTENTS

Section 1: Company Overview	2
Company Overview	2
Experience with Local Government Public Sector	6
Client References	7
Partners Resumes	9
Section 2: Scope of Service	14
Our Understanding of Columbia Heights Needs	14
Strategy & Planning	15
Project Workplan	15
Project Methodology	15
Phase 1 - Project Initiation and Data Gathering	16
Phase 2 - Current Environment Assessment	18
Phase 3 – Recommendations	19
Phase 4 - Information Technology Strategic Plan	20
Section 3: Project Schedule & Cost	22
Project Schedule	22
Project Cost	23

Sciens Consulting prides itself on our Code of Ethics that defines our relationships with our clients. Reliability. Respect. Professionalism. Trustworthiness. We care about the organizations we serve, offering practical approaches for senior management to improve efficiency and performance, while maximizing the value of technology in their organization.

CITY & COUNTY GOVERNMENT

PUBLIC SAFETY

COURTS & JUSTICE

SECTION 1: COMPANY OVERVIEW

Get to know our **QUALIFICATIONS**
expert level **KNOWLEDGE** & years of **EXPERIENCE**

COMPANY OVERVIEW

Sciens LLC (www.sciens.com) is a management consultancy with an information technology (IT) competency headquartered in McKinney, Texas, with offices in the Boston, Massachusetts area, serving non-profit and public-sector clients throughout the United States and Canada. The company was formed in 1989 to support the management and technology consulting needs of local government, non-profit and private sector companies, and has retained the same executive team since its inception. We have a staff of consultants and project managers with years of expertise in the government sector.

Sciens partners are seasoned industry experts with over 60 year of combined technology management experience. We specialize in incorporating innovative, yet practical solutions in all of our plans. Through our research-based methodology, Sciens consultants clearly understand management and user operational needs, analyze alternatives and determine the highest value and lowest risk options. Our plans are fully implementable since they are tempered with real world experience; we have assisted our clients to implement the plans.

Government agencies face business challenges on a scope far greater than any business in the private sector. The broad range of services delivered to the community with minimal funding, while facing political obstacles daily, is an environment that few businesses can comprehend. Like you, this is our world and we live it every day.

Sciens Consulting is an independent technology consulting firm. We perform all work in an objective and a vendor neutral capacity. The company has no ties to the vendor community and only provides independent services. This way, there is no risk that our assessment will be biased in any way towards certain products or solutions.

Sciens is comprised of experienced management and technology professionals with advanced degrees and a large catalogue of industry certifications and credentials. Our team consists of management specialists and industrial engineers experienced in government operations with a deep understanding of how to enhance operational functions.



Sciens brings innovative solutions to managing organizations and data – delivered with the true spirit of partnership.

– James Brown, CIO, Lubbock, Texas

Our consultants stay current in the latest industry trends through participation in key certification programs and educational forums including:

GFOA – Government Finance Officers Association

Implementing Best Practices



PMI – Project Management Institute

Certified Project Management Professionals



ISACA – Information Systems Audit and Control Association

Certified Information Systems Auditor (CISA) and Certified in Governance of Enterprise IT (CGEIT)



Alliance for Innovation

Exclusive Technology Strategic Planning Partners



TML | TAGITM

Developed and presented strategic governance plan model



MCSE – Microsoft Certified Professional

Certified Systems Engineer



ITIL – Information Technology Infrastructure Library

V3 and Foundation Certified



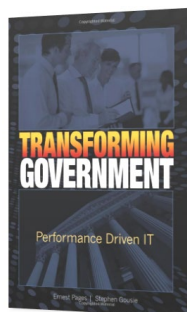
IEE – Institute of Industrial and Systems Engineers

Registered Member



FEMA – Federal Emergency Management Agency

Emergency Management Institute



The partners at Sciens are committed to helping our clients work smarter and more efficiently. The founding partners at Sciens co-authored the book, [Transforming Government: Performance Driven IT](#), as a practical guide for local government managers to evaluate process workflows, improve efficiencies, and eliminate redundant and overly complex systems.

Technology Experts for Local Government

Government agencies face challenges on a scope far greater than any business in the private sector. The broad range of services delivered to the community with minimal funding, while facing political obstacles daily, is an environment that few businesses can comprehend.

As more complex technologies are adopted, quality management systems are needed to ensure that enterprise systems are aligned – and not in conflict – with the goals of the organization.

- Law Enforcement
- Human Resources
- Finance
- Environmental Services
- Public Works
- Courts & Justice
- Parks & Recreation

Areas of Expertise

Improving the efficiency and performance of City and County government and Public Safety organizations is the sole focus of Sciens Consulting. We work closely with clients to boost operations and enhance citizen services by creating integrated, collaborative organizations.

The partners at Sciens are committed to helping organizations use technology to work smarter and more efficiently.

- ERP
- CRM
- Field Mobility
- CAD
- RMS
- GIS-Integrated Asset Management

MORE THAN

30 YEARS

PROVIDING TECHNOLOGY PLANNING SERVICES

Sciens Consulting serves as an objective and trusted advisor to City and County staff and officials. Our recommendations are unbiased, and carefully consider each client's requirements and budget.

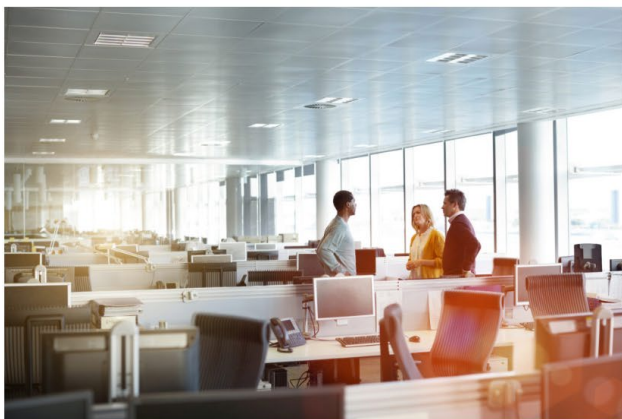
Our focus is on providing practical technology plans that make sense for the unique needs of the client and their environment.

- Trusted
- Objective
- Experienced
- Knowledgeable

RESULTS-FOCUSED APPROACH

For more than 30 years, Sciens has been actively involved in defining key elements in operational and network systems. As certified IT Audit, Governance and Process professionals, Sciens incorporates the IT industry standards of data integrity, control and risk review into our assessments and plans. Over the years, we have developed a results-focused approach that allows our team to provide leading edge, yet practical, recommendations that align our customers' IT operations, staffing and systems purchases with users' needs.

The structured process Sciens follows and our business integrity enables us to collaborate and negotiate with vendors effectively, which results in significant project cost savings for our clients. The comprehensive nature of Sciens' project plans reassures vendors that there will not be surprises during project implementation. By reducing their risk, most vendors will agree to a lower negotiated price. Many times, this cost reduction covers all of the Sciens consulting service fees.



Change Begins with Vision & Strategy

Many government organizations have been using their current process and IT infrastructure for years, if not decades. The process is woven into peoples' jobs and roles, and the idea of adopting a new system can often be met with resistance.

Focused and deliberate change management is essential to control conflicts from technology upgrades, new systems, organizational adjustments, and staff turnover. An inclusive and thorough communication strategy greatly strengthens the outcome of organizational and process improvement efforts.



Collaboration Delivers Results

Sciens works closely with clients, employing our knowledge and experience in leading management practices and technologies, to help them achieve their vision within the designated budget and timeline. Aligning technology with the strategic vision catapults organizations into a new era of information-sharing and productivity.

An objective evaluation is an essential first step. Sciens interviews all stakeholders to understand their functional needs. We offer sensible approaches for maximizing the value of technology to improve efficiency and performance. The partners at Sciens care about helping local government eliminate complex systems and serve the public better.

Experienced & Objective Guidance

Our extensive experience ensures that processes and technologies are assessed objectively, recommendations are optimum for each environment, and implementations are managed with minimal disruption. From finance business systems and utility billing to public works, police and fire departments, we understand how local government functions and develop a clear plan for improvement.

Sciens' knowledgeable consultants serve as independent advisors throughout the complex process of planning, selection, negotiation, and implementation. We carefully consider the goals and environment of each client, and provide candid insight on potential enhancements.



VENDOR SELECTION

Technology is best applied to processes that have already been assessed for optimization. Sciens works with our clients to select the most appropriate use of technology following a structured approach that is both logical and defensible. A well-defined system acquisition process links the IT strategy with the required products necessary to transform the organization.

Following industry standard best practices for systems acquisition, our methodology is designed for objective and unbiased evaluations of technologies and providers. Keeping the client's long-term needs central to our mission ensures the best possible system is selected. With a well-documented and systematic process, our clients have all the tools necessary to respond to vendor inquiries.

EXPERIENCE WITH LOCAL GOVERNMENT PUBLIC SECTOR

Sciens consultants have an extensive history working with local government customers to assess their management practices and IT needs, develop plans based on sound, proven solutions, and successfully guide the systems procurement process from conception through implementation.

Below is a summary of some of our clients where Sciens Consulting has performed assessments, planned for technology change, assessed functional requirements, developed RFPs, evaluated vendors, selected software/systems, and negotiated contracts. These projects demonstrate our capability to help align technology with business needs for a city. In every project, we have thoroughly reviewed all relevant organizational application systems and the supporting infrastructure. In addition, we have worked with a wide range of forward-looking municipal technology initiatives, including automatic meter reading, regional traffic signal networks, business intelligence and data warehousing, transparency and self-service, public safety systems, and cloud-based infrastructure.

- Alachua County, FL
- Allen, TX
- Amarillo, TX
- Bi-County Police Information Network, WA
- Cedar Park, TX
- Charlotte, NC
- Citibank
- Collier County, FL
- Collin County, TX
- Columbia, MO
- Columbus, OH
- Conroe, TX
- Dallas County, TX
- Danville, VA
- DeSoto, TX
- Ector County, TX
- Fort Lauderdale, FL
- Franklin & Benton Counties, WA
- Greene County, MO
- Hialeah, FL
- Hillsborough County, FL
- Indianapolis, IN
- Irving, TX
- Jacksonville Beach, FL
- Jupiter, FL
- Jupiter and Palm Beach Gardens, FL
- Keller, TX
- Kennewick, WA
- Lancaster, TX
- Lincoln, MA
- Loveland, CO
- Martin County, FL
- Maui County, HI
- McKinney, TX
- Mesa, AZ
- Miami International Airport, FL
- Norcross, GA
- Norman, OK
- North Richland Hills, TX
- North Central Texas Council of Governments
- Northampton County, PA
- O'Hare International Airport, IL
- Odessa, TX
- Onondaga County and Syracuse, NY
- Owensboro, KY
- Oxnard, CA
- Palm Beach Sheriff's Office, FL
- Palm Beach, FL
- Parkland, FL
- Pearland, TX
- Plantation, FL
- Polk County, FL
- Pompano Beach, FL
- Port Arthur, TX
- Richardson, TX
- Richland, WA
- Southlake, TX
- Spartanburg County Parks & Rec Commission, SC
- St. Petersburg, FL
- Sugarland, TX
- Sun Prairie, WI
- Sunrise, FL
- Syracuse, NY
- Truckee, CA
- Universal Studios, Japan
- University Park, TX
- Victoria, BC, Canada
- Waco, TX
- Wayne County Probate Court, FL
- Westminster, CA
- Wichita Falls, TX
- Wilmette County, IL
- Wylie, TX
- Yuma, AZ

CLIENT REFERENCES

While all of our clients are referenceable, we have highlighted several clients who selected Sciens to support their technology assessments, selections and implementations. These projects have all occurred; we have provided a sample of which includes a range of city sizes and geographies. The partners of the firm, Stephen Gousie and Ernest Pages, who would be assigned to the City's project, were engaged in these projects, as well as many others all over the country. The table below contains a summary of each of these projects.

Project Information	Details
Name of Organization	Town of Truckee, California
Address	10183 Truckee Airport Road Truckee, CA 96161
Contact Information	Chris Ring, <i>IT Manager</i> Email: cring@townoftruckee.com Phone: (530) 582-2490
Projects	<ul style="list-style-type: none">Information Technology Assessment, Recommendations, and Strategic Plan

Project Information	Details
Name of Organization	City of Deer Park, Texas
Address	710 E. San Augustine Deer Park, TX 77536
Contact Information	Gary Jackson, <i>Assistant City Manager</i> Email: gjackson@deerparktx.org Phone: (281) 479-2394
Projects	<ul style="list-style-type: none">Information Technology Assessment, Recommendations, and Strategic Plan5-Year Plan Refreshes

Project Information	Details
Name of Organization	City of McKinney, Texas
Address	210 N. Tennessee St., P.O. Box 517 McKinney, Texas 75069
Contact Information	Sid Hudson, <i>Chief Information Officer</i> Email: shudson@mckinneytexas.org Phone: (972) 547-7604
Projects	<ul style="list-style-type: none">Information Technology Assessment, Recommendations, and Strategic PlanCourts System Replacement SelectionFire Technology Strategic Plan

Project Information	Details
Name of Organization	City of Kennewick, Washington
Address	210 W 6 th Avenue Kennewick, WA 99336
Contact Information	Christina Palmer, <i>Director of Management Services</i> Email: christina.palmer@ci.kennewick.wa.us Phone: (509) 585-4486
Projects	<ul style="list-style-type: none"> Information Technology Assessment, Recommendations, and Strategic Plan

PARTNERS RESUMES

The resumes of the partners of the firm are shown on the following pages. Both partners, along with Sciens staff, will be engaged in this important project.

STEPHEN GOUSIE, PARTNER



SUMMARY

Stephen is a nationally recognized expert in project management, business process analysis and reengineering. His specialization is the use of technology to streamline operations and service delivery.

He has led project teams on hundreds of projects for both the public and private sectors. Stephen has managed projects in strategic planning and integrated systems definition and acquisition, including those involving web services, client server and legacy integration.

Prior to founding Sciens Consulting, Stephen served as a strategic programs manager for NEC Solutions America, Niteo Partners and Zefer Consulting. He was managing director and senior consultant for Information Mapping, business analyst for the U.S. Customs Service, and assistant controller for the Water Pollution Control Federation.

REPRESENTATIVE PROJECTS

IT Management Assessment & Planning:

Performed detailed reviews of IT organizations using COBIT and ITIL best practices and external benchmarks. Subsequently developed new organizational structure, governance mechanisms and technology direction.

Business Process Reengineering:

Lead business analyst and project manager for teams that analyzed, benchmarked, streamlined and, where appropriate, brought automation to municipal processes and IT processes, improving overall efficiency and reporting capabilities.

Specialties

- Project Management
- Business Analysis
- Process Reengineering
- Strategic Planning
- Vendor Management
- Technology Acquisition (Needs Analysis, Specifications & RFP Development, Selection, Contracting, Implementation)
- Technology Project Implementation Management

Education

- Lesley University, Graduate School of Arts & Sciences
Masters of Science in Management with specializations in Organizational Design, Human Performance Technology, Information Technology
- The George Washington University – Columbian College Bachelors of Arts in Economics with specializations in Econometrics and Statistics

Professional Certifications

- Project Management Professional (PMP #1324565) Systems Implementation Management
- Certified Process Design Engineer (CPDE) Systems Implementation Management
- EXIN Certified in Information Technology Information Library (ITIL)

Enterprise Resource Planning:

Conducted extensive analysis of user needs in the context of Municipal ERP system vendors' market capabilities. As part of the scope, he developed specifications and Requests for Proposal, and assisted clients with vendor selection and contract negotiations.

Provided project and risk management assistance during implementation of full Municipal ERP System: Finance, Human Resources, Utility Billing, Community Development, Work Order/Asset Management, Citizen Portals, and Municipal Courts.

Managed project team on ERP system needs definition, selection, implementation and training for both public and private sector clients.

Public Safety System Design, Selection & Implementation:

Conducted extensive analysis of user needs in the context of Computer Aided Dispatch (CAD), Law Records/Mobile, Fire Records/Mobile, and Jail/Detention vendors' market capabilities. The scope included specifications development, Requests for Proposal preparation, as well as assisting with vendor selection, contract negotiation and implementation.

e-Commerce Site Development & Deployment:

Led international team of business analysts, web designers and technologists involving multiple companies' products and services to define the business model and develop a Fortune 100 company's e-commerce site for Europe. Developed and maintained project plan. Conducted the market analysis and developed functional requirements. Developed the technical architecture, use cases, schematics, site map, user interface, data models, and content management system. Customer engaged as an active part of the project team.

ISO 9000 Certification:

Led services and software provider to define quality management practices and have its processes ISO 9000 certified.

Management Systems Development:

Lead analyst and project manager for team that analyzed, designed and codified management system processes for global Fortune 50 company. Management system touched every aspect of work performance, from planning to safety to manufacturing.

Publications / Speaking Engagements

- Co-authored book, Transforming Government – Performance Driven IT
- Speaker at Texas Association of Government IT Managers (TAGITM) annual conferences: *You Are Not Alone: ERP Faces a New Era; The Road to Digital Government*
- Speaker at Texas Municipal League (TML) annual conference: *Seeing the Future...Working with a Strategic Information Technology Plan*

Research & Development

- Digital Government Maturity Model for Municipalities: *Developed Maturity Model and assessment tool to determine maturation of municipalities on the path to digital government*
- Strategic Alignment Assessment for Management and IT Departments: *Developed assessment tool to determine level of alignment between city management and IT department*

Professional Affiliations

- Project Management Institute (PMI)
- American Public-Safety Communications Officers International (APCO)
- International City/County Management Association (ICMA)
- Information Technology Service Management Forum (ITSMF)
- International Society for Performance Improvement (ISPI)
past chapter president, member Alliance for Innovation

ERNEST PAGES, PARTNER



SUMMARY

Ernest is an internationally recognized expert with over 25 years of experience in operations management and planning.

He has advised private and public sector CIO's and CEO's on strategic operations improvements through financial, work process and technology. He balances technical depth and business savvy to create effective implementations.

Prior to founding Sciens Consulting, Ernest served as management consultant at Deloitte and Touche. From a technology perspective, he was a software engineer at Siemens Communications, IT manager at Ryder System, systems engineer at Nortel Networks, and design engineer at Stone and Webster Architect Engineers.

REPRESENTATIVE PROJECTS

Municipal Business Process Improvement:

Analyzed the operation of many County governments and recommended improvements to the key business processes (e.g. Purchasing, Building Permits, Inspections, Human Resources, Public Works, Citizen Relationship Management).

IT Strategic & Governance Plans:

Developed multiple plans for government organizations, to include assessment of strategic business objectives, IT goals assessment, IT operations assessment, recommended governance structure recommended technology architecture, and phased budget plans.

IT Management Assessment & Planning:

Conducted detailed reviews of multiple IT organizations using COBIT and ITIL best practices. Subsequently developed new organizational structure, governance mechanisms and technology direction.

Specialization

- Executive Advisory
- Business Planning & Feasibility
- Procurement & Contract Negotiation
- Business Process Improvement
- Implementation Project Management
- Technology Management

Education

- University of Miami School of Business
Masters of Business Administration
with a specialization in Strategic Management
- University of Miami School of Engineering
Masters of Science in Industrial Engineering with specializations in Total Productivity and Quality Management
- Florida Atlantic University School of Engineering
Bachelors of Science in Mechanical Engineering with a specialization in Alternative Energy / Numerical Methods

Publications / Speaking Engagements

- Co-authored book, Transforming Government – Performance Driven IT
- Article for the Wall Street Telecommunications Association, *Trading Floor Operational Support Planning: The Missing Link*
- Speaker at Texas Association of Government IT Managers (TAGITM) annual conferences *The Road to Digital Government*;
Professionalizing IT;
IT Governance to Manage User Expectations
- Trainer for the U.S. Federal Government

IT Disaster Recovery Planning:

Assisted multiple organizations design fault resilient network and system configurations. Designs have planned for the system recovery using technologies, such as virtualization and cloud computing.

Geographic Information Systems (GIS) Selection:

Analyzed the operations of multiple organizations to determine the GIS needs, available data sources, GIS architecture, and support delivery organizational structure. Developed procurement RFP's and assisted in the selection of the optimal GIS integrator.

Executive Management Outsourcing:

Managed technology transitions providing CIO and COO services for multiple organizations. Services included market planning, marketing and sales management, and product delivery management.

Systems Design, Selection & Contract Negotiations:

Analyzed the operations of over 80 public sector organizations, developed RFPs, and assisted with vendor selection, contract negotiation and implementation of integrated systems.

Systems Implementation:

Managed the implementation of multiple systems including Law/Fire CAD/Records Management, Jail Management, Integrated Courts, Finance, Human Resource and Community Development systems.

Litigation Support:

Provided expert witness services in County lawsuit regarding the lack of functional performance of the Computer Aided Dispatch (CAD) system.

Software Development Process Improvement:

Implemented processes and procedures for international software organization. Processes improved coordination of software load generation and development. Procedures concentrated on methods to improve scheduling and group interaction between European and U.S. development teams.

*Computer Telephony Integration;
Data Communications
University of Miami Graduate Course
Instructor
International Telecommunications;
Decision Support Systems*

Professional Certifications

State of Florida, Engineering EIT
Number 481ET259
Certified in the Governance of
Enterprise IT (CGEIT)
Certified Information Systems Auditor
(CISA)
Microsoft Certified Systems Engineer
(MCSE)
Certified in Information Technology
Infrastructure Library (ITIL)
FEMA Continuity of Operations
(COOP) & Incident Command System
(ICS) Planning

Professional Affiliations

Information Systems Audit Control
Association (ISACA)
International County/County
Management Association (ICMA)
Institute of Electrical and Electronic
Engineers (IEEE)
Institute of Industrial Systems
Engineers (IISC)
Alliance for Innovation

SCOPE OF SERVICE

Years of experience working with clients has enabled Sciens Consulting to refine our approach into a proven and structured Technology Planning methodology that incorporates industry standard best practices to deliver effective and field proven implementable solutions.

Our focus has always been quality work for our clients.



SECTION 2: SCOPE OF SERVICE

OUR UNDERSTANDING OF COLUMBIA HEIGHTS NEEDS

The City of Columbia Heights is a first-ring suburb north of Minneapolis with a population of approximately 20,000 people in an area of roughly four-square miles. The City has around 250 employees, some of whom are seasonal.

The City's IS Department is comprised of three full-time employees (Director, Assistant Director, IS Technician); Police employs an IS Specialist; and GIS is outsourced through Public Works. The IS Department supports 11 locations throughout the City, including 150 PCs (25 thin clients), 100 mobile devices (laptops and tablets), 270 phones, 50 physical and virtual servers/storage, 40 printers/MFPs/scanners, 250 network devices and components (video security, physical access control, building automation systems), 20 databases, Laserfiche, Microsoft Office, around 60 special departmental applications and intranet websites.

The IS Department is currently engaged in evaluation and deployment of several key initiatives, including: replacement of the enterprise resource planning system (including special assessments and Human Resources Information System), GIS, Permitting software, Laserfiche Document Management system, new City Hall design and construction, replacing the current internet service provider, installation of VPNs at the Liquor Stores, replacing the current Recreation software with a Cloud-based provider, deployment of a new point of sale system for the Liquor Stores, and replacement of the agenda management system.

The City of Columbia Heights is looking for an external consulting firm to perform an independent evaluation of their technology environment as well as the IS Department assigned to implement, maintain and support that environment. This evaluation would include:

- A review of staffing levels necessary to meet both existing and near-future service requirements
- A review of end user satisfaction levels with system functions, communications and help desk support
- A review of available documentation on the current technology environment, including the City's 2020 Cybersecurity Risk Assessment
- A review of the current funding process for technology investments
- Interviews with up to seven Divisions/Departments and relevant staff.

Subsequently, the City is looking for the consulting firm to provide recommendations on:

- How to meet technology implementation, maintenance and support requirements now and in the near-future using, as appropriate, a combination of both employee staffing and contracted technical services
- How to provide end user input into the governance of the technology environment
- How to organize the IS Department to improve end user satisfaction with its communications and support levels
- How to address functional and technical shortcomings with systems to improve end user satisfaction, improve their ability to perform their jobs, improve the timeliness of decision-making, improve access to information, improve overall efficiency and effectiveness of business operations, and/or improve accountability.

Once recommendations have been made, the consulting firm will provide the City with a list of recommended initiatives. These proposed initiatives would be provided with one-time and annual maintenance costs, as well as timelines that mitigate any substantial peaks in investment during a five-year period covered by the plan.

Finally, the firm will document the above Plan in a format conducive to sharing with Council and City Managers.

STRATEGY & PLANNING

At every project launch, Sciens starts with the most fundamental ideals: What is the organization's vision for their future? What are the priorities for success? Using the organization's overall strategic plan and existing IT strategy map as a framework, along with candid input from users, we gain a clear understanding to outline a plan for achieving business goals.

Organizational change starts with strategic planning: Rethinking the business model, restructuring business processes, re-training users, updating job scopes and requirements, and changing the rewards system. A good plan is complex, yet communicates the ideas in a straightforward manner that makes it easier for stakeholders to understand and support.

PROJECT WORKPLAN

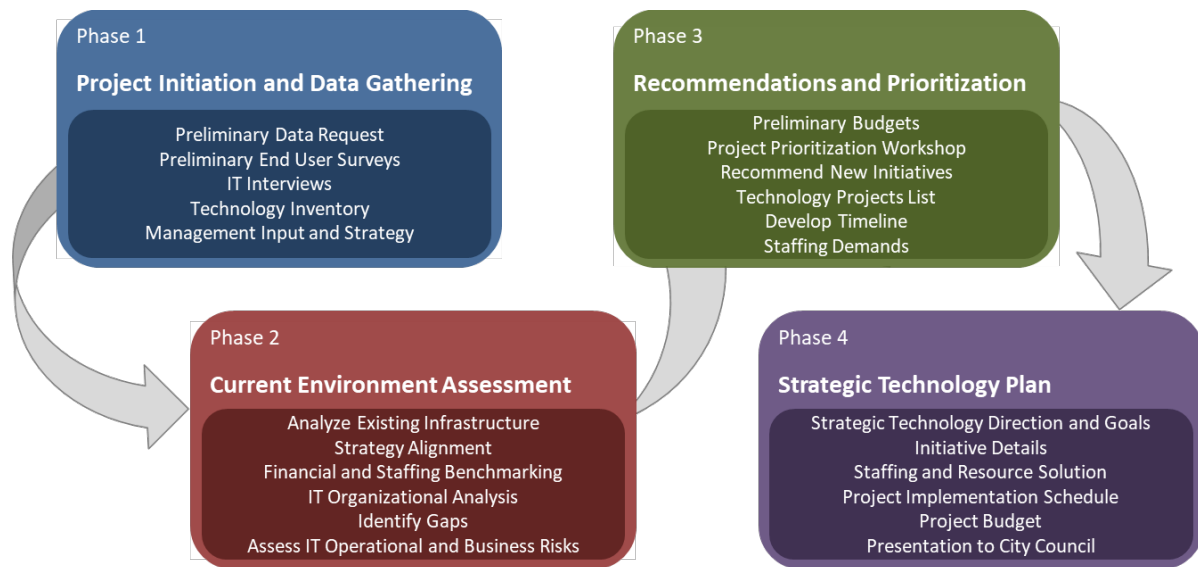
The work plan proposed will enable the City and Sciens Consulting to develop a Strategic Plan that:

- Minimizes disruptions to services for existing users and customers
- Improves the efficiency and effectiveness of the City's work processes by both streamlining and improving processes and the technologies that supports them
- Aligns technology to an enterprise perspective
- Redefines how IS resources are utilized and shared to both improve service delivery to residents and streamline internal operations
- Focuses IS investments on initiatives that will enable significant improvement in the service delivery and business operations
- Enables forward-looking technology initiatives, such as Internet of Things, SaaS, off-site computing, data warehousing and business intelligence, advanced GIS, customer portals, and mobility.



PROJECT METHODOLOGY

Years of experience working with clients has enabled Sciens Consulting to refine our approach into a proven and structured Technology Planning methodology that incorporates industry standard best practices to deliver effective and field proven implementable solutions. We have analyzed the best research-based frameworks and have integrated their best elements into the methodology shown below.



Sciens Assessment and Strategic Technology Planning Methodology



PHASE 1 - PROJECT INITIATION AND DATA GATHERING

After a review of available documentation, we work with the City to gather targeted information required for our assessment through toolsets which Sciens will provide. We will conduct interviews with City Management and the IS Department. In addition, we will conduct interviews with the operational departments/divisions to understand how they utilize enterprise application systems in support of their business objectives; it is expected that there will be up to seven interviews conducted over a two-day period. In addition, we will conduct an end user survey to understand their satisfaction with both the systems and the support provided. The City will have an opportunity to review the survey and provide feedback prior to its release, and will receive updates regarding participation during the approximately two week period the survey will remain open.

During this first phase, we also perform several tasks designed to evaluate every aspect of the IS Department's business, both managerially and technically. Data will be collected through interviews and focus groups with the IS Department's staff, as well as through an examination of physical sites and documentation. Sciens will perform the following tasks:

- **Project Coordination and Data Collection**

Sciens works with the City to obtain relevant background information through our standard data collection toolset and any documentation available in the City, including but not limited to:

- Current technical and application infrastructure
- Current applications and network environment diagrams
- End User Satisfaction Survey
- Current ancillary systems support, and
- Financial and operational benchmarking data.

• Strategic Direction Assessment

We will meet with City Management to understand the business direction of the City and the priorities for their information technology investment. We will discuss the City's perceived value drivers, the risks that need to be mitigated using information technology, and review the existing information technology governance structure. We will also discuss a long-term strategy and capital replacement plans.

• Key Stakeholder Functional Needs Assessment

We will interview the management and key staff in each operational department to identify information requirements and future business needs. Discussion points will include:

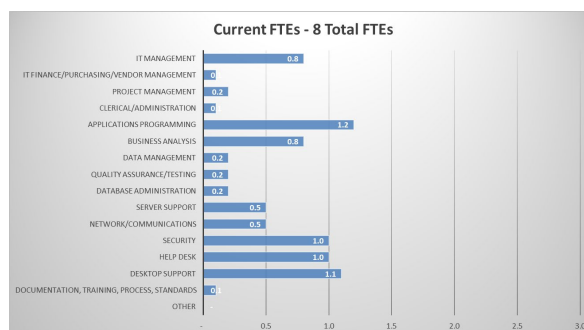
- Business Processes
- Automation Shortcomings
- Application Interfaces and Data Workflow
- Reporting Challenges
- End User Support Requirements
- Remote Access and Mobile Computing

• IS Organization Assessment

Review the function and operations of the IS Department, including:

- Departmental functions and organizational structure;
- Decision-making capabilities, authorizations and processes (i.e., Technology Governance);
- Levels of organizational staffing, in-sourced and outsourced staff and support issues; and
- Current IT resources, support and training.

Sciens Financial Analysis Tool			
Demographics			
City Employees (Full-time and part-time)	476		800 / 96 (PT) increasing by 100 in FY2018
Users (Individuals who have login to City's systems)	428		Active Google Licenses (email/archiving)
IT Staff	7		1 Employee released
IT Staff - 1 Year Ago	8		
Financials			
Fiscal Year Data Used	9/30/18		
Total Revenue (General Fund) for City in Fiscal Year	\$44,030,266		
Average IT Capital Expenditures for Last 3 Fiscal Years	\$10,000		
Do you Chargeback IT Costs to Other Departments?	No		
Percentage of Tech Spending Outside the IT Budget	10%		
Percentage of IT Spending on Operating Support (vs. New Projects)	8%		
Operating / Capital Expenditures	Operating	Capital	
Average Annual IT Expenditures for Last 3 Fiscal Years	\$ 2,049,891.00		
IT Personnel (salaries, benefits, recruiting, contractor, temp)	\$ 200,000		
IT Staff Development (training, conferences)	\$ 2,336		
Business Applications and Databases (licenses, maint. fees, development costs, SaaS)	\$ 898,881		
Data Center Hardware/Software (servers, storage, operating systems, utilities, management software, disaster recovery, DC outsourcing)	\$ 407,375	\$ 46,092	
Energy/Utilities (power, cooling)	\$ 57,053	\$ 10,234	
IT Facilities/Programs (buildings, rent, lease, insurance)	\$ 13,628	\$ 186,724	
Network Infrastructure (hardware, software for data and voice, telecom, email, messaging)	\$ 7,954	N/A	
Security (maintenance on hardware, yearly licenses and maintenance for security software, audits, testing, monitoring)	\$ 5,989	N/A	included in other line items
Carrier Expenses (Plans to telecom and datacom providers, including wireless)	\$ 245,927		included in other line items
Outsourced Services - All Other	\$		
User Devices (laptops, tablets, smartphones, software, and service contracts)	\$ 137,853		
Printers, copiers, scanners, plotters, consumables, managed services, maintenance fees	\$ 105,461		
All Other Expenses (travel, entertainment)	\$ 20,000		training
Technology Related Counts - City Owned	Number		
Personal Computers	320		
Laptops	40		
Tablets	166		
Desktop Phones	186		
Smartphones	10		
Printers	90		
Physical Servers	20		
Data Centers	3		
Network Sites	8		
Operating Systems Supported	4		
Business Applications	40		
Server Instances (Both Physical and Virtual)	116		
Network Devices (switches, routers, firewalls, etc.)	120		
Percentage of Applications Systems Functionality from Custom Systems (not off the shelf)	2%		
Replacement Programs - City Owned	Years		
Personal Computers			
Laptops			
Tablets			
Smartphones			
Cell phones			
Servers			
Switches			



Phase 1 Deliverables

- Collection of information of financial, operational and infrastructure environment
- Project planning
- Interviews
- Survey
- Network and applications architecture diagrams

PHASE 2 - CURRENT ENVIRONMENT ASSESSMENT

In Phase 2, we will assess the City's overall technology strengths and weaknesses, and identify gaps in the overall environment. Leveraging this information, we will determine key strategies, goals, and objectives in order to address the issues identified. At a minimum, we will provide a review of the following areas:

Strategy

- Fiscal Benchmarking
- Strategic Alignment
- IT Strategic Thinking and Planning
- City's Technology Direction
- IT Readiness for Emerging Technologies

Governance

- End User Satisfaction
- IT Engagement
- Project Management
- Relationship Governance
- Policies

Architecture

- Servers, Storage and Backup
- Network
- Data Centers
- Network and System Management
- End User Computers
- Mobility
- Telephony
- GIS
- Enterprise Applications
- Business Continuity
- Security Risk

Organization

- Organizational Structure
- Staffing Levels
- Project Management
- Staff Development
- Performance Management

• Infrastructure & Applications Architectures

We will assess the existing infrastructure architecture, including network and servers, and applications architecture in order to identify initiatives to stabilize and improve the existing environment. This is done in order to minimize the disruptive effect on the technical environment as well as minimize the technical support which will be required.

• System Support Requirements

Assess the function and operations performed to support the current system based on interviews with the IS staff and end-user support staff, including:

- The ability of the application to support technical services, such as workflow changes
- Third party vendor interaction within the overall support structure
- User involvement, control and segregation of duties between IS and user departments for configuration changes.

Phase 2 Deliverables

- Assessment Report
 - ✓ Project Purpose and Background
 - ✓ Review and findings for existing infrastructure
 - ✓ Summarize perceived risk to the City's IT operations and critical business functions
- ✓ Review of risks associated with IT infrastructure and practices
- ✓ Gap Analysis
- ✓ Financial and Staffing Benchmarking

PHASE 3 – RECOMMENDATIONS

Based upon the assessment performed in the previous phase, Sciens will develop a list of projects that address the limitations and take advantage of opportunities identified. We will recommend technology projects that are practicable and implementable over the course of the next 5 years. The project list will provide a summarized decision matrix that will allow City Management to determine project priorities using the following comparative criteria:

- **Cost** - Project costs are estimated by Sciens for hardware, software and related services. All costs are evaluated based on a 5-year cost of ownership, which factors in the initial cost to purchase and ongoing maintenance costs.
- **Timeframe** - The length of time required complete the implementation is a key consideration. Typically, projects that take longer to implement can be more disruptive to the affected environment.
- **Value** - Utilizing the strategic technology direction and derivative principles, Sciens works with the City to identify the factors that define project value. Common value factors include:
 - ✓ Improvement to existing community services
 - ✓ Creating new services
 - ✓ Lowering operational expenses
 - ✓ Improving management's ability to make decisions in a timely manner
- **Risk** - The strategic technology direction and derivative principles are also valuable when identifying the factors that define project risk for the City. Common risk factors include:
 - ✓ Increasing financial uncertainty due to shifting funding sources
 - ✓ Increased technical complexity
 - ✓ Resource depletion for project implementation

#	Goal / Initiative	Estimated 5-Year Cost of Ownership	Project Start FY	Duration of Project (months)	One-Time Costs	Recurring Costs	FY 2018		FY 2019		FY 2020		FY 2021		FY 2022		5-Year TCO
							One-Time	Recurring	One-Time	Recurring	One-Time	Recurring	One-Time	Recurring	One-Time	Recurring	
Goal B: Ensuring a Capable and Ready Workforce																	
B1	Project Management/Business Analyst Group	\$ 866,194	18	36	\$ 206,000	\$ 660,194	\$ 90,000	\$ -	\$ 58,000	\$ 94,500	\$ -	\$ 160,125	\$ 58,000	\$ 168,131	\$ -	\$ 237,438	\$ 866,194
B2	IT Staffing Levels	\$ 878,575	18	12	\$ 159,000	\$ 719,575	\$ 159,000	\$ -	\$ -	\$ 166,950	\$ -	\$ 175,298	\$ -	\$ 184,062	\$ -	\$ 193,265	\$ 878,575
B3	Improve ITIL Performance	\$ 42,000	18	60	\$ -	\$ 42,000	\$ -	\$ 18,000	\$ -	\$ 6,000	\$ -	\$ 6,000	\$ -	\$ 6,000	\$ -	\$ 6,000	\$ 42,000
B4	GIS Support	\$ 123,000	21	24	\$ 60,000	\$ 63,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 60,000	\$ -	\$ -	\$ -	\$ 123,000
Goal C: Systematic Infrastructure Investment																	
C1	Create Network Ring	\$ 110,000	18	2	\$ 50,000	\$ 60,000	\$ 50,000	\$ 12,000	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ 110,000
C2	Network Switches Replacement	\$ 407,252	18	6	\$ 407,252	\$ -	\$ 407,252	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 407,252
C3	Update End User Computers and Standardize	\$ 1,043,160	18	60	\$ -	\$ 1,043,160	\$ -	\$ 208,632	\$ -	\$ 208,632	\$ -	\$ 208,632	\$ -	\$ 208,632	\$ -	\$ 208,632	\$ 1,043,160
C4	Analyze and Address the Citrix XenServer	\$ 85,000	18	60	\$ -	\$ 85,000	\$ -	\$ 17,000	\$ -	\$ 17,000	\$ -	\$ 17,000	\$ -	\$ 17,000	\$ -	\$ 17,000	\$ 85,000
C5	Access Potential Risks of New Data Center at	\$ 50,000	18	6	\$ 50,000	\$ -	\$ 50,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 50,000
C6	Implement a New Storage Platform	\$ 219,930	19	6	\$ 219,930	\$ -	\$ -	\$ 219,930	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 219,930
C7	Community Center Infrastructure Build-Out	\$ 150,000	18	12	\$ 150,000	\$ -	\$ 150,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 150,000
Goal D: Service Excellence to Citizens																	
D1	Continue Transition from WO System	\$ -	18	12	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
D2	ERP Upgrade	\$ 55,000	18	6	\$ 55,000	\$ -	\$ 55,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 55,000
D3	Deploy Asset Management System	\$ 535,000	19	12	\$ 475,000	\$ 60,000	\$ -	\$ -	\$ 475,000	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ 535,000
D4	Continue Incremental Module Acquisition	\$ 90,762	19	12	\$ 35,642	\$ 55,120	\$ 35,642	\$ -	\$ -	\$ 13,780	\$ -	\$ 13,780	\$ -	\$ 13,780	\$ -	\$ 13,780	\$ 90,762
D5	Replacement of Library Software	\$ 180,000	19	24	\$ 100,000	\$ 80,000	\$ 100,000	\$ -	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ -	\$ 20,000	\$ 180,000
D6	Replacement of CSI	\$ 260,000	18	24	\$ 100,000	\$ 160,000	\$ 100,000	\$ -	\$ -	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ 40,000	\$ -	\$ 40,000	\$ 260,000
D7	Dashboard Development	\$ -	19	48	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -
Goal E: Future Growth Sustainability																	
E1	Citizen mobile eGovernment	\$ 110,000	18	2	\$ 50,000	\$ 60,000	\$ 50,000	\$ 12,000	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ -	\$ 12,000	\$ 110,000
E2	Transparency and Analytics	\$ 407,252	20	6	\$ 407,252	\$ -	\$ 407,252	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ 407,252
E3	Surveillance	\$ 1,043,160	18	60	\$ -	\$ 1,043,160	\$ -	\$ 208,632	\$ -	\$ 208,632	\$ -	\$ 208,632	\$ -	\$ 208,632	\$ -	\$ 208,632	\$ 1,043,160

Phase 3 Deliverables

- Project Portfolio Matrix
 - ✓ Project Initiatives
 - ✓ Prioritized Projects List
 - ✓ Estimated Projects Costs (e.g., capital, recurring)
 - ✓ 5-Year Project Timeline
 - ✓ Estimated Project Staff Hours

PHASE 4 - INFORMATION TECHNOLOGY STRATEGIC PLAN

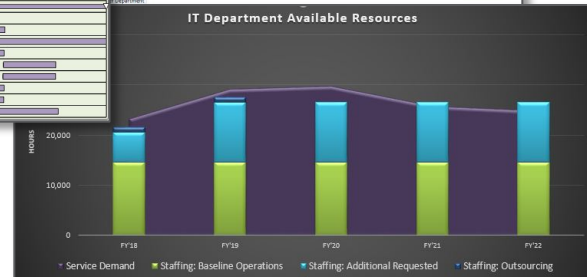
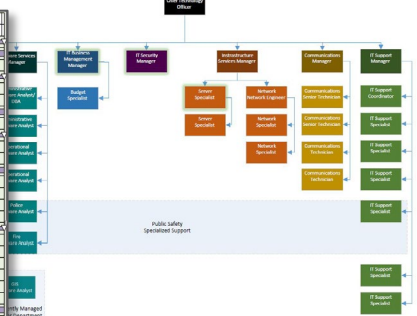
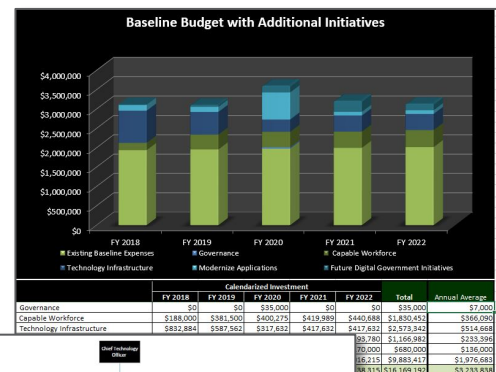
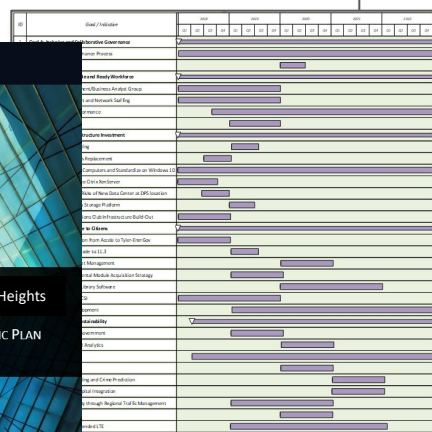
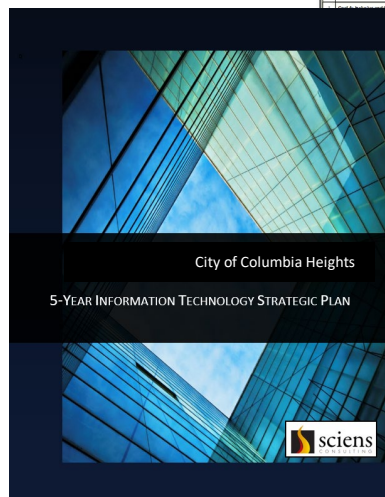
Strategic Plan Development

Once City Management has reviewed and finalized the project initiatives they want included, the Sciens team will compile the initiatives, budgets, and implementation timelines, and create the City's Information Technology Strategic Plan draft. The Plan will address the following:

- Goals and Objectives
- IT Vision and Principles
- Key Issues
- IT Initiatives by Priority
- Replacement Planning
- Architecture Changes
- Cost Estimates
- Operations and Maintenance
- Timelines

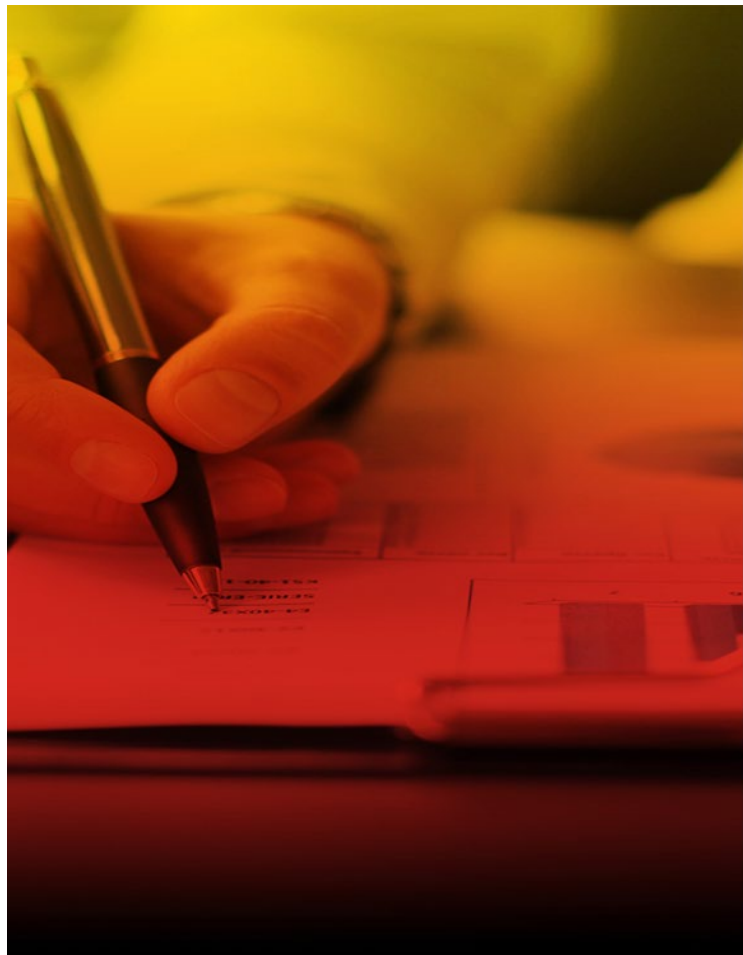
Phase 4 Deliverables

- Draft Information Technology Strategic Plan
 - ✓ Strategic Technology Direction, Goals and Objectives
 - ✓ Estimated Projects Costs (e.g., capital, recurring)
 - ✓ Implementation Schedule
 - ✓ Calendarized Investments
 - ✓ Resource Utilization
 - ✓ Project Descriptions
 - ✓ Staffing, Resource Sourcing (internal/outsourced) and Deployment Recommendations, including those implied by Project Recommendations
- Final Information Technology Strategic Plan



PROJECT SCHEDULE AND COST

The proposed schedule and fee information for the project is summarized in the following section. We structure our fees to be affordable and match them to each milestone so the hours and deliverables are clearly shown.

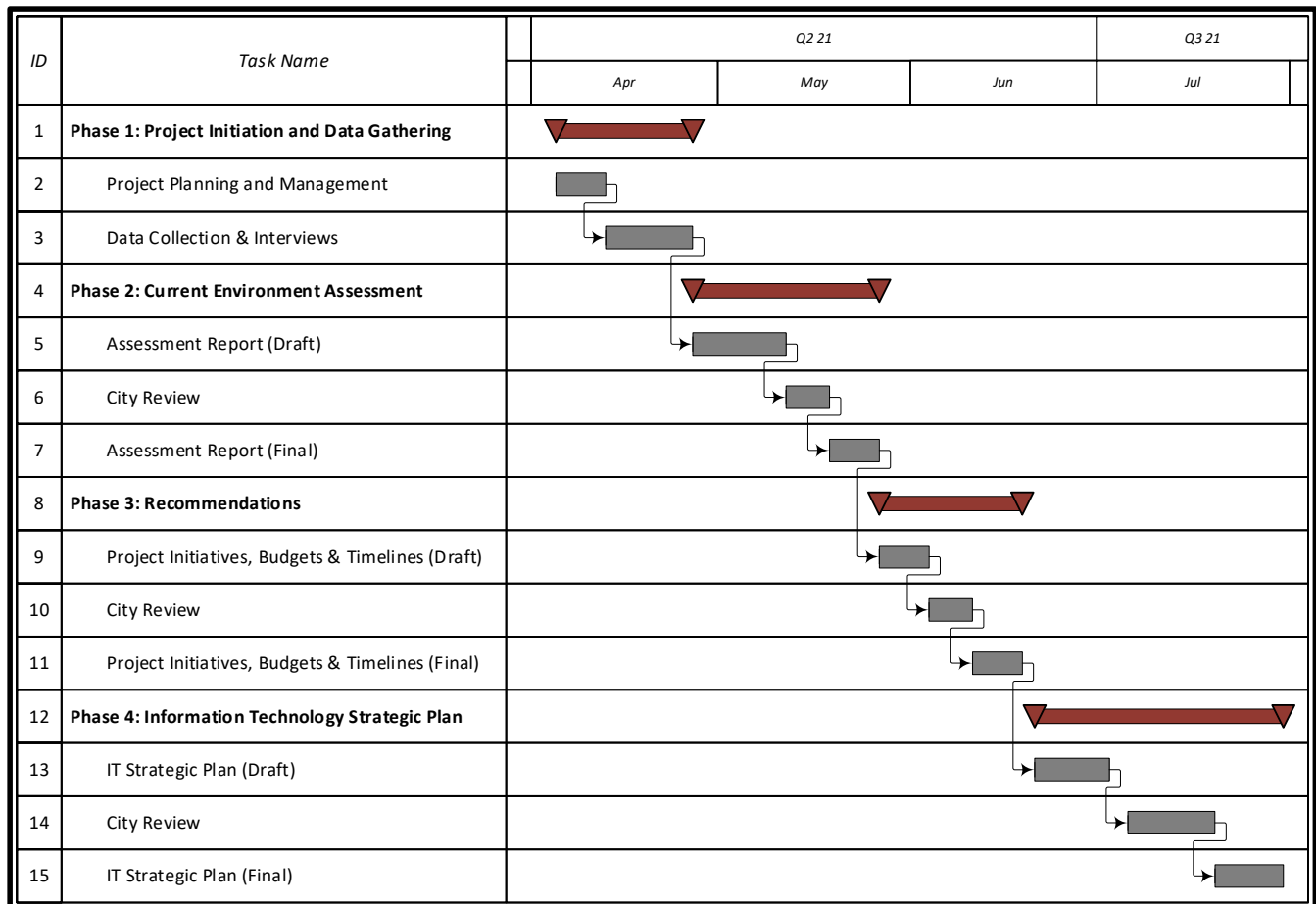


SECTION 3: PROJECT SCHEDULE & COST

PROJECT SCHEDULE

A draft GANTT chart for this project, identifying the major tasks with associated, proposed start and completion dates, and milestones, is shown on the following page. Sciens will work with the City of Columbia Heights to arrive at a schedule that meets your objectives and deadlines.

We have developed this proposal assuming a start date of April 5, 2021. The project would begin with a project planning meeting, with interviews conducted shortly thereafter. Project completion would be expected by the end of July, depending upon the impact of vacations and holidays. This timeline is provided for planning purposes. Dates are subject to change based upon discussions with the City regarding goals and availability.



PROJECT COST

The total project professional fees for services on the City of Columbia Heights Information Technology Strategic Plan consulting project are represented below. Based on the scope of work description, deliverables, and our proposed method for conducting the services outlined below, our not-to-exceed-total cost to complete all tasks is \$34,600 as detailed below.

Given the current environment, all interactions (i.e., interviews, project management discussions) are proposed to take place via Web conferencing, which Sciens will host. As a result, no expenses are included with this proposal. Should conditions change and the City desires onsite activity, travel expenses will be billed as incurred.

Phase	Activity	Hours	Fees	Expenses	Total
1	Data Gathering & Interviews	104	\$ 17,200	\$ -	\$ 17,200
2	Assessment Report	52	\$ 6,800	\$ -	\$ 6,800
3	Project Initiatives, Budgets & Timelines	36	\$ 4,800	\$ -	\$ 4,800
4	Information Technology Strategic Plan	44	\$ 5,800	\$ -	\$ 5,800
TOTAL		236	\$ 34,600	\$ -	\$ 34,600