



**REQUEST FOR PROPOSAL (RFP)
FUTURE IT INFRASTRUCTURE AND ENTERPRISE
ARCHITECTURE PLAN CONSULTANT**

ISSUE DATE: Thursday, July 11, 2019

RFP NO.: 100181-FY20-04

PRE-PROPOSAL MEETING: Tuesday, July 23, 2019; 11:00 A.M.

QUESTION DEADLINE: Friday, July 26, 2019; 5:00 P.M.

PROPOSAL DUE DATE: Thursday, August 8, 2019; 3:00 P.M.

DELIVERY ADDRESS: Town of Leesburg, Virginia
Procurement Division
25 W. Market Street
Leesburg, VA 20176

CONTACT: Octavia Andrew, CPPO, CPPB, VCO
Chief Procurement Officer
Phone: 703-737-7176
Fax: 703-771-2799
Email: bidquestions@leesburgva.gov

NOTICE OF ADDENDA: Any addenda to this RFP will be posted on the Town's Bid Board (<http://www.leesburgva.gov/bidboard>) and will only be emailed to those firms who have **REGISTERED** on this site. It is the firm's responsibility to provide a correct email address and to be aware of any addenda.

RFP NO. 100181-FY20-04
TABLE OF CONTENTS

<u>SECTION & TITLE</u>	<u>PAGE</u>
I. PURPOSE.....	3
II. BACKGROUND.....	3
III. SCOPE OF WORK.....	4
IV. PROPOSAL SUBMITTAL INSTRUCTIONS	5
V. QUESTIONS AND INQUIRIES	8
VI. EVALUATION CRITERIA AND AWARD	8
VII. TERMS AND CONDITIONS.....	9
VIII. SAMPLE CONTRACT	18
OFFEROR SUBMISSION FORM.....	26
ACKNOWLEDGEMENT OF ADDENDA	27
EXHIBIT A: PRICING FORM	28
EXHIBIT B: LIST OF MAJOR SYSTEMS.....	29
EXHIBIT C: TECHNOLOGY SERVICES TO TOWN	30
EXHIBIT D: IT STRATEGIC PLAN	31

I. PURPOSE

The Town of Leesburg (the “Town”) is requesting sealed proposals from qualified firms to assist in the development of a plan for the Town’s future IT infrastructure and security architecture. The deliverables requested include two main phases: (1) recommend the best approach to updating the Town’s computing needs options to include increasing capacity at a data center located at police headquarters via cloud computing, co-location, or hybrid with special emphasis on security and scalability; and (2) create an information technology network and security architecture design plan for the recommended datacenter and infrastructure.

A non-mandatory pre-proposal meeting will be held at 11:00 a.m. on Tuesday, July 23, 2019 in the Lower Level Conference Room #1 of Town Hall located at 25 W. Market Street, Leesburg, VA 20176.

II. BACKGROUND

The Town of Leesburg is located 35 miles west of Washington, D.C. The Town encompasses an area of 12 square miles with an estimated population of 54,215. The Town is the largest town in population in the Commonwealth of Virginia. Town Services include; a general aviation airport, police, public works including street maintenance, storm water management, utility services including water and sanitary sewer, parks and recreation with 18 active and passive parks, and a genealogical and research library amongst other services.

The Town created the IT Department in 1999. In 2014, Finance, Human Resources and IT were consolidated as divisions in the newly created Department of Finance and Administrative Services (DFAS). The Town has eight other departments: Town Manager’s Office/Executive, Police, Public Works & Capital Projects, Planning & Zoning, Plan Review, Parks & Recreation, Utilities, Balch History Library, and Airport Operations.

IT supports 350 full and part-time users (workstations) and 100 elected and appointed officials (Webmail and SharePoint); 30 major systems on various platforms (Exhibit B). The IT division has six full-time positions. The Leesburg Police, DFAS and Parks & Recreation each have one full-time IT Specialist position on staff. The Town has two data centers that are connected via fiber with Comcast Institutional Network (I-Net) and Town-owned fiber connections, one at Town Hall and one at Leesburg Police headquarters.

The Town’s current internet service provider is the County of Loudoun’s Department of Information Technology (LCDIT). LCDIT provides services to the Town including but not limited to: firewall services, intrusion protection, proxy services, data center space and professional services (Exhibit C). The County has asked the Town to migrate its network outside of the County network, including finding another ISP.

The Town’s Police headquarters is slated for a major expansion in the next two years. Part of the expansion will include updating the data center facility so it conforms to

current best practices in network infrastructure and security. In December 2018, the Town developed a **5-year IT Strategic Plan** (Exhibit D) with multiple focus areas, one of which is *Strategic Focus #2: Formulate a Plan for Future IT Infrastructure and Architecture*.

The Town is therefore requesting proposals to meet the challenge of separation from the County ISP, plan to meet the future computing needs of the town, and a need to redesign the police station data center facility. The first part of the proposal is a recommendation of the best architectural design for the new data center and infrastructure – should it be self-hosted, co-located, in the cloud, or some combination thereof – why, and approximately how much it would cost. The second phase will be an implementation plan to move from the current state (inside County network, outdated data center) to the desired state (outside County network, updated data center) by June 30, 2020.

III. SCOPE OF WORK

The following deliverables provide a scope of work but should not limit the offeror's proposal. A draft of each deliverable will be provided to the Town for review prior to finalization and Council presentation.

A. Phase One: Evaluation and Recommendation on IT Data Center Approach to Accommodate Future Needs as Outlined in the December 2018 IT Strategic Plan

The recommendation should describe how the Town's systems will be connected to each other and to the external world, including delineating the special security needs of the Police Department and Utilities SCADA systems. This architecture should include a DMZ between the Town's internal and external networks. Either expand existing data center, move some or all to the cloud, or co-locate some or all. This will require some consultation with current architects of new data center facility. The recommendation must cover at least the following:

1. Assessment of current Town architecture
2. Assessment of current Police data center
3. Define at least three alternative approaches (on/off-premises, hybrid) to update the datacenter and connect the Town's network to the internet via new ISPs. Include advantages and disadvantages.
4. List data center design/improvements requirements
5. List replacement requirements for Town infrastructure and multiple ISP's.
6. After consultation with Town IT staff and officials, recommend one solution/desired state and provide a rough order of magnitude cost
7. Present findings to the Technology and Communications Commission at their monthly meeting.
8. Present findings to the Leesburg Town Council at their work session.

B. Phase Two: IT Network and Security Architecture Design Project Plan

Upon approval by Town Council of Phase One of the Evaluation and Recommendation on IT Data Center Approach to Accommodate Future Needs, the awarded offerer can commence with Phase Two, IT Network and Security Architecture Design Project Plan. The awarded offerer will develop a detailed project plan for going from current state to desired state. The plan must cover at least the following:

1. Network design
2. Data center design/improvements
3. Network security
4. Hardware/Software
5. Managed Services
6. IP Addressing
7. ISP Connections
8. Network Resiliency/Redundancy
9. Disaster Recovery Plan based on the future state (Business Continuity)
10. Testing Plan.
11. Time line in order to implement and separate from Loudoun County DIT
12. True Cost to Build
13. Life Cycle time estimate to refresh equipment and services.

IV. PROPOSAL SUBMITTAL INSTRUCTIONS

A. Submittal Instructions

One (1) original (so marked), three (3) hard-copies of your proposal, and one (1) electronic copy of your proposal in USB flash drive format must be submitted to the address on the cover page of this RFP by the date and time noted. Late proposals will **not** be accepted. Telephone, fax, electronic, emailed and verbal offers will **not** be accepted.

Submit proposals in a sealed envelope with the following information:

TITLE: Future IT Infrastructure and Enterprise Architecture Plan
Consultant
DUE DATE: Thursday, August 8, 2019; 3:00 P.M.
LOCATION: Town of Leesburg
Procurement Office
25 W. Market Street
Leesburg, VA 20176

Offerors assume full responsibility for the delivery of the completed proposal to the address noted above on or before the deadline for submission. The Town is not

responsible for any loss or delay with respect to the delivery of the proposals. **ANY PROPOSAL RECEIVED BY THE TOWN AFTER THE DEADLINE FOR SUBMISSION WILL NOT BE ACCEPTED.**

B. Proposal Format

Offerors shall submit proposals in the following format:

1. Proposals shall include a cover letter, the completed RFP Submission Forms, references, supplemental information, and any other information that you deem appropriate.
2. Proposals shall be submitted on 8-1/2" x 11" paper. Proposals are to be prepared simply and concisely. Elaborate artwork, expensive paper, visual, and other presentation aids are not required.
3. Proposals shall be signed in ink by the individual or authorized principals of the firm.
4. Proposals shall contain no more than seventy-five (75) individual sheets. Double-sided printed pages are encouraged. Note that a sheet printed on both sides is counted as a sheet. All sheets in the proposal (i.e. including covers, dividers and tabs, table of contents, executive summary, etc.) will be counted as part of the sheet count.
5. Each copy of the proposal shall be bound or contained in binders, all pages shall be numbered, and shall be organized using tabs in the sequence and format as indicated below:

TAB 1	<ul style="list-style-type: none"> • Executive Summary • Offeror Submission Form (Page 26) • Acknowledgement of Addenda (Page 27)
TAB 2	<ul style="list-style-type: none"> • Offeror's Experience and History • Project Team and Organization Chart • Client Listing
TAB 3	<ul style="list-style-type: none"> • Outline of Offeror's Ability to Meet the Scope of Work as Outlined in Section III • Implementation Plan
TAB 4	<ul style="list-style-type: none"> • Price Proposal (Exhibit A) (Page 28)
TAB 5	<ul style="list-style-type: none"> • Exceptions to the RFP

C. Proposal Organization

Offerors are encouraged to be thorough in addressing the Scope of Work and the Proposal Submittal Instructions as outlined in this RFP. Offerors must fully address each of the following items and submit proposals using the following format:

1. **Executive Summary:** Provide a concise description of all work experiences as they relate to the scope of work, including but not limited to: background information about organization (i.e. philosophy, ownership, size, facilities, locations, etc.), management structure, the type of organization you represent (i.e. individual, partnership, corporation, etc.), a detailed history of all mergers and acquisitions, and a copy of the certificate from the State Corporation Commission stating that your firm is authorized to transact business in the Commonwealth of Virginia.
2. **Capability and Skill:** Describe the qualifications and skills of the organization and project team to provide the services, including but not limited to: offeror's qualifications to perform the services, qualifications and resumes of team members and other employees who will be managing and performing the services, indicate services to be subcontracted and subcontractor(s) to provide said services, and provide a list of at least five (5) clients current and/or past with a scope of work comparable to what the Town is looking for in this RFP. **Additionally, please include a sample of a plan that you have completed for a jurisdiction similar to the Town of Leesburg. This sample can be provided via a hyperlink or website address to the actual plan location, or, if in print form, no more than ten (10) pages.**
3. **Services Proposed:** Provide a detailed description of the services to be provided under this contract, including but not limited to: overview of the offeror's understanding of the scope of work and services to be provided, provide best practice approaches to the Town that will enhance efficiency and effectiveness, address each of the specific requirements set forth in Section III Scope of Work in order to demonstrate how the proposed solution will meet the specifications requested, and a statement explaining why the offeror's proposed solution would be the most advantageous to the Town.
4. **Price Proposal:** Offeror shall provide proposed fee structure for the Town in the format outlined in Exhibit A. Price proposal will be itemized by the deliverables outlined in Deliverable in Section III.
5. **Exceptions to RFP:** Detail any exceptions taken to the Scope of Work and Terms and Conditions sections of this RFP. For each exception, specify the RFP page number, section number, and the exception taken.

V. QUESTIONS AND INQUIRIES

Unless otherwise instructed, the Procurement Contact is the sole point of contact for questions concerning this RFP. Questions concerning this RFP must be made in writing to the Procurement Contact listed on the cover page of the RFP. **Questions must be received by 5:00 p.m. on Friday, July 26, 2019.**

A formal addendum responding to all questions received by the deadline will be made available no later than five business days before the proposal due date. Additional clarifications to the specifications will also be in the form of a written addendum. All addenda will be posted on the Town's website. Such addenda will become part of the contract documents. Verbal instructions are not binding and will not form a part of the proposal documents. It is the offeror's responsibility to obtain all addenda from the Town's website: <http://www.leesburgva.gov/bidboard>

VI. EVALUATION CRITERIA AND AWARD

A. Evaluation Criteria

Proposals will be evaluated on the following criteria and weighted accordingly:

1. The consultant's team understanding, past experience and results with information technology network architecture design for other local government jurisdictions of similar size to Leesburg – **40%**
2. General capabilities, quality, resources, and qualifications of project team to provide the services – **25%**
3. Price Proposal – **35%**

B. Selection Process

The selected committee will be comprised of users and potential users from various Town departments. The Town Staff will evaluate and rank the proposals using the evaluation criteria stated above and negotiate a contract in accordance with the process for competitive negotiation described in Section 2.2-4302.2 of the Virginia Public Procurement Act (VPPA) for non-professional services.

The Town reserves the right to accept or to reject any or all proposals in whole or in part, to make multiple awards, and to waive informalities in the process of awarding this contract. The Town further reserves the right to make an award of a contract without further discussion of the proposals received provided it is determined in writing that only one offeror is fully qualified, or that one offeror is clearly more highly qualified and suitable than the others under consideration. Therefore, proposals should be submitted initially on the most favorable terms that the offeror could propose with respect to both price and technical capability.

C. Contract Award

The Town intends to award a contract to a qualified offeror authorized to transact business in the Commonwealth of Virginia with demonstrated experience similar in nature to that being requested herein. The award of a contract shall be at the sole discretion of the Town. Award will be made to the offeror whose proposal is determined to be most advantageous to the Town, taking into consideration the above criteria.

The contents of the proposal submitted by the successful offeror will become a part of any contract awarded as a result of this RFP. The successful offeror shall be expected to sign a contract with the Town. Additional terms and provisions may be included in the contract, a sample copy of which is enclosed.

VII. TERMS AND CONDITIONS

A. Special Terms and Conditions

1. **Contract Term:** The term of this contract shall be from the date of contract award until February 14, 2020. All deliverables shall be completed by February 14, 2020.

B. General Terms and Conditions

1. **Proposal Binding for One Hundred Twenty (120) Days:** Offeror agrees that this proposal shall be valid and may not be withdrawn for a period of one hundred and twenty (120) calendar days after the due date.
2. **Late Proposals:** Proposals received after the time specified on the cover page of this RFP will not be accepted and will be returned unopened, provided a return address is visible.
3. **Acceptance or Rejection of Proposals:** The Town reserves the right to accept or reject any or all proposals in whole or in part and to waive minor informalities in the process of awarding this contract.
4. **Competition Intended:** It is the Town's intent that this request for proposals permits competition. It shall be the offeror's responsibility to advise the Procurement Officer in writing if any language, requirements, specifications, etc., or any combinations thereof, inadvertently restricts or limits the requirements stated in this RFP to a single source. The Procurement Officer must receive such notification at least ten (10) business days before the due date.
5. **Understanding of Specifications:** Offerors shall thoroughly examine and be familiar with the Town specifications. The failure or omission of any offeror to receive or examine this document shall in no way relieve any

offeror of obligations with respect to this proposal or the subsequent contract. The submission of a proposal shall be taken as prima facie evidence of compliance with this paragraph.

6. **Exceptions to RFP:** Offerors taking exception to any part or section of this RFP shall indicate such exceptions in their proposal. Failure to indicate any exceptions shall be interpreted as the offeror's intent not to fully comply with the specifications as written. Conditional or qualified proposals are subject to rejection in whole or in part.
7. **Inquiries Concerning Specifications:** Questions concerning this RFP must be made in writing to the Procurement Contact listed on the cover page of the RFP.
8. **ADA Reasonable Accommodation Clause:** If you need any reasonable accommodation for any type of disability in order to participate in this procurement, please contact the Procurement Officer at least ten (10) business days before the proposal due date.
9. **Costs Incurred in Responding:** This solicitation does not commit the Town to pay any costs incurred in the preparation and submission of proposals, or to procure or contract for services defined herein.
10. **Employment Discrimination Prohibited:** During the performance of this contract, the contractor agrees as follows:
 - a. The contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex or national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment. The contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
 - b. The contractor, in all solicitations or advertisements for employees placed by or on behalf of the contractor, will state that such contractor is an equal opportunity employer.
 - c. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient for the purpose of meeting the requirements of this section.

The contractor will include the provisions of the foregoing paragraphs a, b and c in every subcontract or purchase order of over \$10,000 so that the provisions will be binding upon each subcontractor or vendor.

11. **Disposition of Proposals:** All materials submitted in response to this RFP will become the property of the Town. One (1) copy of each proposal shall be retained for official files and will become a public record. These records will be available for public inspection after award of the contract. It is understood that the proposal will become a part of the official file on this matter without obligation on the part of the Town except as to the disclosure restrictions contained in Section 12. “Trade Secrets and Proprietary Information Disclosure”.
12. **Trade Secrets and Proprietary Information Disclosure:** In compliance with the Town’s Procurement Policies, all proposals will be available for public inspection. Trade secrets and proprietary information submitted by an offeror in connection with procurement shall not be subject to public disclosure under the Virginia Freedom of Information Act. However, the offeror must invoke the protection of this section before or upon submission of the data or other materials, and must identify the specific area or scope of data or other materials to be protected and state the reasons why protection is necessary. An all-inclusive statement that the entire proposal is proprietary is unacceptable. A statement that the costs are to be protected is unacceptable.
13. **Laws and Regulations:** The offeror’s attention is directed to the fact that all applicable Commonwealth of Virginia laws, municipal ordinances and the rules and regulations of all authorities having jurisdiction over the contract shall apply to the contract throughout, and they will be considered to be included in the contract the same as though herein written out in full.
14. **License Requirement:** All firms doing business for the Town are required to be licensed in accordance with the Town’s “Business, Professional, and Occupational Licensing (BPOL) Tax” Ordinance. Wholesale and retail merchants without a business location in Leesburg, VA are exempt from this requirement. Questions concerning the BPOL Tax should be directed to the Department of Finance, telephone **703-771-2723**. Indicate the BPOL license number on the proposal form.
15. **Ethics in Public Contracting:** The offeror agrees that it will adhere to Article 6 – “Ethics in Public Contracting” requirements set forth in the Virginia Public Procurement Act.
16. **Safety:** All contractors and subcontractors performing services for the Town are required and shall comply with all Occupational Safety and Health Administration (OSHA), State and County Safety and Occupational Health Standards and any other applicable rules and regulations. Also, all contractors and subcontractors shall be held responsible for the safety of their employees and any unsafe acts or conditions that may cause injury or

damage to any persons or property within and around the work site area under this contract.

17. **Termination:** Subject to the provisions below, the contract may be terminated by the Town upon ten (10) days advance written notice to the other party. If any work or service hereunder is in progress, but not completed as of the date of termination, then this contract may be extended upon written approval of the Town until said work or services are completed and accepted.

Termination for Convenience – In the event that this contract is terminated or cancelled upon request and for the convenience of the Town, without the required ten (10) days advance written notice, then the Town shall negotiate reasonable termination costs, if applicable.

Termination for Cause: – Termination by the Town for cause, default or negligence on the part of the contractor shall be excluded from the foregoing provision; termination costs, if any, shall not apply. The ten (ten) days advance notice requirement is waived in the event of Termination for Cause. In the event of default by the offeror, we reserve the right to procure the commodities and/or services from other sources, and hold the offeror liable for any excess cost occasioned thereby. If, however, public necessity requires use of commodities and/or service not conforming to the specifications they may be accepted and payment therefore shall be made at a proper reduction in price.

Termination Due to Unavailability of Funds in Succeeding Fiscal Years – When funds are not appropriated or otherwise made available to support continuation of performance in a subsequent fiscal year, the contract shall be cancelled and the contractor shall be reimbursed for the reasonable value of any non-recurring costs incurred but not amortized in the price of the supplies or services delivered under the contract.

18. **Non-Assignment of Contract:** The contractor shall not assign the contract, or any portion thereof, without the advanced written permission of the Procurement Officer, such permission not to be unreasonably withheld.
19. **Use by Other Localities:** Offerors are advised that the resultant contract may be extended, with the authorization of the offeror, to other public bodies or public agencies or institutions of the United States to permit their use of the contract at the same prices and/or discounts and terms and conditions of the resulting contract. If any other public body decides to use the final contract, the Contractor(s) must deal directly with that public body concerning the placement of orders, issuance of the purchase orders, contractual disputes, invoicing and payment. The Town of Leesburg acts

only as the “Contracting Agent” for these public bodies. Failure to extend a contract to any public body will have no effect on consideration of your bid.

It is the Contractor’s responsibility to notify the public body(s) of the availability of the contract.

Other public bodies desiring to use this contract must make their own legal determination as to whether the use of this contract is consistent with their laws, regulations, and other policies.

Each public body has the option of executing a separate contract with the Contractor(s). Public bodies may add terms and conditions required by statute, ordinances, and regulations, to the extent that they do not conflict with the contract’s terms and conditions. If, when preparing such a contract, the general terms and conditions of the public body are unacceptable to the Contractor, the Contractor may withdraw its extension of the award to that public body.

The Town of Leesburg shall not be held liable for any costs or damages incurred by another public body as a result of any award extended to that Public Body by the Contractor.

20. **Modification of the Contract:** This contract may be modified by approved a contract modification or change order signed by both parties in accordance with the VPPA.
21. **Discrimination Prohibited; Participation of Small and Minority-Owned Business:** The Town shall not discriminate against an offeror because of race, religion, color, sex, national origin, age, disability, or any other basis prohibited by state law relating to discrimination in employment.
22. **Drug-free Workplace to be maintained by Contractor; Required Contract Provisions:** All public bodies shall include in every contract over \$10,000 the following provisions:

During the performance of this contract, the contractor agrees to (i) provide a drug-free workplace for the contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that

the contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purposes of this section, “*drug-free workplace*” means a site for the performance of work done in connection with a specific contract awarded to a contractor in accordance with this chapter, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession or use of any controlled substance or marijuana during the performance of the contract.

23. **Collusion Among Offerors:** More than one proposal from an individual, firm, partnership, corporation or association under the same or different name will be rejected. Reasonable grounds for believing that an offeror has an interest in more than one proposal for the work contemplated will cause rejection of all proposals in which the offeror is interested. Any or all proposals will be rejected if there is any reason for believing that collusion exists among the offerors. Participants in such collusion may not be considered in future proposals for the same work. The signer of the proposal must declare that all persons, companies and parties interested in the contract as principals are named therein; that the proposal is made without collusion with any other person, persons, company or parties submitting a proposal; that it is in all respects fair and in good faith without collusion or fraud; and that the signer of the proposal has authority to contractually bind the offeror. See Offeror Submission Form.
24. **Town Employees:** No employee of the Town shall be admitted to any share or part of this contract or to any benefit that may arise there from.
25. **Qualification of Offerors:** Each offeror may be required, before the award of any contract, to show to the complete satisfaction of the Evaluation Team that it has the necessary facilities, abilities, and financial resources to furnish the service or material specified herein in a satisfactory manner, and the offeror may also be required to show past history and reference which will enable the Evaluation Team to be satisfied as to the offeror’s qualifications. Failure to qualify according to the foregoing requirements will justify proposal rejection.
26. **Liability:** The successful offeror will not be held responsible for failure to perform the duties and responsibilities imposed by the contract due to legal strikes, fires, civil disobedience, riots, rebellions, acts of God and similar occurrences beyond the control of the successful offeror that make performance impossible or illegal, unless otherwise specified in the agreement.

27. **Expenses Incurred In Preparing Proposal:** The Town accepts no responsibility for any expense incurred in the proposal preparation and presentation. Such expenses are to be borne exclusively by the offeror.
28. **Protest Of Award Or Decision To Award:** An offeror may protest an award or decision to award a contract under procedures as set forth in the VPPA.
29. **Ethics In Public Contracting:** This specification incorporates by reference, but is not limited to, the provisions of law contained in the Virginia Conflict of Interest Act, the Virginia Governmental Frauds Act, Articles 2 and 3 of Chapter 10 of title 18.2 of the Code of Virginia, as amended, and the Town Procurement Policy.
30. **Faith-Based Organizations:** The Town of Leesburg does not discriminate against faith-based organizations.
31. **Insurance Requirements:** Offeror shall secure at its own expense general liability insurance in an amount not less than \$2,000,000 solely contained in a Commercial General Liability Policy or in combination with an Umbrella or Excess Policy. Included shall be coverage for Bodily Injury and Property Damage resulting from the operations, products, and completed operations of the contractor.

Offeror shall also carry automobile insurance in an amount not less than \$2,000,000 solely contained in a Commercial Auto Policy or in combination with an Umbrella or Excess Policy. Offeror shall also carry Workers Compensation insurance, which meets the statutory requirements of the Commonwealth of Virginia. In addition, offeror shall also carry other insurance coverage deemed by the Town to be appropriate to his agreement.

The above-mentioned coverage shall be placed with an insurance carrier licensed to do business in the Commonwealth of Virginia. The carrier must have an AM Best Rating of A or better. A Certificate of Insurance identifying coverage and naming the Town of Leesburg as additional insured shall be furnished to the Town. Liability coverage shall contain wording prohibiting cancellation of coverage, failure to renew, or reduction in limit without the insurer first giving 30 days prior written notice of such action to the Town.

32. **Payment Clauses:** Pursuant to Section 2.2-4354 of the VPPA, within seven days after receipt of amounts paid to the offeror by the Town for work performed by the subcontractor under the resulting contract the Offeror will:

- a. Pay the subcontractor for the proportionate share of the total payment received from the Town attributable to the work performed by the subcontractor under that contract; or
- b. Notify the Town and subcontractor, in writing, of his intention to withhold all or a part of the subcontractor's payment with the reason for nonpayment.

Individual contractors must provide their social security numbers and proprietorships, partnerships, and corporations to provide their federal employer identification numbers.

The offeror will pay interest to the subcontractor on all amounts owed by the offeror that remain unpaid after seven days following receipt by the offeror of payment from the Town for work performed by the subcontractor under that contract, except for amounts withheld as allowed in subdivision 1.

“Unless otherwise provided under the terms of this contract, interest shall accrue at the rate of one percent per month.”

The offeror will include in each of its subcontracts a provision requiring each subcontractor to include or otherwise be subject to the same payment and interest requirements with respect to each lower-tier subcontractor.

A contractor's obligation to pay an interest charge to a subcontractor pursuant to the payment clause in this section shall not be construed to be an obligation of the Town. A contract modification shall not be made for the purpose of providing reimbursement for the interest charge. A cost reimbursement claim shall not include any amount for reimbursement for the interest charge.

- 33. **Prime Vendor Responsibilities:** Offerors may propose services that are provided by others, but any services proposed must meet all of the requirements of this RFP. If the offeror's proposal includes services provided by others, the offeror will be required to act as the prime vendor for all such items and must assume full responsibility for the procurement delivery and quality of such services. The offeror will be considered the sole point of contact with regard to all stipulations, including payment of all charges and the meeting of all requirements of this RFP.
- 34. **Purchase Orders:** A purchase order will be enclosed with the resulting contract or will be issued shortly thereafter, and will become an integral part of the resulting contract. The purchase order indicates that sufficient funds have been obligated as required by Title 15 of the Code of the Commonwealth of Virginia, and assures distribution of the necessary receiving reports. The purchase order does not supersede any provisions of

the resulting contract. Performance time and dates are determined solely by the contract and any modification thereto. Services are not to begin until receipt of the purchase order and/or other notification by the Town's Procurement Officer or designee.

VIII. SAMPLE CONTRACT

CONTRACT NO. [SOLICITATION TITLE]

CONTRACT NO. [SOLICITATION TITLE]

This **CONTRACT** (the “Contract”) is made this _____ day of _____, 2019, by and between the **TOWN OF LEESBURG, VIRGINIA** (the “Town”), a municipal corporation, and _____, a _____ having a usual place of business at _____ (the “Contractor”), collectively referred to herein as “Parties”.

The Contractor and the Town, in consideration of the mutual covenants, promises, and agreements herein contained, agree as follows:

1. **Provision of Services.** The Contractor hereby agrees to provide the following services to the Town:

[DESCRIPTION OF SERVICE]
2. **Contract Documents.** The Contract Documents consist of this Contract, RFP No. 100181-FY20-04 (incorporated herein by reference), the Contractor’s Proposal dated _____ (attached hereto as “Exhibit A”), and any subsequent purchase orders issued by the Town. Where the terms of this Contract and the Contractor’s Proposal are at variance, the provisions of this Contract shall prevail. The Parties agree that any ambiguity, conflict or inconsistency in the foregoing documents that together constitute the Contract, will be resolved in the following order of precedence: (1) this Contract; (2) RFP No. 100181-FY20-04; (3) the Contractor’s Proposal dated _____.
3. **Contract Term.** The term of this Contract shall consist of the period of time [PERIOD OF TIME].
4. **Contract Amount.** In return for the services identified above, the Town certifies that sufficient funds are budgeted and shall compensate the Contractor [\$ AMOUNT]. The total project is expected not to exceed [\$ AMOUNT].
5. **Method of Payment.** The Contractor shall submit invoices to the Town with all supporting documentation and shall be reimbursed within forty-five (45) days after receipt of invoice or completion of services, whichever occurs later.

Invoice must detail the hours worked and services performed, must reference the purchase order number, and be mailed to the address specified below:

Town of Leesburg, Virginia
Attn: John Callahan, Deputy Director of IT
25 W. Market Street
Leesburg, VA 20175

6. **Applicable Law and Courts.** This Contract shall be governed in all respects by the laws of the Commonwealth of Virginia and any litigation with respect thereto shall be brought in a court within Loudoun County. The Contractor shall comply with applicable federal, state and local laws and regulations.
7. **Assignment of Contract.** This Contract shall not be assignable by the Contractor in whole or in part without the prior written consent of the Town.
8. **Audit.** The Contractor shall retain all books, records, and other documents relative to this Contract for five (5) years after final payment, or until audited by the Town, whichever is sooner. The Town, its authorized agents, and/or State auditors shall have full access to and the right to examine any of said materials during said period.
9. **Indemnification.** Contractor agrees to indemnify, defend and hold harmless the Town, its officers, agents, and employees from any claims, damages and actions of any kind or nature, whether at law or in equity, arising from or caused by any services of any kind or nature furnished by the Contractor, provided that such liability is not attributable to the sole negligence of the Town.
10. **Notice.** The following persons shall be contact persons for the Parties, and notice given them, by certified return receipt requested mail to the addresses shown, shall constitute valid notice under the requirements of this agreement:
 1. For the Town:
 2. For the Contractor:

The Parties may amend such addresses by written notice to the opposite party at the given address.

11. **Termination.**
 - A. Termination without Cause. The Town may terminate this Contract for any reason upon ten (10) days' notice and upon payment of any and all sums already earned under the terms of Paragraphs numbered 4 and 5 of this Contract and reasonable expenses incurred in reliance upon the Contract.
 - B. By Town with Cause. The Town may terminate this contract if the Contractor is in material breach with this Contract and fails to adequately remedy such breach after written notice from the Town and a 14-day period to cure the breach. If this Contract is terminated by the Town for cause, the Town may withhold any further payments to the Contractor until it determines its damages and may sue the Contractor for any damages caused by the breach. If the Town terminates this Contract for cause and it is later determined that such termination was not justified,

then the termination shall be converted into one without cause under Paragraph 11.A. and any liability of the Town shall be limited solely to the liability provided by that paragraph for a termination without cause.

- C. If this Contract is terminated by the Town, the Contractor shall within seven days thereafter deliver to the Town all Contract Deliverables regardless of the current state of completion. In such case, the Contractor grants an irrevocable right to the Town to use the Contract Deliverables without additional compensation to the Contractor, but the Contractor will not be liable for any change or alterations to the Contract Deliverables or for their use in an incomplete state.
- D. Notwithstanding the foregoing, the Contractor agrees that any resulting contract is subject to annual appropriations of the Leesburg Town Council and that non-appropriation of sufficient funding to continue the contract will result in its automatic termination once existing funding is exhausted.

12. **Integration Clause.** This Contract shall constitute the whole agreement between the Parties. There are no promises, terms, conditions, or obligations other than those contained herein, and this Contract shall supersede all previous communications, representations or agreements, written or verbal, between the Parties hereto related to the subject of this Contract.
13. **Notice of Required Disability Legislation Compliance.** The Town is required to comply with state and federal disability legislation: The Rehabilitation Act of 1973 Section 504, The Americans with Disabilities Act (ADA) for 1990 Title II and The Virginians with Disabilities Act of 1990. Specifically, the Town may not, through its contractual and/or financial arrangements, directly or indirectly avoid compliance with Title II of the Americans with Disabilities Act, Public Law 101-336, which prohibits discrimination on the basis of disability by public entities. Subtitle A protects qualified individuals with disability from discrimination on the basis of disability in the services, programs, or activities of all State and local governments. It extends the prohibition of discrimination in federally assisted programs established by the Rehabilitation Act of 1973 Section 504 to all activities of State and local governments, including those that do not receive Federal financial assistance, and incorporates specific prohibitions of discrimination on the basis of disability in Titles I, III, and V of the Americans with Disabilities Act. The Virginians with Disabilities Act of 1990 follows the Rehabilitation Act of 1973 Section 504.
14. **Faith Based Organizations.** The Town does not discriminate against faith-based organizations.
15. **Immigration Reform and Control Act of 1986.** By entering this Contract, the Contractor certifies that it does not and will not during the performance of this Contract violate the provisions of the Federal Immigration Reform and Control Act of 1986, which prohibits employment of illegal aliens.

16. **Payment to Subcontractors.** Within seven (7) days after receipt of amounts paid by the Town for work performed by a subcontractor under this Agreement, the Contractor shall either: a) pay the subcontractor for the proportionate share of the total payment received from the Town attributable to the work performed by the subcontractor under this Agreement; or b) notify the Town and subcontractor, in writing, of his intention to withhold all or a part of the subcontractor's payment and the reason for non-payment. The Contractor shall pay interest to the subcontractor on all amounts owed that remain unpaid beyond the seven (7) day period except for amounts withheld as allowed in item b. Unless otherwise provided under the terms of this Agreement, interest shall accrue at the rate of one percent (1%) per month. The Contractor shall include in each of its subcontracts a provision requiring each subcontractor to include or otherwise be subject to the same payment and interest requirements as set forth above with respect to each lower-tier subcontractor. The Contractor's obligation to pay an interest charge to a subcontractor pursuant to this provision may not be construed to be an obligation of the Town.
17. **Authority to Transact Business in Virginia.** A Contractor organized as a stock or nonstock corporation, limited liability company, business trust, or limited partnership or registered as a registered limited liability partnership shall be authorized to transact business in the Commonwealth as a domestic or foreign business entity if so required by Title 13.1 or Title 50 of the Code of Virginia or as otherwise required by law. Any business entity described herein that enters into an Agreement with the Town pursuant to the Virginia Public Procurement Act 2.2-4300 et seq. shall not allow its existence to lapse or its certificate of authority or registration to transact business in the Commonwealth, if so required under Title 13.1 or Title 50 of the Code of Virginia, to be revoked or cancelled at any time during the term of the Agreement. The Town may void any Agreement with a business entity if the business entity fails to remain in compliance with the provisions of this section.
18. **Counterparts.** This Contract and any amendments or renewals hereto may be executed in a number of counterparts, and each counterpart signature, when taken with the other counterpart signatures, is treated as if executed upon one original of this Contract or any amendment or renewal. A signature by any party to this Contract provided by facsimile or electronic mail is binding upon that party as if it were the original.
19. **Ethics in Public Contracting.** The provisions contained in Sections 2.2 4367 through 2.2 4377 of the Virginia Public Procurement Act as set forth in the 1950 Code of Virginia, as amended, shall be applicable to all Contracts solicited or entered into by the Town. A copy of these provisions may be obtained from the Town upon request.

The above-stated provisions supplement, but do not supersede, other provisions of law including, but not limited to, the Virginia State and Local Government Conflict of Interests Act (§ 2.2-3100 et seq.), the Virginia Governmental Frauds Act (§ 18.2 498.1 et seq.) and Articles 2 and 3 of Chapter 10 of Title 18.2. The provisions apply notwithstanding the fact that the conduct described may not constitute a violation of the Virginia State and Local Government Conflict of Interests Act.

20. **Exemption from Taxes.** Pursuant to Va. Code § 58.1-609.1, the Town is exempt from Virginia State Sales or Use Taxes and Federal Excise Tax, therefore the Contractor shall not charge the Town for Virginia State Sales or Use Taxes or Federal Excise Tax on the finished goods or products provided under the Contract. However, this exemption does not apply to the Contractor, and the Contractor shall be responsible for the payment of any sales, use, or excise tax it incurs in providing the goods required by the Contract, including, but not limited to, taxes on materials purchased by a Contractor for incorporation in or use on a construction project. Nothing in this section shall prohibit the Contractor from including its own sales tax expense in connection with the Contract in its Contract price.

21. **Employment Discrimination by Contractors Prohibited.**

A. During the performance of this Contract, the Contractor agrees as follows:

1. The Contractor will not discriminate against any employee or applicant for employment because of race, religion, color, sex, national origin, age, disability, status as a service disabled veteran, or any other basis prohibited by state law relating to discrimination in employment, except where there is a bona fide occupational qualification reasonably necessary to the normal operation of the Contractor. The Contractor agrees to post in conspicuous places, available to employees and applicants for employment, notices setting forth the provisions of this nondiscrimination clause.
2. The Contractor, in all solicitations or advertisements for employees placed by or on behalf of the Contractor, shall state that such Contractor is an equal opportunity employer.
3. Notices, advertisements and solicitations placed in accordance with federal law, rule or regulation shall be deemed sufficient to meet this requirement.

B. The Contractor will include the provisions of the foregoing paragraphs, 1, 2, and 3 in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

22. **Drug-free Workplace.**

During the performance of this Contract, the Contractor agrees to (i) provide a drug-free workplace for the contractor's employees; (ii) post in conspicuous places, available to employees and applicants for employment, a statement notifying employees that the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana is prohibited in the contractor's workplace and specifying the actions that will be taken against employees for violations of such prohibition; (iii) state in all solicitations or advertisements for employees placed by or on behalf of the contractor that the contractor maintains a drug-free workplace; and (iv) include the provisions of the foregoing clauses in every subcontract or purchase order of over \$10,000, so that the provisions will be binding upon each subcontractor or vendor.

For the purpose of this section, “drug-free workplace” means a site for the performance of work done in connection with a specific contract awarded to a contractor in accordance with this chapter, the employees of whom are prohibited from engaging in the unlawful manufacture, sale, distribution, dispensation, possession, or use of a controlled substance or marijuana during the performance of the Contract.

23. **Delays and Delivery Failures.** Time is of the essence. The Contractor must keep the Town advised at all times of status of Parties’ agreement. If delay is foreseen, the Contractor shall give immediate written notice to Town. Should Contractor fail to deliver the proper item/service at the time and place contracted for, or within a reasonable period of time thereafter as agreed to in writing by the Town, or should the Contractor fail to make a timely replacement of rejected item/service when so required, the Town may purchase item/service of comparable quality and quantity in the open market to replace the undelivered or rejected item/service. The Contractor shall reimburse the Town for all costs in excess of the Contract price when purchases are made in the open market; or, in the event that there is a balance the Town owes to the Contractor from prior transactions, an amount equal to the additional expense incurred by the Town as a result of the Contractor’s nonperformance shall be deducted from the balance as payment.
24. **Substitutions.** No substitutions, additions or cancellations, including those of key personnel, are permitted after Contract award without written approval by the Town. Where specific employees are proposed by the Contractor for work, those employees shall perform the work as long as those employees work for the Contractor, either as employees or subcontractors, unless the Town agrees to substitution. Requests for substitutions shall be reviewed and may be approved by Town at its sole discretion.
25. **Workmanship and Inspection.** All work under this Contract shall be performed in a skillful and workmanlike manner. The Contractor and its employees shall be professional and courteous at all times. The Town reserves the right to require immediate removal of any Contractor employee from Town service it deems unfit for service for any reason, not contrary to law. This right is non-negotiable and the Contractor agrees to this condition by accepting this Contract. Further, the Town may, from time to time, make inspections of the work performed under the Contract. Any inspection by the Town does not relieve the Contractor of any responsibility in meeting the Contract requirements.
26. **Contractual Disputes.** The Contractor shall give written notice to the Procurement Officer of intent to file a claim for money or other relief within ten (10) calendar days of the occurrence giving rise to the claim or at the beginning of the work upon which the claim is to be based, whichever is earlier.

The Contractor shall submit its invoice for final payment within thirty (30) days after completion or delivery.

The claim, with supporting documentation, shall be submitted to the Procurement Officer by US Mail, courier, or overnight delivery service, no later than sixty (60) days after final payment. If the claim is not disposed of by agreement, the Procurement Officer shall

reduce his/her decision to writing and mail or otherwise forward a copy thereof to the Contractor within thirty (30) days of the Town's receipt of the claim.

The Procurement Officer's decision shall be final unless the Contractor appeals within thirty (30) days by submitting a written letter of appeal to the Town Manager, or his designee. The Town Manager shall render a decision within sixty (60) days of receipt of the appeal.

No Contractor shall institute any legal action until all statutory requirements have been met. Each party shall bear its own costs and expenses resulting from any litigation, including attorney's fees.

27. **Severability.** In the event that any provision shall be adjudged or decreed to be invalid, by a court of competent jurisdiction, such ruling shall not invalidate the entire Contract but shall pertain only to the provision in question and the remaining provisions shall continue to be valid, binding and in full force and effect.
28. **Force Majeure.** A party will not be held responsible for failure to perform the duties and responsibilities imposed by the contract due to legal strikes, fires, civil disobedience, riots, rebellions, acts of God and similar occurrences beyond the control of the party that make performance impossible or illegal, unless otherwise specified in the Contract.

If a party asserts Force Majeure as an excuse for failure to perform the party's obligation, that party must immediately notify the other party giving full particulars of the event of force majeure and the reasons for the event of force majeure preventing that party from, or delaying that party in performing its obligations under this contract and that party must use its reasonable efforts to mitigate the effect of the event of force majeure upon its or their performance of the contract and to fulfill its or their obligations under the contract.

An event of force majeure does not relieve a party from liability for an obligation which arose before the occurrence of that event, nor does that event affect the obligation to pay money in a timely manner which matured prior to the occurrence of that event.

The Contractor has no entitlement and Town has no liability for: (1) any costs, losses, expenses, damages or the payment of any part of the contract price during an event of force majeure; and (2) any delay costs in any way incurred by the contractor due to an event of force majeure.

29. **Survival of Terms.** Upon discharge of this Contract, Sections (Notice, Indemnification, Governing Law/Forum, Contractual Disputes) continue and survive in full force and effect.
30. **Insurance.** Contractor shall secure at its own expense general liability insurance in an amount not less than \$2,000,000 solely contained in a Commercial General Liability Policy or in combination with an Umbrella or Excess Policy. Included shall be coverage for Bodily Injury and Property Damage resulting from the operations, products, and completed operations of the contractor.

Contractor shall also carry automobile insurance contained in a Commercial Auto Policy or in combination with an Umbrella or Excess Policy. Contractor shall also carry Workers Compensation insurance, which meets the statutory requirements of the Commonwealth of Virginia. In addition, Contractor shall also carry other insurance coverage deemed by the Town to be appropriate to this agreement.

The above-mentioned coverage shall be placed with an insurance carrier licensed to do business in the Commonwealth of Virginia. The carrier must have an AM Best Rating of A or better. A Certificate of Insurance identifying coverage and naming the Town of Leesburg as an additional insured shall be furnished to the Town. Liability coverage shall contain wording prohibiting cancellation of coverage, failure to renew, or reduction in limit without the insurer first giving 30 days' prior written notice of such action to the Town.

- 31. **Parties' Relationship.** It is the intent of the Parties hereto that the Contractor shall be considered as an independent contractor and that neither it nor its employees shall, under any circumstances, be considered servants or agents of the Town and that these bodies shall be at no time legally responsible for any negligence on the part of said Contractor, its servants or agents, resulting in either bodily or personal injury or property damage to any individual, firm, or corporation.

- 32. **Ownership of Documents.** Contractor agrees that all information, finished or unfinished documents, data, studies, surveys, specifications, records, reports and other material gathered and/or prepared by or for it under the terms of the Contract shall, at the Town's option, be delivered to, become, and remain the property of the Town. The Town shall also have the right to use and reproduce the data and reports submitted hereunder, without additional compensation to the Contractor.

In witness whereof, the Parties below execute this Contract as of the date first above written.

TOWN OF LEESBURG, VIRGINIA

[ENTER NAME OF CONTRACTOR]

AUTHORIZED
SIGNATURE _____
NAME _____
TITLE _____
DATE _____

AUTHORIZED
SIGNATURE _____
NAME _____
TITLE _____
DATE _____

**OFFEROR SUBMISSION FORM
RFP NO 100181-FY20-04**

SECTION I – COMPANY IDENTIFICATION AND OWNERSHIP DISCLOSURE

Company _____
Address _____
Contact Person _____ Title _____
Telephone No. _____ Fax No. _____ Email _____
Organized under the laws of the State of _____
Principal place of business at _____
Federal Id Number _____ Registered Agent _____
State Corp. Commission Registration No. _____ (attach Certificate of Good Standing)

List the names and addresses of all persons having ownership of 3% or more in the company:

Name	Address
_____	_____
_____	_____
_____	_____

The Town of Leesburg requests, as a matter of policy, that any consultant or firm receiving a contract of award resulting from a formal solicitation issued by the Town shall make certification as specified below. Receipt of such certification, shall be a prerequisite to the award of contract and payment thereof.

SECTION II – EMPLOYEES NOT TO BENEFIT - I (we) hereby certify that if the contract is awarded to our firm, partnership, or corporation, that no employee of the Town of Leesburg, or members of his/her immediate family, including spouse, parents or children has received or been promised, directly or indirectly, any financial benefit, by way of fee, commission, finder's fee, political contribution or any similar form of remuneration on account of the act of awarding and/or executing this contract.

SECTION III – CONFLICTS OF INTEREST - This solicitation is subject to the provisions of VA Code Ann. Section 2.1-639.2 et seq., the State and Local Government Conflict of Interests Act. The Supplier [] is [] is not aware of any information bearing on the existence of any potential organizational conflict of interest.

SECTION IV – COLLUSION - I certify that this offer is made without prior understanding, agreement, or connection with any corporation, firm, or person submitting an offer for the same services, materials, supplies, or equipment and is in all respects fair and without collusion or fraud. I understand collusive bidding is a violation of the State and federal law and can result in fines, prison sentences, and civil damage awards. I hereby certify that the responses to the above representations, certifications, and other statements are accurate and complete. I agree to abide by all conditions of this RFP and certify that I am authorized to sign for my company.

Signature _____ Date _____
Name (Printed) _____ Title _____

OFFEROR MUST RETURN THIS FORM WITH THEIR PROPOSAL

ACKNOWLEDGEMENT OF ADDENDA

Offeror acknowledges receipt of the following ADDENDA, which have been considered in the preparation of this proposal:

No. _____	Dated: _____
No. _____	Dated: _____
No. _____	Dated: _____
No. _____	Dated: _____
No. _____	Dated: _____

EXHIBIT A

**PRICING FORM
RFP NO. 100181-FY20-04
FUTURE IT INFRASTRUCTURE AND ENTERPRISE ARCHITECTURE
PLAN CONSULTANT**

Item	Description of Service	Lump Sum Price
1	Lump Sum Price for Phase One	\$ _____
2	Lump Sum Price for Phase Two	\$ _____
TOTAL PROPOSED PRICE (SUM OF ITEMS 1 – 2)		\$ _____

Instructions to Offerors:

Proposals must be sealed with appropriate markings on the outside of the envelope or container. Complete all items or your proposal may not be considered. Subject to terms and conditions contained in the Request for Proposal.

Offeror guarantees product or services offered will meet or exceed specifications identified in this Request for Proposal, subject to all conditions stated herein.

Proposed prices shall include all labor, supervision, tools, equipment, transportation (including fuel, tolls, etc.), permit and licenses, and management to perform the services as stated herein.

Signature: _____ Name & Title: _____ Date: _____

EXHIBIT B
TOWN OF LEESBURG MAJOR SYSTEMS

Town of Leesburg Major Systems		
Function	Vendor	Notes
Financials/Human Resources	Tyler Technologies - MUNIS	Mature System - Cloud Hosted
Human Resources	Neo-GOV	Mature System - Cloud Hosted
Work Order/Inventory	Lucity	Cloud Hosted - Utilities went Live Feb.2018. Public Works starting implementation.
Intranet	SharePoint 2013	Mature on Premise.
Records Management	Laserfiche	Mature on Premise. Not fully deployed throughout Town.
Helpdesk/IT Inventory	BMC Track-it	Mature on Premise. Not fully deployed throughout Town.
Parks Registration	Vermont System Rec Trac	Mature on Premise. Utilize WebTrac for online services
GIS	ESRI	Mature on Premise Utilize Loudoun County Data for Parcel and Planimetric data sets.
Desktops/Laptops	Dell	Desktops and Laptops have been standardized on Dell OptiPlex and Latitude.
Operating System	Microsoft	Majority of Servers are on Windows Server 2012 R2 and 2016. Desktops are on Windows 7 and 10.
Email	Microsoft Exchange 2013	Mature on Premise.
Office Productivity Software	Microsoft Office 2016	Mature on Premise.
Computer Aided Dispatch	New World	Mature on Premise.
Web streaming	Granicus	Mature on Premise Encoder and Cloud hosted Archive.
Permitting	Loudoun County's LMIS	Mature Hosted by Loudoun County. Replacement of system with Tyler Technology's EnerGov.
Internet/Content Management	Granicus	Mature Cloud Hosted.
Virtual Environment	HP SimpliVity/VMWare	Mature on Premise.
Routers/Switches	CISCO	Mature on Premise.
Wireless Access Points	Meraki	Mature Cloud Hosted.
Voice over Internet Protocol Phone System	CISCO	Mature On Premise.
Virtual Private Network	CISCO	Mature Hosted at Loudoun County
SQL Database	Microsoft	Mature Hosted on Premise.
SCADA	OA	Mature on Premise
Mobile Device Management	MobileIron	Mature Cloud Hosted.
Virtual Desktop	VMWare	Pilot project that has evolved into a system.
Back-up	Unitrends	New System on premise with cloud storage capabilities.
Desktop/Laptop Antivirus	Symantec	New System on premise.
Server Antivirus	ESET	Mature on Premise.
Endpoint Detection and Response	Carbon Black	New System, still implementing.
Phishing/Social Engineering Application	Knowbe4	Mature Cloud Hosted, used for testing and training.
AI Cyber Defense	DarkTrace	New System in place to monitor and learn to detect malicious activity.
Parking System	WPS	Mature on Premise.
Security Cameras	Avigilon	Mature on Premise.
Traffic Cameras	CISCO	Mature on Premise.
Email Filtering	Barracuda Networks	Mature on Premise.
Time Keeping System	NOVATIME	Mature Cloud Hosted

EXHIBIT C
LCDIT TECHNOLOGY SERVICES

LCDIT Technology Services	
Service Provided	▼
Data Center Space	
Land Management Information Systems (LMIS)	
Firewall Services	
Internet/Web Gateway Filtering Services	
Intrusion Protection System	
Internet Connectivity (100mbps)	
Motorola and portable subscriber radios	
AD and RACF ID setups and licenses for LMIS Access	
Proxy services (reverse) and Citrix support for GIS applications	
GIS Systems and Data	
Reverse 9-1-1	
Everbridge Notification System	
Crywolf	
Animal Services (Chameleon)	
Commonwealths' Attorney-Judicial Dialog	
Adult Detention Center - OMS and Fingerprinting	
Web EOC Operations	
NCRnet Connectivity	



Information Technology Strategic Plan

Final

Town of Leesburg, Virginia

12/21/18



www.iitconsulting.org

Table of Contents

- Executive Summary 3
- IT Mission Statement 6
 - SWOT Analysis 6
- Strategic Focus and Initiatives 7
 - Strategic Focus #1: Develop and Implement Formal IT Governance 7
 - Initiatives..... 7
 - Strategic Focus #2: Formulate a Plan for Future IT Infrastructure and Architecture 8
 - Initiatives..... 8
 - Strategic Focus #3: IT Staffing and Support10
 - Initiatives.....10
 - Strategic Focus #4: Focus on Expanding and Enhancing Key Software Applications11
 - Initiatives.....11
 - Strategic Focus # 5: Improve IT Customer Service.....12
 - Initiatives.....12
- Appendix A: Two Year Tactical Plan 14
- Appendix B: Five Year Roadmap 15
- Appendix C: Potential Technology Decision Making Template.....17
- Appendix D: Sample Committee Charters.....19
 - Sample IT Steering Committee Charter19
 - Sample Technology Advisory Committee Charter21
- Appendix E: Sample Business Analyst Job Description24

Executive Summary

The Town of Leesburg, Virginia is a town steeped in history positioned as a bedroom community to the modern and bustling Washington D.C. This close proximity to our nation’s capital results in a town comprised of residents of high socioeconomic status and high education levels that place sophisticated demands on the Town for the services it provides. Increasingly, expectations include the integration of technology as part of “doing business” with the Town.

Leesburg is also the governmental seat for Loudoun County. Over the years the Town and the County have operated in a mode whereby many of the technology services needed by the Town (Internet, network management, key applications, etc.) have been provided and maintained by the County for the Town’s use at no cost. As a result, the Town has been able to keep information technology costs and staffing low. The County is now looking to modify this relationship and a MOU has been drafted to outline a new cost reimbursement structure. The MOU has yet to be finalized. When these revisions are worked out the Town’s IT costs will increase. A key success factor for the Town in moving forward will be to re-evaluate the services provided by the County to determine if there is an opportunity to obtain better value and flexibility for those services through other providers. This has served as the main driver for the development of the Information Technology Strategic Plan.

Within this context the Town of Leesburg engaged Innovative IT LLC (iiT) to conduct an assessment and facilitate the development of an Information Technology Strategic Plan (ITSP) that includes a Two Year Tactical Plan and a Five Year Roadmap for the use of technology by the Town.

Based on the assessment results (detailed in an Audit and Assessment Report), five key technology initiatives of strategic importance were identified. These initiatives and the resulting benefits are described in the table below.

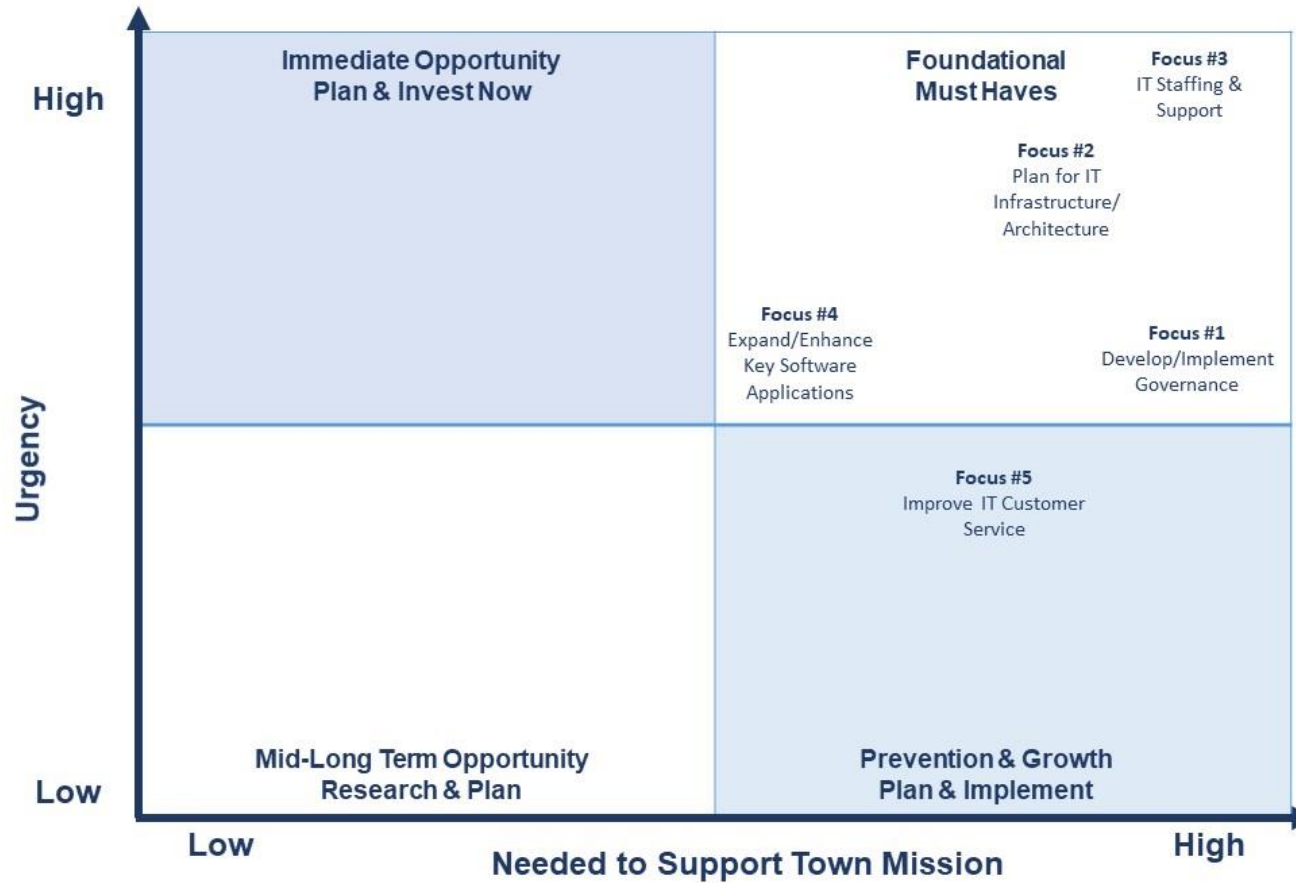
Strategic Technology Initiative	Risks and Rewards
1. Develop and implement formal IT governance to include structures, processes, roles, tools and criteria.	Lack of IT Governance results in a lack of alignment of technology with Town goals and objectives and leads to increased and inefficient spending, lower productivity of workers and decreased service delivery to residents. The Town cannot achieve value for the money it does spend on IT without governance and the financial, security and business continuity risks are higher than they should be. Residents receive lower value for their taxes.
2. Formulate a plan for the future provision of key technology infrastructure and architecture for the Town.	Without a plan to develop IT architectural and infrastructure resiliency, the Town could be subject to interruptions or delays in services provided to its residents. These interruptions may be long term and / or require significant investment to resolve. As the result of the unexpected nature of these costs, other important Town initiatives may be delayed.

Strategic Technology Initiative	Risks and Rewards
<p>3. Enhance IT staffing and support model with Business Analysts to promote increased business application support.</p>	<p>Software applications at the Town are not used to their fullest potential resulting in lower value provided to taxpayers in terms of operational efficiency and service delivery that is not streamlined. Enhancing IT staffing and support with Business Analysts will result in improved, cost-effective support to business users and will facilitate business unit productivity through improved use of applications and trained users making fewer mistakes. This optimization will enable the Town to potentially avoid future staff increases that result from inefficient processes.</p>
<p>4. Focus on expanding and enhancing key software applications (Munis, Lucity, Laserfiche, GIS) to streamline work processes.</p>	<p>Key software applications not only improve efficiency of service delivery, they also provide the potential to offer new services to meet increasing needs of residents. Through exploring the full functionality of these applications and expanding them to other departments with an openness to business process redesign, the Town could realize lower costs through reduction of duplication in costs, efforts and processes while improving productivity.</p>
<p>5. Improve IT customer service through the implementation of an IT Service Catalog.</p>	<p>An IT Service Catalog sets and clarifies expectations regarding the types of services provided to the various departments within the Town and identifies IT security standards to ensure a secure IT environment that protects sensitive data. In addition to security, cost savings result from the implementation of the Service Catalog as the IT Department is able to maintain efficient processes. Without the Service Catalog, the Town could be subject to inappropriate disclosures of sensitive information and increased costs that result from inefficient operations.</p>

The urgency and importance of each initiative is illustrated in Figure 1 and is described more fully in the sections below. It should be noted that four of these five initiatives are categorized as “Foundational Must Haves”. Over the years the Town has grown in technical complexity and service delivery to a relatively sophisticated resident base. Much of the growth has been accomplished through automation of functions in other departments that can only be achieved with increased IT effort. This growth has come without the necessary growth in IT resources leaving technology at the Town under-resourced (financial and staffing). See the Assessment Report for comparison to other communities. As a result, the foundational technology capabilities of Leesburg are now below those of other comparable cities and towns. For this reason, we have placed those initiatives in the quadrant representing high importance and high urgency.

A Two Year Tactical Plan is presented at Appendix A and a Five Year Roadmap is presented as Appendix B.

Figure 1, Relative Urgency and Importance of Strategic Initiatives



IT Mission Statement

The mission of the Information Technology division of the Department of Finance and Administrative Services (DFAS) is to provide exceptional information technology services to internal and external customers by maintaining a robust, secure and highly available network and deploying innovative technologies and solutions while embracing values of teamwork, curiosity, dedication, and innovation.

SWOT Analysis

A SWOT analysis that identified specific Strengths, Weaknesses, Opportunities and Threats with regard to information technology for the Town of Leesburg was developed as part of this project.

The primary purpose of a SWOT analysis is to help an organization decide where to focus its efforts. For example, threats, which are potential safety issues and/or could disrupt the agency's business, should be a high priority for action.

The intent is that the Town of Leesburg can match its strengths to potential opportunities and convert threats and weaknesses to strengths or opportunities.

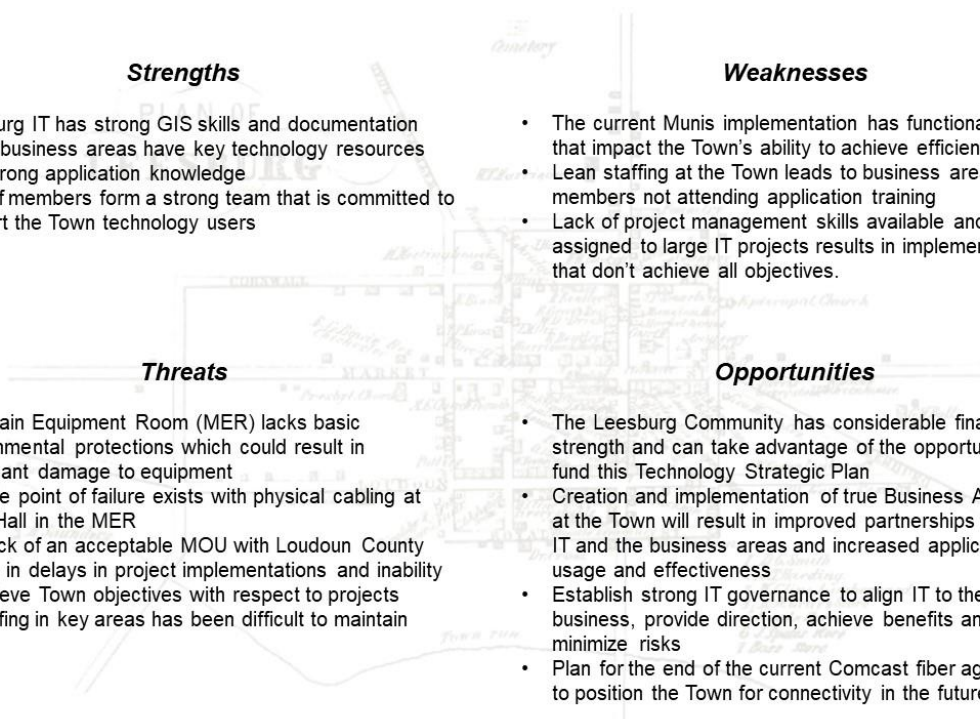
SWOT Definitions

Strengths: characteristics of the business or project that give it an advantage over others

Weaknesses: characteristics that place the business or project at a disadvantage relative to others

Opportunities: elements that the business or project could exploit to its advantage

Threats: elements in the environment that could cause trouble for the business or project



Strengths	Weaknesses
<ul style="list-style-type: none">• Leesburg IT has strong GIS skills and documentation• Some business areas have key technology resources with strong application knowledge• IT staff members form a strong team that is committed to support the Town technology users	<ul style="list-style-type: none">• The current Munis implementation has functionality gaps that impact the Town's ability to achieve efficiencies• Lean staffing at the Town leads to business area staff members not attending application training• Lack of project management skills available and assigned to large IT projects results in implementations that don't achieve all objectives.
Threats	Opportunities
<ul style="list-style-type: none">• The Main Equipment Room (MER) lacks basic environmental protections which could result in significant damage to equipment• A single point of failure exists with physical cabling at Town Hall in the MER• The lack of an acceptable MOU with Loudoun County results in delays in project implementations and inability to achieve Town objectives with respect to projects• IT staffing in key areas has been difficult to maintain	<ul style="list-style-type: none">• The Leesburg Community has considerable financial strength and can take advantage of the opportunity to fund this Technology Strategic Plan• Creation and implementation of true Business Analysts at the Town will result in improved partnerships between IT and the business areas and increased application usage and effectiveness• Establish strong IT governance to align IT to the business, provide direction, achieve benefits and minimize risks• Plan for the end of the current Comcast fiber agreement to position the Town for connectivity in the future

Strategic Focus and Initiatives

Each strategic initiative is described in detail below with identified implementation actions.

Strategic Focus #1: Develop and Implement Formal IT Governance

Initiatives

1. Develop an IT Steering Committee that is fully engaged with establishing the Town's technology direction to provide greater visibility for technology priorities and give the Town leadership better visibility into the progress, issues and problems with key projects. See Appendix C for a sample charter for this committee.
2. Establish a cross-functional Technology Advisory Committee (TAC) that includes management, Business Analysts, IT Staff members and key software support staff throughout the Town. The TAC would serve to develop technology initiatives and evaluate new project requests for strategic fit, enterprise consideration, duplication, and fit with technology standards. See Appendix C for a sample charter for this committee.
3. Establish the following IT Governance processes.
 - a. Decision making processes that include both business value and risk criterion for IT investments (see Appendix C for an example)
 - b. Prioritization processes that serve as guidelines to organize IT efforts
 - c. Exception processes that identify approval authorities and the types of exceptions that will be accepted
4. Establish technology principles that include
 - a. The purchase of all critical applications will include the cost of a maintenance contract with the vendor
 - b. Implementation and configuration will be accomplished through best practices in project management
 - c. New implementations will go through a formal decision making and selection process that includes a cross functional evaluation that asks the questions regarding the overall value delivery to the Town that will result, the amount of duplication it will eliminate and the efficiencies it will create.
 - d. New implementations will be prioritized according to the ability of the implementation to fulfill Town objectives
5. Implement IT governance principles and policies to be used as guidelines and to prioritize fulfillment of user requests by the IT Department according to Service Level Agreements (SLAs) that have been established including
 - a. Incident and problem resolution processes that make up the Help Desk process will include prioritization according to urgency and importance and acted upon, escalated and resolved according to best efforts.
6. Consider developing a project management resource at the Town to provide guidance in managing major projects. There may already be an individual in place who could fulfill this role; expanding their influence on others could benefit the Town.

7. Identify GL codes so that reports can be run to aggregate and report on all Town IT expenditures to attain full visibility to IT spending at the Town.
8. The Gartner average spend for state and local government is \$8,355 per FTE. IT spend at Leesburg is approximately 70% of the Gartner metric at \$5,827. Since Leesburg runs very lean on its staffing levels, it is probably more important for the Town to approach the Gartner standard metric so that productivity improvements and process efficiencies can be optimized for the staff. The consulting team recommends that the Town evaluate this spend ratio to determine if additional funding of IT is needed.
9. Once the IT Strategic Plan is developed, develop a funding plan to fund the identified initiatives both capital and ongoing operational expenditures needed to sustain the initiatives throughout its lifecycle.
10. Unless there are important business objectives driving the desire to implement a chargeback model for IT expenditures, any time, effort or investment earmarked for this effort could be better spent elsewhere.
11. Establish, fund and maintain the following recommended equipment replacement cycles for the various types of equipment are:
 - a. Four to five years for desktop computers
 - b. Five to seven years for servers
 - c. Eight to ten years for network switching equipment

Strategic Focus #2: Formulate a Plan for Future IT Infrastructure and Architecture

Initiatives

1. Further explore options to relocate the Main Electrical Room (MER). Relocation of the equipment in this room is a high priority as a failure in this room due to water damage or heating/cooling issues could result in significant downtime (measured in days) and costs approaching half a million dollars. Options in order of *time to implement* include
 - a. Another room in the same building is most likely the least expensive option but also the most challenging due to space constraints.
 - b. Co-location options at a nearby data center where connectivity issues may be a factor although the Town may be able to patch connections through another data center. Another option could potentially include partnering with a Technology Campus if they are open to such an arrangement.
 - c. A new build option may be viable if there are enough other uses for an additional building that could be purchased nearby. This is most likely a long term solution.
2. As a contingency, investigate and potentially contract for a “Data Center in a Box” (where a mobile data center on a trailer is provided) in the event of a failure.
3. Another critical action is to develop a plan for network resiliency in the event of the MER failure. Currently all cabling is in a home run configuration to this room meaning that unavailability of the MER (even with a Data Center in a Box scenario) could potentially result in loss of connectivity. There may be an option to provide connectivity by patching through this room depending on placement of equipment and patch panels.

4. Determine if there is a humidity problem with the wall-mounted cooling unit in the Primary Data Center (PDC) where corrosion was observed and resolve if there is an issue.
5. Ensure the PDC has appropriate fire suppression system, either a gaseous (non-water based) fire suppression system or a dry pipe pre-action sprinkler system.
6. Investigate and resolve any water infiltration issues in which evidence was observed by the consulting team (ceiling near one of the power backup units). (PDC)
7. Decommission and remove equipment from racks that is no longer in use. (PDC)
8. Remove cardboard boxes and obsolete equipment from PDC.
9. PDC- investigate why the four-plex wall outlet on one wall is not working, resolve the issue and remove the power strips with unusually long power cords in use at that location.
10. In the building which houses equipment that supports the in-vehicle cameras, the UPS in the telecommunications room sits on the floor and supports equipment in a wall mounted rack above it. That in itself is not unusual, but the technology equipment is in a utility room that also houses a nearby water heater. If the water heater were to leak, the UPS is likely to get wet, causing it to fail and possibly create a ground fault circuit that could affect the network equipment. Consider elevating the UPS or providing protections should the water heater leak.
11. In the Public Works Shop, there is a power strip suspended from the power cord of the network cabinet in order to reach the UPS unit on the floor. Reconfigure this for a permanent solution.
12. Review the telecommunications closets that service Parks and Recreation where network equipment is located within electrical closets with no cooling and small spaces with little room to work. Consider relocating this equipment to an area more suitable especially since there are plans to add more equipment to this location.
13. Determine and communicate the Wi-Fi strategy. Develop projects for infrastructure improvements where necessary.
14. In preparation for the end of the Comcast franchise agreement, work now to earmark funding and
 - a. Record existing fiber attributes into the GIS system (there is a current layer designated for this information) including cabinets, vaults, splices, strands in each run, etc. Hire a contract resource to do this if necessary.
 - b. Designate each end point that the Town needs to get to and identify what fiber is available and where there are gaps in fiber locations today.
 - c. Try to get a 20 year lease with an Indefeasible Right to Use (IDU)
 - d. Prepare a cost benefit analysis to see if a Town owned fiber build out makes sense for the future.
15. Pursue IT services separation from Loudoun County. As the result of recent constraints placed upon the Town by the County, the Town is limited in the types of services it will be able to offer to residents in the future. This includes cloud based services which help to keep costs at the Town low (i.e. the Town will be forced to increase costs by hosting systems in-house vs. utilizing cloud service providers) as the result of County lock downs on connectivity. For those services the County agrees to support, the Town will be subjected to County prioritization which could result in significant delays and protracted time frames for implementations which ultimately cost more money.

- a. As part of this separation consider outsourcing some capabilities, in particular firewall management, security incident and event management and incident response to a Managed Security Services Provider (MSSP). In addition to the position recommended for IT Security, this would provide the town with the needed skill sets for this separation.
16. Conduct the following activities to prepare in advance for the separation.
- a. Develop an IT network and security architecture that describes how the Town's systems will be connected to each other and to the external world, including delineating the special security needs of the Police Department and SCADA systems. This architecture should include a DMZ between the Town's internal and external networks. The new IT Security and Infrastructure position should have primary responsibility for this task, with a review by outside experts before being finalized.
 - b. Obtain a second Internet connection through a different ISP than the primary (and preferably via a different physical path) for resilience. This is especially important in today's world since many applications are now available only as a service (via the Internet), where if the primary connection failed all those applications would be unavailable. The secondary connection could be either a backup that would only be activated in case of failure (a few hours to implement), or it could be always on and share the load with the primary connection. The latter option is more expensive but ensures continuous availability. While physical access and services can be offered by different providers, try to obtain both from one provider to avoid finger pointing in the event of an outage. In addition to publicly posting the opportunity, make a point to request quotes from providers known to have fiber cabling in the area. Internal resources would be needed to research available options and prepare a document requesting quotes.
 - c. Budget to obtain two firewall systems (for redundancy) to be installed and tested before the separation is finalized. This procurement should include configuration and implementation services and should follow the principles, and standards established as part of the IT Governance processes. If this requires going through a formal bidding process the procurement should begin a minimum of 180 days before the separation.
 - d. Prepare a contract for 24x365 remote monitoring services for both Internet connections and network services. At a minimum this should include actively alerting Town IT staff when outages occur but could also include troubleshooting, remediation and even planning services.

Strategic Focus #3: IT Staffing and Support

Initiatives

1. **Add two full time** positions to the IT Department to fulfill the functions listed. This will reduce time spent on troubleshooting problems (provides proactivity vs. reactivity), improve end-user satisfaction, and enable the Town staff to deliver services to the residents more consistently and reliably.
 - a. IT Systems Administrator to manage IT assets, especially mobile devices and to perform routine maintenance activities; **add this position in 2019-2020**

- b. Telecommunications Systems Manager – to oversee the long term fiber plan, connectivity and wireless projects as the Town decreases its reliance on County services; **add position in 2020-2021**
2. **Contract to develop an IT Security Program and provide a virtual Information Security Officer (ISO)** until such time that cost savings or other drivers indicate the need to add a position to the Town staff to perform these functions. The Virtual ISO should report to the IT Director with a dotted line reporting relationship to the Town Manager so that the right to appeal decisions without adverse consequences exists.
3. Develop back-ups for key staff members by
 - a. Including those tasks in job descriptions
 - b. Ensuring back-ups are cross-trained and perform back-up tasks on a regular basis
 - c. Contract or hire part-time back-up to support GIS-Lucity requirements
 - d. Identify a group of outside contractors that can provide support when needed as the result of several positions without backup (an example is SharePoint)
4. Continue the following strategies that assist in minimizing the demand put on IT staffing levels:
 - a. Utilization of a SaaS model for critical applications
 - b. Cloud migration where feasible
 - c. Not customizing purchased software
5. Establish and fund Business Analyst positions **to be added to the** Departments listed below (along with identified back-ups) for key applications. A sample job description for this position is presented in Appendix E
 - o Munis - financials and purchasing (existing)
 - o Land Management Software- **add to the Development department in 2020-2021**
 - o Lucity- (existing in Utilities); **add position in Public Works in 2019-2020; add position in IT in 2020-2021** to support expanding requirements
 - o Laserfiche – **add position to the IT Department 2021-2022**
 - o GIS backup resource- future department TBD

Strategic Focus #4: Focus on Expanding and Enhancing Key Software Applications

Initiatives

1. Contract with a financial systems consultant that has significant Munis knowledge/expertise to conduct an in-depth study of current Munis functionality and issues to determine the future of Munis at the Town.
2. If a re-implementation or reconfiguration of the Munis software can solve most of the problems, the same contractor can be retained to lead that effort as well. If a re-implementation won't solve enough of the problems, consider going through an RFP process to select and implement a suitable replacement.
3. Examine the capabilities of Lucity to determine the potential for it to serve as a Town enterprise application for work orders and asset management.

IT Strategic Plan

4. Explore opportunities for full integration between Lucity and Munis should Lucity become an enterprise application (and Munis is retained)
5. Develop and document a GIS Strategic Plan for the Town to provide a roadmap for future GIS enabled assets and capabilities.
6. Evaluate the CAD/RMS system for performance and functionality to determine if it is sufficiently meeting the needs of the Town. If not, identify an improvement plan which may include purchase of a new system.
7. Explore the opportunity to provide full document management capabilities including automated workflow routing through Laserfiche and/or Sharepoint
 - a. document the business functions and objectives that can be supported by SharePoint or a similar solution and consider either a re-implementation of SharePoint focused on achieving those objectives or going out to RFP to identify a suitable replacement.
8. Expand the number and kind of online payments accepted by the Town; consider those online payments for businesses (meal taxes, etc.) and others not currently supported.
9. Consider the following technologies or solutions to determine the importance and priority of implementing them for the Town.
 - b. Online Forms (consider Laserfiche)
 - c. Records Retention (consider Laserfiche)
 - d. Electronic plans submission (Blue beam currently under consideration)
 - e. 311 system – (evaluate capabilities available through components of Lucity, Munis and GIS)
 - f. Streamlined onboarding process (NeoGov and Laserfiche)
 - g. Public meetings that broadcast and record in the conference rooms including the library
 - h. Online agenda management (identify/implement purpose built application)
 - i. Telecommuting

Strategic Focus # 5: Improve IT Customer Service

Initiatives

1. Develop, publish and communicate a web-based IT Service Catalog that identifies the services that IT provides and the hardware and software supported by the department. Given the level of effort and attention this effort would require, consider outsourcing this initiative. An example of a service catalog from the City of Greensboro, NC serves as a good example <https://user-kcmpny.cld.bz/IT-Service-Catalog-for-Year-2018-2019>
2. As part of the IT Service Catalog identify standard items purchased by department so that IT does not need to be involved in obtaining quotes for standard IT equipment.
3. Hire an outside contractor to resolve the issues associated with the installation of projectors in conference rooms and have that contractor complete that installation.

IT Strategic Plan

4. Provide better communications regarding update processes including reminders when they are to occur and communications regarding the business impacts that may be anticipated from them.
5. Evaluate and implement technology to support telecommuting in accordance with Town policies.
6. Work with Business Analysts and Human Resources to develop training resources and ensure technology training opportunities are available for Town staff in the areas of
 - a. Application training
 - b. Security awareness training
 - c. General technology training
7. Develop and report on the customer service metrics to provide visibility to IT performance and customer satisfaction. Consider the following metrics to start
 - a. Ticket response time
 - b. Average time to resolve tickets
 - c. Elapsed time to resolve tickets
 - d. Number or percent of tickets that are re-opened where issue was not fully resolved or a new issue was created
 - e. Satisfaction surveys that measure end user Help Desk satisfaction
8. Improve the following IT Operational processes to be consistent with industry best practices.
 - a. Change management where changes are documented, reviewed, communicated and approved prior to implementation. In addition, a process for emergency changes should be developed and implemented.
 - b. Document other key processes and procedures at a minimum include
 - a. Patch management
 - b. Software and system hardening procedures
 - c. Configuration management
 - d. Access Control
 - e. Technology refresh (will also reduce cyber security risks)
 - f. Firewall management
9. Develop an IT Security Plan
10. Develop an IT Incident Response Plan
11. Develop a Business Continuity and Disaster Recovery Plan that specifically identifies the strategies (either continuity or recovery) and technologies to be implemented in the event of an incident or disaster.
12. Develop, implement and enforce IT security standards for systems, applications and architecture. These standards should be documented in an Information Security Plan that should be developed and approved by the recommended Technology Advisory Committee (TAC) and implemented as part of the IT governance processes and structures described above.

Appendix A: Two Year Tactical Plan

This Two Year Tactical Plan begins to fill the gaps that have resulted from historical underfunding of IT at the Town and represents an ambitious undertaking.

City of Leesburg, Virginia: Two Year Tactical Plan					Level of Effort	Implementation	
Strategic Focus	Initiative Description	Urgency	Importance	Priority		FY 2019	FY 2020
Governance	Develop IT Steering Committee	Medium	High	High	High		●
	Establish Cross-functional Technical Advisory Committee	Medium	Medium	Medium	Moderate		●
	Establish decision making criterion for technology investments	High	High	High	Moderate		●
	Determine prioritization process for technology investments	Medium	Medium	Medium	Moderate		●
	Develop exceptions process	Medium	Medium	Medium	Moderate		●
	Establish technology principles	Medium	Medium	Medium	Moderate		●
	Implement governance principles and policies	Medium	Medium	Medium	High		●
	Create GL codes to aggregate IT expenses to provide Town-wide spend visibility	Low	Medium	Low	Low		●
	Consider if additional funding should be allocated to IT to meet Town goals	Medium	Medium	Medium	High	●	
	Fund implementation of IT Strategic Plan	Medium	High	High	High	●	
Fund and maintain equipment replacement budgets	Medium	Medium	Medium	Moderate	●		
Infrastructure	Investigate Data Center in a Box	Medium	Low	Medium	Low	●	
	Develop plan for network resiliency	Medium	High	High	High		●
	Resolve Primary Data Center issues	Medium	Medium	Medium	Moderate	●	
	Develop IT network and security architecture	Medium	High	High	High		●
IT Staffing/Support	Add IT Systems Administrator position	Medium	Medium	Medium	High		●
	Contract for IT Security Resource	Medium	Medium	Medium	High	●	
	Develop and cross train back-ups for key IT staff	High	Medium	Medium	High		●
	Add BA position for Munis Land Management	Low	High	Medium	High		●
	Add BA position for Lucity in Public Works	Low	High	Medium	High		●
	Add BA position for Laserfiche in IT Department	Medium	High	High	High		●
	Identify GIS backup resource	Low	Medium	Medium	High		●
Expand/Enhance Applications	Identify outside contractors for single-threaded technology workers	High	High	High	Moderate		●
	Hire consultant to make recommendation for Financial System	High	High	High	Moderate		●
	Public Works completion of implementation of Lucity	Medium	Medium	Medium	High		●
	Pursue full integration between Lucity and Munis	Low	Medium	Medium	Moderate		●
	Evaluate CAD/RMS system; identify needed improvements	High	High	High	Moderate	●	
	Expand the number and kinds of online payments	Medium	Medium	Medium	Moderate	●	
IT Customer Service	Expand Laserfiche to include online forms and records retention capabilities	Low	Medium	Medium	Moderate	●	●
	Develop and implement IT Service Catalog	High	High	High	High		●
	Hire outside contractor to install projectors in conference rooms	High	High	High	Moderate	●	
	Implement technology to support secure access to be used for telecommuting	Low	High	Medium	Moderate	●	
	Develop IT Security and Incident Response Plan	High	High	High	High	●	
	Develop Business Continuity/Disaster Recovery Plan	High	High	High	High		●
Develop/implement IT security standards for applications and implementations	High	High	High	High	●		

Appendix B: Five Year Roadmap

Town of Leesburg	Five Year Technology Roadmap		Low Level of Effort	Moderate Level of Effort	High Level of Effort
			High Priority	Moderate Priority	Low Priority
	2019	2020	2021	2022	2023
Strategic Focus Area #1 <i>IT Governance</i>		IT Steering Committee			
		Technical Advisory Committee	Principles, Policies, Standards		
		Technology Decision Making Criterion	Project Management Resource		
	Fund IT Strategic Plan and Initiatives				
Strategic Focus Area #2 <i>Infrastructure</i>		Relocate MER	Develop Wifi Strategy		
		Network Resiliency Plan		Record Fiber Attributes in GIS	Identify Gaps in Fiber terminations
	Resolve PDC Issues		Second Internet Connection		Cost Benefit Analysis Town Owned Fiber
		Network Security Architecture	Redundant Firewalls		
			Remote Monitoring Services		
Strategic Focus Area #3 <i>IT Staffing and Support</i>	Contract for IT Security (ISO)	Add IT System Administrator	Add IT Telecommunications Manager		
		Identify and cross train backups for IT Staff			
			Add BA for Laserfiche- IT		
			Add BA for Munis Land		
		Identify GIS Backup	Add BA for Lucity- IT		
		Add BA for Lucity- PW			

Town of Leesburg	Five Year Technology Roadmap		Low Level of Effort	Moderate Level of Effort	High Level of Effort
			High Priority	Moderate Priority	Low Priority
	2019	2020	2021	2022	2023
Strategic Focus Area #4 <i>Expand/Enhance Applications</i>		Reconfigure / Replace Munis		Integrate Lucity and Munis	
		Expand Lucity to PW	Implement Lucity for work order management in additional departments		
	Evaluate/Replace CAD		Develop GIS Strategic Plan		
		Implement full document management			
			Implement Agenda Management System		
		Expand Laserfiche for online forms and records retention	Electronic Plans Submission		
Strategic Focus Area #5 <i>IT Customer Service</i>		Develop / Implement IT Service Catalog			
	Implement secure technology for telecommuting	Develop / implement customer service metrics / SLAs			
	Install Projectors				
		Develop / implement technology training programs			
	IT Security / Incident Response/ Standards	IT Business Continuity/DR			
		Mature IT operational processes			

Appendix C: Potential Technology Decision Making Template

Technology Decision Making Tool - Example			
A Measurement of the Relationship of Value to Risk - A Project Indicator of the Potential for Success			
Project Name:	SAMPLE	Request Date:	
Project Number:		Planned Completion Date:	
Requester Name:		Department / Business Owner:	
Evaluated By:		Evaluation Date:	

Value Measures	Wt.	3	2	1	Rank	Total
Mandates	100	Government, Regulatory or Auditing Mandate	Board or Executive Level Mandate	Not mandated (Defaults to 0 Value)	1	0
Hard Return on Investment (3 Years)	35	Significant revenue or cost savings expected (>\$1M)	Moderate revenue or cost savings (\$.25M <= \$1M)	Minimal or no hard Return on Investment (<\$.25M)	1	35
Strategic or Competitive Impact	25	Potential to provide significant improvement to Town environment or capabilities	Provides some improvement to Town environment or capabilities	Not related to improving Town environment or capabilities	3	75
Effectiveness in Addressing Town Goals and Objectives	20	Effectively linked to several Town Goals and Objectives	Effectively linked to at least one Town Goals or Objectives	Not effectively linked to any Town Goals or Objectives	2	40
Soft Return on Investment - Non-Monetary Benefits	20	Numerous benefits- i.e., productivity gain, security enhancement, business improvement	Some	Minimal or none	2	40
						190

IT Strategic Plan

Risk Measures	Wt.	3	2	1	Rank	Totals
Cost	35	Significant investment (>\$1M)	Moderate investment (\$.25M <> \$1M)	Minimal investment (<\$.25M)	3	105
Data Needs and Availability	25	Data unavailable or extensive interfacing / synchronization required	Some data available or some interfacing / synchronization required	Data available, no interfacing / synchronization required	3	75
Process/Workflow	15	Solution complicates existing workflow, extensive redesign required	Some redesign necessary	Solution integrates seamlessly into workflow	3	45
Scope	15	All departments impacted	Multiple departments impacted	Impact limited to individuals	1	15
Readiness	10	Infrastructure not in place	Infrastructure changes necessary	No infrastructure changes needed	3	30
						270

Appendix D: Sample Committee Charters

Sample IT Steering Committee Charter

Chair: TBD, non-ITS

Meeting Schedule: Quarterly

Purpose

The primary purpose of the IT Steering Committee is to set direction for and make decisions regarding information technology (IT) matters for the entire organization.

This Committee's responsibilities include:

- Review and approve an annual IT Strategic Plan, including technology priorities aligned with the mission, purpose and values of the Town.
- Establish and approve organization-wide technology principles and apply these during selection processes.
- Review and approve organization-wide information technology (IT) policies.
- Review and approve IT standards.
- Prioritize technology projects/initiatives and communicate those priorities throughout the organization.
- Review recommendations presented by the Technology Advisory Committee and make "Go/No-go" decisions about proposed technology initiatives.
- Ensure data is accessible to those authorized for it.
- Oversee post implementation audits to assure that technology implementations deliver on promises made.

Authority

The IT Steering Committee is authorized to establish strategic directions, to select and reject, set priorities for, and authorize expenditures for technology initiatives across the entire organization.

Major Deliverables

1. Approved Strategic Technology Plan, as revised annually.
2. Approved and prioritized technology investments.
3. Authorized budget expenditures and human resources.
4. Set thresholds and criteria that determine the selection procedure to use for a given initiative.

IT Strategic Plan

5. For approved initiatives review and approve project charters, authorize budget expenditures, and ensure appropriate human resources are available.
6. Designate “data owners” based on recommendations from the Technology Advisory Committee.

Major Activities

The Information Technology Steering Committee shall:

1. Hold regularly scheduled meetings and distribute an agenda to all members several working days prior to each meeting.
2. Manage organizational changes resulting from technology initiatives.
3. Review regular project status updates and determine if new actions (e.g. expedite the project, halt the project, etc.) need to be taken.
4. Assist in maintaining architectural consistency by assuring organization-wide technology policies, principles and standards are adhered to.
5. Take and distribute notes of meetings, and have these notes properly stored and made available.
6. Be the designated escalation for projects experiencing collaboration challenges.
7. Review and approve data quality assurance processes.
8. Apply the Town’s retention policy to all documents created.

Membership

The IT Steering Committee will be comprised of members from Town Leadership representing the various departments. The IT Director shall be appointed as a member.

Each member of the committee will be entitled to one vote.

The Deputy Town Manager shall serve as the Chair for this committee.

Sample Technology Advisory Committee Charter

Chair: TBD, non-ITS

Meeting Schedule: Monthly

Purpose

The primary purpose of the Technology Advisory Committee (TAC) is to provide timely advice and recommendations to the Town Leadership and IT Steering Committee on the how to most effectively allocate information technology resources in alignment with the overall goals and strategic direction of the Town. The Committee's responsibilities include:

- In collaboration with the IT Director keep current the IT Strategic Plan.
- Assist ITS in maintaining architectural consistency by assuring technology policies, principles and standards are adhered to.
- Provide technical and operational perspectives on potential technology initiatives, as requested by the IT Steering Committee or Town Leadership
- Consider potential benefits and desired outcomes for the Town as a whole.
- Examine and report on the potential for proposed initiatives to be used by groups beyond those making a request based on enterprise resource optimization, reduction in duplication and automating activities.
- Evaluate proposed technology initiatives (see Major Activities, below).
- In collaboration with the project managers, review or develop a Total Cost of Ownership (TCO) estimate for each initiative that has been designated for more thorough vetting procedures.
- Assist with post implementation audits to assure that technology implementations deliver on promises made.

Authority

The Technology Advisory Committee will evaluate and advise on technology issues and requests from all departments at the Town.

Major Deliverables

1. Maintenance of the IT Strategic Plan which is reviewed and revised annually.
2. Review new and existing IT projects. Prioritize IT investment initiatives and resolve resource allocation issues based on project prioritization.
3. Provide recommendations for project approval/rejection to IT Steering Committee, either in written form or presented at meetings.
4. Develop and approve project charters for approved initiatives which will be reviewed and approved by appropriate bodies.

5. If needed, conduct additional research and information gathering to help provide sufficient information for the IT Steering Committee or Town Leadership groups.

Major Activities

The Technology Advisory Committee Shall:

1. Hold regularly scheduled meetings and distribute an agenda to all members several working days prior to each meeting.
2. Provide both formal and informal advising to the IT Steering Committee and Town Leadership. When formal advising is requested, develop written memoranda.
3. Validate that business cases developed for technology requests are complete and accurate and meet a valid business need.
4. Evaluate how well proposed initiatives fit with the existing portfolio of systems, applications and services.
5. In collaboration with IT, evaluate the technical feasibility and fit within technical architectural standards for proposed initiatives.
6. Provide background about and explanations of technical terms and concepts so those terms and concepts and their implications are understandable to IT Steering Committee and Town Leadership.
7. Ensure optimal IT operational spending through service target measurements
8. Ensure open communications between the IT Department and the other functional areas of the Town to promote greater collaboration and shared vision
9. Identify opportunities to leverage new technology innovations to enhance service delivery.
10. Serve as subject matter experts for the IT Steering Committee and Town Leadership.
11. Use a consensus-based approach to develop recommendations and advisory memos.
12. Take and distribute notes of meetings, and have these notes properly stored and made available.
13. Apply the Town's retention policy to all documents created.

Agenda

The agenda of a typical Technology Advisory Committee meeting will include the following items:

1. Review major projects in flight and discuss concerns (i.e. status and issues).
2. Review new project proposals. Determine the priority and recommend the disposition of these projects. (i.e. recommend for approval, decline, or defer to future date).
3. Review any changes in IT/business capacity.

4. Review the project priority list to consider adjustments. Adjust as necessary based on new strategic objectives or new, higher priority projects being introduced.

A designated Committee member shall take minutes and distribute these to the members of the Committee as well as the IT Steering Committee.

Membership

Each department at the Town shall identify an individual to participate in the committee with the exception of the IT Department which shall be allowed to appoint up to three members to serve on the committee, however, only one of the IT members will have voting privileges. Departmental members should be either a member of management or the departmental Business Analyst.

Decisions shall be reached by consensus. If the committee is unable to reach consensus on a particular topic or initiative, the Chair of the Committee may decide or may escalate the undecided matter to the IT Steering Committee for a final decision.

At the initial meeting of the committee, the members shall vote to establish a chairperson. Any member with the exception of members from the IT Department can serve as chair of the committee. The chairperson shall serve a two-year term.

All members of the Technology Committee should have the authority to speak on behalf of the business unit they represent. If any member is unable to attend the majority of the meetings, the business unit lead should designate a replacement.

Appendix E: Sample Business Analyst Job Description

PURPOSE

Under general supervision, serves as business analyst for Town technology projects; works with departments to collect, analyze, document and communicate business needs, requirements, and other information in association with technology projects; performs related duties as assigned.

ESSENTIAL FUNCTIONS

- Works to become familiar with the overall strategic direction of Town departments; advises management on the risks and benefits of using technology to improve business performance; anticipates business needs and identifies appropriate information technology products and services designed to obtain strategic goals.
- Evaluates business processes for improvements resulting from technology or software applications. Ensures software applications are utilized fully, users are trained and serves as a liaison with the IT Department for troubleshooting issues.
- Prepares Business Requirements Document (BRD) to capture full requirements for technology initiatives. Once projects have been prioritized and are ready to become active; creates vendor evaluation criteria.
- Conducts initial project assessment to get projects into the IT project pipeline, ready for prioritization; prepares Return on Investment (ROI) and project sizing worksheets; conducts scoring; presents this information for departmental approval to Technology Advisory Committee and/or Technology Steering Committee.
- Creates AS IS/TO BE Swimlane Process Flow diagrams, performance measurement documentation, and use case scenario testing documentation as needed; conducts feasibility studies and gap analysis as needed.
- Conducts hand-off meetings with technology project managers to review all business analysis documentation.
- As necessary, functions as project manager from original concept through final implementation of small to large information technology projects within respective department; defines project scope and objectives.
- Participates in the creation of processes, policies, and procedures.

MINIMUM QUALIFICATIONS

- Bachelor's Degree from an accredited college or university in Information Technology, Computer Science, or a related field
- Two (2) years related experience in business needs analysis and project management
- Note: An equivalent combination of related training and experience may be considered

IT Strategic Plan

- Must obtain Certification of Competency in Business Analysis (CCBA) within one (1) year of date of appointment
- Desirable: Certification as a Project Management Professional
- Desirable: Certification as Certified Business Analysis Professional (CBAP)

KNOWLEDGE, SKILLS, AND ABILITIES

- Knowledge of the principals and practices of business analysis and project management; a high-level understanding of the architecture of enterprise and end-user computing; principles and practices of system analysis and customer support; advanced social and communication skills necessary for leading project teams and business analysis efforts; Town and Department policies and procedures.
- Ability to independently exercise good judgment within established procedural guidelines; translate customer department needs into project requirements and operational/strategic plans; professionally document, organize, communicate and present information in formal settings; read and comprehend complex training materials and manuals; follow written and verbal directions; meet productivity standards; communicate effectively verbally and in writing; communicate effectively using technical language; establish and maintain effective working relationships with those contacted in the course of work; engage in project work as directed from inception to completion; assist others in the development of business analysis documentation and in PMO work processes and procedures; develop logical procedures and tests to validate application functionality.