

1 **BILL NO. S-20-06-01**

2 **ORDINANCE NO. S-189-20**

3 **AN ORDINANCE** approving the purchase of consulting  
4 services for the preparation, issuance, evaluation,  
5 negotiation, and awarding of a shared information  
6 technology RFP for Allen County, City Utilities, and the  
7 City of Fort Wayne at a total cost not to exceed of  
\$188,370.00 from Premis Consulting Group by the City  
of Fort Wayne, Indiana,

8 **WHEREAS**, Allen County, City Utilities, and the City of Fort Wayne  
9 jointly operate a combined information technology  
10 network and operation center for the benefit of the local  
community,

11 **WHEREAS**, Allen County, City Utilities, and the City of Fort Wayne  
12 have jointly agreed to share in the cost of running the  
combined network and operation center,

13 **WHEREAS**, the network and operations center are integral to the  
14 operation of all essential government services,

15 **WHEREAS**, this contract will assist Allen County, City Utilities, and  
16 the City of Fort Wayne in issuing an RFP for the next IT  
services contract:

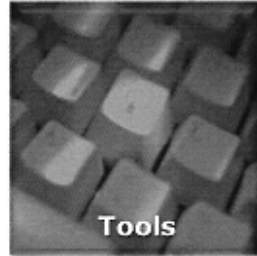
17  
18 **NOW, THEREFORE, BE IT ORDAINED BY THE COMMON**  
19 **COUNCIL OF THE CITY OF FORT WAYNE, INDIANA:**

20 **SECTION 1.** That the purchase of consulting services for the  
21 preparation, issuance, evaluation, negotiation, and awarding of a shared  
22 information technology RFP for Allen County, City Utilities, and the City of Fort  
23 Wayne at a total cost not to exceed of \$188,370.00 - (Civil City and City Utilities  
24 portion not to exceed \$113,022.00) from Premis Consulting Group by the City of  
Fort Wayne, Indiana is hereby approved in all respects.

25 **SECTION 2.** That the City is authorized and directed to take all  
26 action necessary for the purchase of this service by and through Premis Consulting  
27 Group.  
28  
29  
30



# Premis Consulting Group



City of Fort Wayne & The Board of  
Commissioners of the County of Allen, IN

## Outsourcing of IT Services

Statement of Work (SOW)

Date: April 13<sup>th</sup>, 2020



People



Process



Tools



Governance

# Table of Contents

<b>1 PREMIS Background .....</b>	<b>2</b>
1.1 Document Purpose.....	2
1.2 The PREMIS Differentiator .....	2
<b>2 The PREMIS Sourcing Methodology .....</b>	<b>3</b>
2.1 Methodology Overview.....	3
2.2 Methodology Detail: The Sourcing "Drill Down" .....	3
<b>3 The PREMIS Sourcing Approach.....</b>	<b>6</b>
3.1 Awareness & Orientation .....	6
3.2 Data Collection: Business and IT Requirements Development .....	6
3.3 RFP & Sample Contract Development.....	7
3.4 Evaluation & Selection Phase.....	9
3.5 Contract Negotiations .....	12
3.6 Milestone Project Plan Summary.....	13
<b>4 PREMIS Price Proposal .....</b>	<b>14</b>
4.1 Misc Project Assumptions .....	14
<b>5 Acceptance - Signature Page .....</b>	<b>15</b>
5.1 Invoice Address: .....	15
5.2 Terms: .....	15
<b>6 Appendix A: Team Member Roles.....</b>	<b>16</b>
6.1 City/County Team Member Role Descriptions .....	16
6.2 PREMIS Team Member Role Descriptions.....	17

# 1 PREMIS Background

## 1.1 Document Purpose

PREMIS Consulting Group ("PREMIS") is pleased to submit its Statement of Work (SOW) to the City of Fort Wayne and Allen County, Indiana ("the City/County") to advise, facilitate and manage this strategic sourcing initiative. The purpose of this SOW is to provide the City/County leadership team with a clear description of the experienced services the PREMIS team proposes in an effort to:

- Lead the critical **awareness & orientation** project planning phase to assemble the team(s), finalize scope set the project up for long term success.
- Facilitate and document detailed **business** and technical **requirements**. Asset inventory and data collection process to ensure ALL assets and desired services are documented.
- Develop a comprehensive and publish ready **RFP** document AND sample contract.
- Lead a collaborative, qualitative and quantitative **evaluation and selection** process.
- Facilitate a "no stone unturned" BAFO and **contract negotiation** process resulting in a best practice IT sourcing contract.
- Assist in managing the critically important process of **Transition Management**.

## 1.2 The PREMIS Differentiator

We believe you will find that PREMIS Consulting Group is fundamentally different from other consultancies. Not only does PREMIS, its associates and strategic partners understand the City/County's issues from the inside, but all members of the PREMIS team have extensive experience working for independent benchmarking and consulting firms as well as directly for outsourcing providers. We understand the strategies these service providers use, where the margins are, and what is going on in the industry.

**Our Promise to YOU: To maintain our neutrality, we hold no contracts or marketing agreements with firms that sell hardware, software, or outsourcing services. So you can be assured that our work, our recommendations, our efforts for you will never come with a hitch and are tailored to YOU (our Client), always.**

**PREMIS brings extensive experience to its clients in a forward-looking, comprehensive range of IT consulting services designed to efficiently and effectively advance its clients as Information Technology leaders.**

**Our entire business is state and local government.**

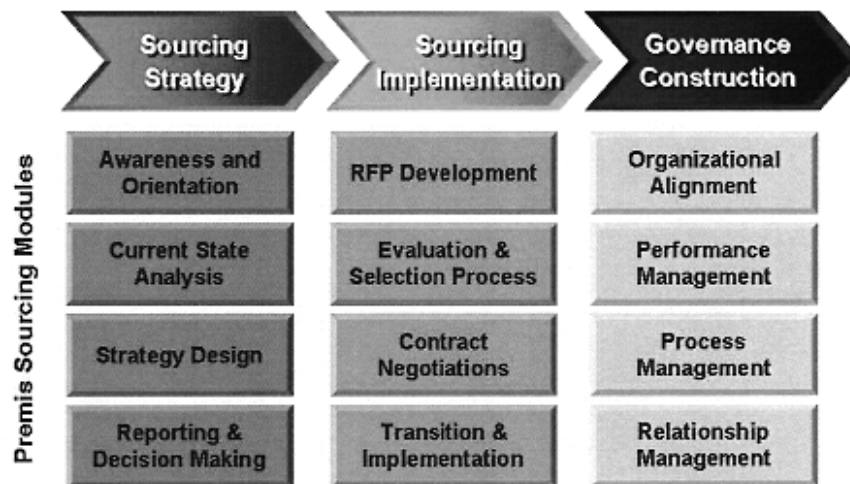
We formed PREMIS because we have a passion for the public sector. Our experience is deep and our model is one that fulfills three goals: 1) it ensures that we personally work on every engagement, 2) it means that our services remain unique compared to other firms, even those that specialize in local government, and 3) it means that those services are delivered with unsurpassed quality and a perspective not possible from our competitors.

**Simply put, we do what it takes to get the job done RIGHT for our clients – No exceptions.**

## 2 The PREMIS Sourcing Methodology

### 2.1 Methodology Overview

The PREMIS sourcing methodology is divided into three major phases with multiple modules within each. We have developed a “soup-to-nuts” approach that provides value to our public sector clients at any point along the sourcing continuum -- from understanding whether or “what” is a viable option to outsource as part of the sourcing strategy phase, to improving the relationship with a current service provider as part of the governance phase.



Each PREMIS module makes extensive use of tools we have developed to break down complex issues. We have a full list of templates for developing RFPs and best-in-class service level agreements (SLAs). The modularity of the PREMIS phased approach enables our clients to leverage the appropriate sourcing component at any point in the sourcing lifecycle to provide the most value.

#### 2.1.1 Summary

**The unique value PREMIS brings is that of first-hand knowledge and experience with both sides of the table, yours as well as that of the service provider. We bring an understanding of what issues can be negotiated, what components are crucial to a good response, and what will keep service providers from proposing at all. The experience we have acquired personally as we have worked through this process – of people, processes, tools and strategy - are at the disposal of our clients.**

### 2.2 Methodology Detail: The Sourcing “Drill Down”

The following flowcharts describe the detailed and structured steps within each module that PREMIS employs to help our clients achieve their sourcing goals.

### 2.2.1 Phase 1: The SOURCING STRATEGY phase

The sourcing strategy phase analyzes and determines whether the organization should consider outsourcing as an option, and how they should proceed forward.



**Benefit Statement:** Because of the modularity of the PREMIS Methodology, we can work with the City/County to tailor and scale this phase to best suit your current needs.

### 2.2.2 Phase 2: The SOURCING IMPLEMENTATION phase

If outsourcing is determined to be a feasible option, PREMIS provides the structure, tools and expertise from RFP development through contract implementation in a four module process:



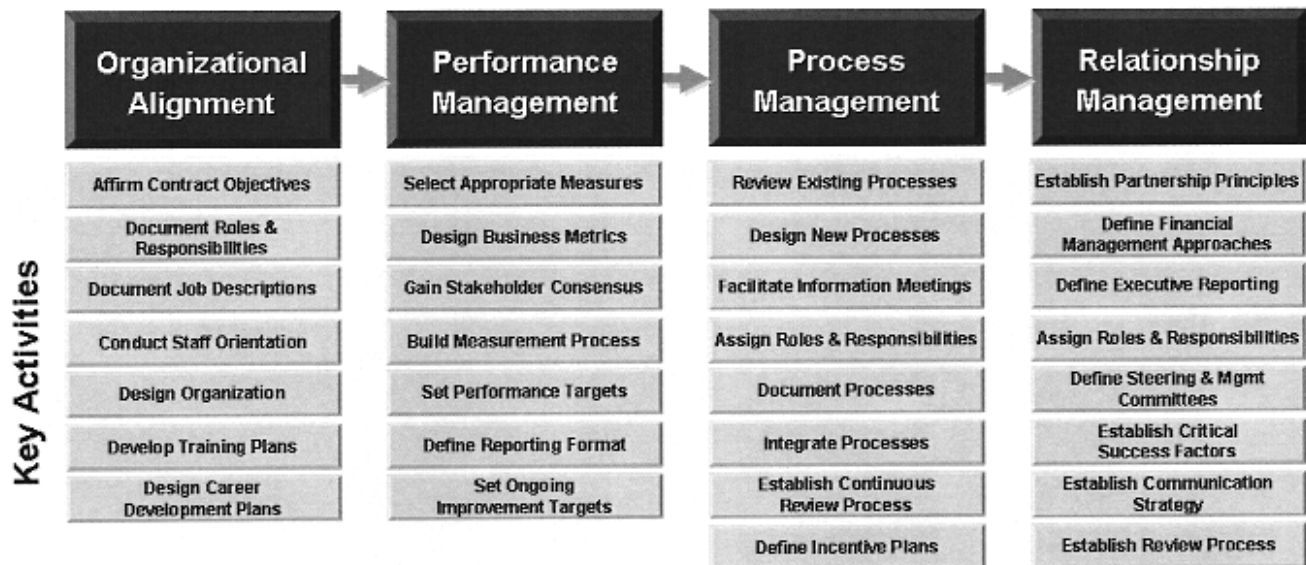
**Benefit Statement:** PREMIS provides the structure, tools and expertise from RFP development through contract implementation. The modularity of the PREMIS phased approach enables our clients to leverage the appropriate component at any point in the sourcing lifecycle to provide the most value.

**Benefits of using an organization like PREMIS during the Sourcing Implementation Phase:**

- We play the role of outside experts familiar with service provider strategies which insures a realistic, real world comparison.
- We provide independent evaluation and verification of the responses to ensure a recommendation less likely to be challenged by a service provider.
- The service providers have negotiated many deals. For the client, this may be the first time; external experts are necessary to balance the equation.
- External experts bring prior experience and industry knowledge.
- Pricing and service targets are designed based on industry standards rather than existing performance or service provider suggestions.
- Monitoring the relationship in the early stages ensures early success in achieving City/County goals.

**2.2.3 Phase 3: The GOVERNANCE CONSTRUCTION phase**

The “capstone” to the process is a governance framework with performance and process management to help ensure a strong service provider relationship with positive results.



**2.2.4 Summary**

The modularity of the PREMIS phased approach enables our clients to leverage the appropriate sourcing component at any point in the sourcing lifecycle to provide the most value.

## 3 The PREMIS Sourcing Approach

This section outlines each of the key activities comprising the four PREMIS sourcing modules requested by the City/County: (1) Requirements Development (2) RFP Development, (3) Evaluation & Selection and (4) Contract Negotiations.

### 3.1 Awareness & Orientation

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**ALL PREMIS projects start with the basics ... Awareness & Orientation.** PREMIS begins EACH module (project phase) with this step: a planning session to finalize and document our understanding of the module's objectives and expected outcomes. Included in this planning session will be representatives of IT and the City/County team selected to participate in the respective sourcing module.

Using the project plan as a guide, we review all project objectives, process, roles, responsibilities and procedures to ensure consensus is reached by both the City/County and PREMIS. A revised project plan and project packet for each team member is delivered at the end of this step.

### 3.2 Data Collection: Business and IT Requirements Development

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#### 3.2.1 Document Current State: The "AS IS" Sourcing Environment

PREMIS will lead a series of workshops and management level interviews with the City/County to elicit current issues and future plans across all in scope IT services. These discussions will provide the basis for the RFP. The first step will be for the Premis team to fully understand and document such key items as: IT's current service levels, strengths, areas of opportunity, challenges, current infrastructure, activity levels and attainment of the current IT contracts.

The PREMIS team will develop a tailored data collection tool that can help prioritize what information is minimally required, what is helpful, but not required, and what is interesting, but not critical to either pricing or scoping a future contract. This prioritized list can be used by the City/County to focus your valuable time on collecting what is most important to the RFP process.

#### **PREMIS Outcomes & Deliverables**

- Documentation of current "as is" IT infrastructure
- Identification of issues with current processes, contract and service provider relationship
- Develop recommendations/considerations for the future sourcing model

**NOTE: We feel this project step – more than others – is a great example of how the City/County could benefit from the PREMIS team's sizable direct prior experience working with the City/County to quickly and efficiently document the current environment and complete this step.**

### 3.2.2 Develop Future State Sourcing Requirements: The "TO BE" Model

Following a similar approach to the prior step, PREMIS will facilitate a series of IT and customer workshops and management level interviews to elicit the goals, needs and structure of a future sourcing environment. The activities to be performed by PREMIS during this phase include the following:

1. Determine whether the scope and nature of the service levels will support the business outcomes desired. Flexibility is key. A new relationship will be discussed and described in the RFP document.
2. Develop a vision for a new relationship between the City/County and its IT service provider(s). Determine which services, if any, could be delivered more effectively offsite and which should remain onsite.
3. Determine how local, minority and woman-owned businesses will be incorporated into the opportunity.
4. Ensure that the objectives of each IT function match the contract type. Decision rights, performance measures, and risk or reward schemes will be aligned with the strategic intent underlying the initiative.
5. Develop a flexible pricing framework. The pricing framework should be constructed in such a way as to enable modeling of different scenarios based on changes in volumes and technologies. A responsibility matrix and service level expectations should be included to ensure service providers clearly understand service standards and the scope.
6. Compare common practices in the public sector outsourcing market to the model developed for the City/County. Because public sector outsourcing is in many ways more complex than private sector outsourcing, PREMIS would make sure that the structure of the initial terms and conditions are reasonable and able to be implemented in the public sector space.

### 3.3 RFP & Sample Contract Development

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Once the current state and future state have been determined, PREMIS will begin development of a comprehensive request-for-Proposal (RFP) for the required services. The RFP may include such key items as the following:

- Current situation, business drivers, desired benefits and outcomes, and service provider relationship desired. Scope of outsourced services, current and future
- Future technology projects & reporting requirements
- Best Practice Performance Based Service Levels (Business and Operational SLAs)
- Insurance and Performance Bond requirements
- Schedule of Events for RFP activities
- Evaluation criteria and description of service provider qualifications
- Information describing core functional areas that can be bid independently
- Pricing instructions and pricing workbook
- Sample terms and conditions to be reviewed by respondents

The RFP will be written by the PREMIS team, in conjunction with the City/County team and reviewed/approved by City/County leadership.

### 3.3.1 Project Plan – Requirements & RFP Development

PREMIS utilizes a collaborative approach to its consulting services requiring the participation and support of our client project team members. Care and planning to the time commitments of all team members is considered during the pre-kick-off planning sessions. Below is our **DRAFT** milestone project plan highlighting the key activities to facilitate a successful completion to Requirements and RFP Development modules.

ID #	Major Project Phases, Steps & Activities	Primary Owner(s)	Secondary Owner(s)	Duration in Weeks
Awareness and Orientation Phase				1 Week
<b>NOTE:</b>	A&O is conducted at the onset of each project module but generally is work that is completed in tandem with other project activities – to save overall project time.			
1	Conduct Planning Session & Project Kick-off Workshop	PCG	C/C	
	✓ Establish and Document Project Objectives	PCG		
	✓ Identify & Assign Project Team Members (IT & Bus Unit)	PCG	C/C	
2	Fact Find and Solidify Remaining Objectives and Tasks	PCG	C/C	
3	Complete Project Charter & Project Plan	PCG		
4 (M1)	Conduct Project Kick-off	PCG	C/C	
Document Current Environment				2 Weeks
5	Develop prioritized list of baseline information needed	PCG	C/C	
6	Identify sources of data needed	PCG	C/C	
7	Data Collection (People, Process, Tools, Current Projects, Current SLA's, Asset and Application Inventory, etc)	C/C	PCG	
8	Conduct IT & Business Unit Mgmt Interviews	PCG	C/C	
9	Scrub , Cleanse & Validate Data Collection	PCG		
10	Develop detailed description of current environment	PCG		
11 (M2)	Review & Approve description of current environment	C/C	PCG	
Develop Future IT Outsourcing Requirements				2 Weeks
<b>NOTE:</b>	Where possible Current and Future State data collection activities will be done in tandem for efficiency.			
12	Conduct Visioning Workshop of future state / TO-BE model	PCG	C/C	
13	Conduct market research	PCG		
14	Create description of new relationship with IT vendor	PCG	C/C	
15	Develop approach to encouraging local, MBE/WBE participation	PCG	C/C	
16	Describe future IT projects	C/C	PCG	
17	Develop flexible measurement structure (SLA/FTE)	PCG	C/C	
18	Develop approach for encouraging a culture of customer service	PCG	C/C	
19	Determine procurement method for each scope of service	PCG	C/C	
20	Describe human resources requirements	PCG	C/C	
21 (M3)	Check Point Meeting with Leadership to ensure consensus of future vision before RFP Development begins	PCG	C/C	
Design and Assemble RFP				2 Weeks
22	Design Selection Approach and scoring mechanism	PCG	C/C	
23	Develop Pricing Strategy and tool	PCG	C/C	
24	Develop and assemble sample terms and conditions	PCG	C/C	
25	Integrate Purchasing Department requirements	PCG	C/C	
26	Finalize selection schedule	PCG	C/C	
Create and Submit Draft RFP				1 Week
27	Assemble Draft Deliverables	PCG		
28 (M4)	Submit & Review Draft deliverables w/ IT, legal & purchasing	PCG	C/C	

ID #	Major Project Phases, Steps & Activities	Primary Owner(s)	Secondary Owner(s)	Duration in Weeks
29	Capture feedback and comments	PCG		
30	Revise deliverables accordingly & prepare for FINAL	PCG		
	Submit and Present FINAL RFP			1 Day
31 (M5)	Submit & Review Final RFP and receive sign-off	PCG	C/C	

Key: "M#" next to ID# = Major Milestone Point.

## 3.4 Evaluation & Selection Phase

### 3.4.1 Assemble the Team

The PREMIS Evaluation & Selection phase begins with Awareness & Orientation. During a meeting with IT and City/County Leadership, the Evaluation & Selection team is identified. In a City/County (Unigov) structure we have had the best success with members representation from both the City and County department head or director level positions, usually representing IT's key customers. Group size can vary but PREMIS does not recommend more than nine (9) voting members in total, including IT representation. This promotes collaboration with IT's customers and helps ensure consensus and buy-in downstream.

In preparation for the return of RFP responses, PREMIS will facilitate an educational seminar for the members of the evaluation team. During this seminar each team member will be given a copy of the RFP and easy to understand instructions regarding the role they are being asked to play. Confidentiality agreements are also distributed and signed at this time. A private shared project site is established so that discussions, documents and results can be shared in a secure way.

The PREMIS evaluation scorecard workbooks are distributed and explained. These workbooks will represent the quantitative measure by which the remainder of the evaluation and selection process is completed and documented. As the 3<sup>rd</sup> party independent consultant, PREMIS maintains the workbooks, compiles the scores and submits the totals for each scoring phase and service provider. All scoring workbooks are maintained and visible at any time during the process.

### 3.4.2 Administrative Review

When the RFP responses are returned, PREMIS conducts an administrative review, or minimally assists Purchasing if desired, of all responses. This administrative review ensures all RFP requirements have been met and are worthy of evaluation team review. Any submissions that do not meet the stated requirements are discussed with IT and Purchasing management and per your discretion may be removed from further evaluation. The remaining submissions are divided up and distributed to the evaluation team members for review.

PREMIS recommends that pricing workbooks are delivered separately, so that while technical quality is being assessed, team members are not influenced by differences in price, especially before BAFO, when price may change significantly.

### 3.4.3 Evaluation – A Two Step Process

The **first team step** in the evaluation process is the review and evaluation of the WRITTEN response only. Each team member is asked to read and score the response using the supplied scoring workbook. PREMIS facilitates a team working session for each submission prior to scoring

to facilitate group discussion regarding the pros and cons of each respective response. Scoring is then done individually and privately. All scorecards are returned to PREMIS for tallying. Scores are tallied and presented to the team for review.

Depending on the number of submittals received, the respondent group size is usually down-selected by half. PREMIS then prepares and sends notification letters to all service providers informing them of their current evaluation status.

The **second team step** in the evaluation process is the review and evaluation of the service providers' oral presentations (aka: Vendor Demonstrations). All advancing service providers are given a detailed script upon which to prepare their presentations, ensuring an "apples-to-apples" comparison of each service provider. References are checked before the oral presentation so that follow-up questions can be asked at the session. Service providers are asked to bring key members of the delivery team and new categories of evaluation are added to rate the "fit" with the City/County goals, team skills, and other qualities of each provider. Presentations / demonstrations are scheduled; the team again debriefs after each discussing the pros and cons of each, then individually and privately scores each and returns their completed scorecards to PREMIS. Scores are tallied and presented to the team for review.

After oral presentations, usually the top two service providers are selected to advance to BAFO and contract negotiations. PREMIS prepares notification letters to all service providers updating them on their current status in the process. Detailed information regarding next steps to the advancing service providers is included in their notification letters.

### 3.4.4 Major Milestones and other notable PREMIS activity

The major activities performed by the PREMIS team during the Evaluation & Selection phase include:

1. Document the overall evaluation process, develop a detailed plan with assignments and communication vehicles for use by evaluation team
2. Tailor checklists and aids for the evaluation team
3. Lead evaluation & selection meetings and group discussions – for both written and oral review
4. Identify issues for resolution or consideration by the evaluation team
5. Document additional questions for the evaluation team to use during service provider presentation/demo phase
6. Communicate progress to CIO(s) as needed, and IT Board, as requested

### 3.4.5 Project Plan – Evaluation & Selection

Below is our **DRAFT** milestone project plan highlighting the key activities to facilitate a successful completion of the Evaluation & Selection phase.

ID#	Major Project Phases, Steps & Activities	Primary Owner(s)	Secondary Owner(s)	Duration in Weeks
	Awareness and Orientation Phase			.5 Week
<b>NOTE</b>	Where possible we overlap activities for efficiency sake and to save overall project time. A&O is completed in tandem with the completion of the previous module so no time is allotted for it in this project			

ID#	Major Project Phases, Steps & Activities	Primary Owner(s)	Secondary Owner(s)	Duration in Weeks
1	Conduct Planning Session	PCG	C/C	
2	✓ Establish and Document Project Objectives	PCG		
3	✓ Review plan with IT	PCG	C/C	
4	✓ Identify & Assign Eval Team Members	PCG	C/C	
<b>Evaluation &amp; Selection Phase – Kick-off</b>				<b>1 Week</b>
5	<b>Tailor Evaluation aids and Scoring Workbooks</b>	PCG		
6	✓ Develop templates, aids, and guides to assist in evaluation	PCG		
7 (M1)	<b>Prepare for &amp; Conduct Evaluation Kick-off</b>	PCG	C/C	
8	<b>Conduct Administrative Evaluation</b>	PCG	C/C	
9	Facilitate organizational meeting to brief evaluation team on process	PCG	C/C	
10	<b>Distribute viable responses to Eval Team &amp; Read responses</b>	PCG	C/C	
11	✓ Distribute scoring workbooks and Eval instructions	PCG		
12	✓ Prepare agendas, develop ground rules for evaluation sessions	PCG		
13	✓ Schedule Written Evaluation Workshops	PCG		
<b>WRITTEN Review &amp; Evaluation</b>				<b>2 Weeks</b>
14 (M2)	<b>Conduct WRITTEN Evaluation Workshops (price based upon a MAX of 8 vendor responses reviewed/evaluated)</b>	PCG	C/C	
15	✓ Document outcomes of sessions	PCG		
16	✓ Collect and Tally Written Scorecard Evaluations	PCG		
17	✓ Prepare for 1 <sup>st</sup> Vendor down-select	PCG		
18	<b>Prepare &amp; send notification letters (advance / down-select)</b>	PCG	C/C	
19	✓ Prepare for Vendor PRESENTATIONS	PCG		
20	✓ Prepare and send out detailed presentation scripts	PCG	C/C	
21	✓ Schedule Vendor Presentations	PCG		
<b>NOTE</b>	Generally there is a 2 week GAP between written and oral phases to allow the vendors to prepare their oral presentations. We utilize this time by conducting the reference checks.			
<b>ORAL PRESENTATION Review &amp; Evaluation</b>				<b>2 Weeks</b>
22 (M3)	<b>Conduct Vendor PRESENTATION WORKSHOPS (price based upon a MAX of 4 vendor presentations)</b>	PCG	C/C	
23	✓ Document outcomes of session	PCG		
24	✓ Collect and Tally Presentation Scorecard Evaluations	PCG		
25	✓ Prepare for 2 <sup>nd</sup> Vendor down-select	PCG		
26	<b>Prepare &amp; send notification letters (advance / down-select)</b>	PCG	C/C	
27	Prepare and send TOP 2 vendors BAFO instructions	PCG		
<b>Reference Checks &amp; Site Visits</b>				<b>2 Weeks</b>
28	✓ Prepare and send vendor reference scripts	PCG		
29 (M4)	<b>Schedule and Conduct Vendor Reference Checks</b>	PCG	C/C	
30	<b>Schedule &amp; Conduct Vendor Site Visits – if desired</b>	PCG	C/C	
31	Document and submit outcomes to Eval Team	PCG		
<b>Create and Submit Final Documentation</b>				<b>1 Week</b>
32 (M5)	<b>Submit Final Deliverables</b>	PCG	C/C	
33	✓ Develop presentation and documents summarizing recommendations & process to date	PCG		

Key: "M#" next to ID# = Major Milestone Point.

### 3.5 Contract Negotiations

Working in conjunction with City/County legal representation, or outside council, PREMIS facilitates a comprehensive Contract Negotiations phase that leaves no stone unturned. **We have learned through personal experience that “the devil IS in fact in the details” when it comes to contract terms.**

#### 3.5.1 Best and Final Offer (BAFO)

We begin contract negotiations where we left off in Evaluation & Selection, each step building upon the last. PREMIS recommends taking the top two service providers in the process to this point through the BAFO process, creating a dual BAFO process. We feel this preserves our clients’ negotiation power as well as shortens the time and effort required should negotiations breakdown with the top service provider.

During dual BAFO, service providers are granted access to the City/County facilities to visit the site to clarify any aspect of the IT organization as stated in the RFP. The service providers are granted a question and answer session with IT management, for the purposes of clarifying any areas of concern the service providers may have regarding the information (assets, network design, volumes, organization, locations, etc) contained in the RFP. The goal is to mitigate any concerns that would result in a higher price due to risk padding.

PREMIS closely manages and facilitates these site visits to maintain the apples-to-apples evaluation. Both service providers are granted the same level of access. Service providers then have one week to prepare and submit their final offers. PREMIS conducts a workshop with IT leadership to review the BAFO submissions and develops a recommendation to proceed to contract terms with the top service provider.

#### 3.5.2 Contract Negotiations - Is it an art or a science?

Our experience says it’s a bit of both. In advance of the formal contract negotiations meetings, PREMIS works with the service provider to obtain the first draft of the agreement. Any exceptions or minor modifications not considered deal breakers i.e. low hanging fruit, are accepted. A revised set of draft terms and conditions, (“the agreement”) and SOW sections are submitted and reviewed by IT leadership and PREMIS.

Working with IT leadership, City/County legal and the service provider team, PREMIS then logically breaks apart both the draft agreement and SOW sections of the RFP. Through a series of workshops PREMIS facilitates a step-by-step navigation through the contract and SOWs. All outcomes and alternatives are discussed and documented.

PREMIS works closely with the City/County legal counsel throughout the process to ensure all legal policies, procedures and laws, state & local, are strictly maintained. The workshop sessions culminate in the completion of a master finalized agreement and SOW sections, together creating the IT/service provider contract.

#### 3.5.3 Project Plan – BAFO and Contract Negotiations

Below is our **DRAFT** milestone project plan highlighting the key activities to facilitate a successful completion of the Contract Negotiations phase.

ID#	Major Project Phases, Steps & Activities	Primary Owner(s)	Secondary Owner(s)	Duration in Weeks
	Awareness and Orientation Phase			Week 0

ID#	Major Project Phases, Steps & Activities	Primary Owner(s)	Secondary Owner(s)	Duration in Weeks
<b>NOTE</b>	Where possible we overlap activities for efficiency sake and to save overall project time. A&O is completed in tandem with the completion of the previous module so no time is allotted for it in this project			
1	Conduct Planning Session	PCG		
2	✓ Establish and Document Project Objectives	PCG		
3	✓ Review plan with IT	PCG	C/C	
4	✓ Identify & Assign Contract Negotiations Team Members	PCG	C/C	
5	✓ Conduct debrief and prep meeting with Legal Council	PCG	Legal	
	<b>Best and Final Offer</b>			<b>2 Weeks</b>
6	Prepare and submit BAFO materials to TOP 2 Vendors	PCG		
7	<b>Schedule and Conduct BAFO Onsite Visits</b>	PCG	C/C	
8	Document and distribute outcomes	PCG		
<b>NOTE</b>	Generally there is a 2 week GAP at this point to allow the vendors to prepare and submit their BAFO submissions.			
9	<b>Schedule and Conduct BAFO Q&amp;A session</b>	PCG	C/C	
10	Document and distribute outcomes	PCG		
11	Review and discuss BAFO submissions from Vendors	PCG	C/C	
12 (M1)	<b>Select TOP Vendor to advance to Contract Negotiations</b>	PCG	C/C	
13	Finalize and Document BAFO process for record	PCG		
	<b>Contract Negotiations</b>			<b>2 Weeks</b>
14	Prepare & Distribute Contract Negotiations Materials	PCG		
15	<b>Conduct working session with Vendors to create and submit 1<sup>st</sup> DRAFT Agreement</b>	PCG		
16	Review 1 <sup>st</sup> pass DRAFT Agreement with IT Leadership	PCG	C/C	
17 (M2)	<b>Schedule and Conduct Contract Negotiations meetings (est = 4 meetings)</b>	PCG	C/C	
18	✓ Discuss Agreement sections in Chronological format	PCG	C/C	
19	✓ Discuss SOW sections in Chronological format	PCG	C/C	
20	✓ Discuss and Document All Outcomes & Alternatives	PCG		
21	✓ Schedule and Conduct Post Negotiations meetings w/ IT and Legal	PCG	C/C	
22	✓ Plan and prepare for next CN meeting with Vendor	PCG		
23	Work with Legal on all Technical matters of the SOW sections	PCG	Legal	
	<b>Prepare FINAL Agreement</b>			<b>1 Week</b>
24	Work with Legal to finalize Agreement and SOW sections	PCG	Legal	
25 (M3)	<b>Prepare and submit FINALIZED Agreement and SOW sections</b>	PCG	Legal	
26	Develop presentation and documents summarizing progress, process and recommendation(s) for award	PCG		
27 (M4)	<b>Conduct presentation to IT Board (Council)</b>	PCG	C/C	

Key: "M#" next to ID# = Major Milestone Point.

### 3.6 Milestone Project Plan Summary

We have tailored our project plan to what we feel is best suited for this particular engagement and given our prior working experience with the City/County. Although aggressive, it is still comprehensive and includes milestone checkpoints to ensure project success and (if/where needed) adjustments at various key points in the project lifecycle.

## 4 PREMIS Price Proposal

Should the City/County have ANY questions or concerns regarding this price proposal, we would be happy to discuss and provide further detail at your request. The total "NOT TO EXCEED" professional fees assessed to complete the work requested by the City/County and described in this document are as follows:

Awareness & Orientation (Planning, Scoping & Project Plan Dev):	\$7,500
Data Collection / Business & IT Requirements:	\$15,500
Develop, Publish, Administer and Evaluate RFI:	\$8,750
RFP, Pricing Workbooks & Sample Contract Development:	\$14,000
Vendor & Solution - Evaluation & Selection (3 Tier Eval Process):	\$36,000
Dual Vendor Best & Final Offer (BAFO) Negotiations:	\$11,850
Contract Negotiations:	\$18,200
Transition & Implementation Services (120 days):	\$52,000
<i>Sub-Total:</i>	<i>\$163,800</i>
Estimated Expenses (15% of work effort):	\$24,570
<b>TOTAL "NOT TO EXCEED" CONTRACT VALUE:</b>	<b>\$188,370</b>

### Terms:

1. PREMIS will invoice the City/County monthly or upon milestone completion shown above for work effort & expenses incurred during that month and/or milestone.
2. PROPOSAL LIFE: 120 days
3. PREMIS payment terms are net 30 days

### 4.1 Misc Project Assumptions

Our work plan uses a team approach and our team includes you – our client. With speed, accuracy, quality and cost conscious value-add as our constant goal we have assembled the following project assumptions we feel sets the stage from the onset for mutual success.

- ⇒ A max of 8 vendor responses will be evaluated during written phase
- ⇒ A max of 4 vendors will conduct oral presentations/demonstrations
- ⇒ No more than 2 vendors will be chosen to participate in best and final offer (BAFO)
- ⇒ The City/County provides timely and accurate access to City/County information
- ⇒ The project sponsor/manager assist with communicating the importance of ACTIVE participation in the project to key individuals within the City/County
- ⇒ The City/County provides the PREMIS team with workspace to conduct work and workshops
- ⇒ The City/County adheres to the established project plan timeline and dates. Delays in the schedule can/will impact project timelines and project cost.

## 5 Acceptance - Signature Page

### 5.1 Invoice Address:

PREMIS invoices shall be emailed to the following 3 (three) address(s):

**Email:** [Joseph.Welch@cityoffortwayne.org](mailto:Joseph.Welch@cityoffortwayne.org)  
**Email:** [James.Haley@cityoffortwayne.org](mailto:James.Haley@cityoffortwayne.org)  
**Email:** [EdSteenman@allencounty.us](mailto:EdSteenman@allencounty.us)

### 5.2 Terms:

This SOW shall commence on the date in which this signature page is completed and shall terminate when the above-described PREMIS services have been completed and/or conditions of this SOW have been satisfied. IN WITNESS whereof the parties hereto have caused this agreement to be executed on the date listed below.

#### **PREMIS**

By: Joel Buege

**Name:** Joel Buege  
**Title:** Principal  
**Date:** 4 / 13 / 2020

#### **City of Fort Wayne, IN**

By: \_\_\_\_\_

**Name:** Garry Morr  
**Title:** City of Fort Wayne, Controller  
**Date:** / / 2020

#### **The Board of Commissioners of the County of Allen, IN**

By: \_\_\_\_\_

**Name:** F Nelson Peters  
**Title:** Commissioner – Allen County, IN.  
**Date:** / / 2020

By: \_\_\_\_\_

**Name:** Therese M Brown  
**Title:** Commissioner – Allen County, IN.  
**Date:** / / 2020

#### **ATTESTED BY:**

By: \_\_\_\_\_

**Name:** Richard E Beck  
**Title:** Commissioner – Allen County, IN.  
**Date:** / / 2020

By: \_\_\_\_\_

**Name:**  
**Title:**  
**Date:** / / 2020

## 6 Appendix A: Team Member Roles

In order for a project to be a success, the project team needs to include YOU (the City/County) and your active participation on the project, as well as PREMIS. High-level descriptions of the responsibilities of the various key team members in this engagement and estimates regarding City/County effort follow.

### 6.1 City/County Team Member Role Descriptions

City/County Resource	High Level Responsibilities	Est. Hours Per Week
<b>Project Sponsor</b>	<ul style="list-style-type: none"> <li>✓ Provides overall governance for an engagement</li> <li>✓ Reviews quality of final deliverables</li> <li>✓ Conducts quality reviews with core team</li> <li>✓ Provides business understanding of the organization</li> <li>✓ Serves as 2<sup>nd</sup> level escalation point for the project (when needed)</li> <li>✓ Approves and assigns City/County resources</li> </ul>	<p><b>2-4 Hours</b></p> <p><i>(or as applicable)</i></p>
<p><b>Project Managers</b></p> <p><b>The 3 CIO's</b></p>	<ul style="list-style-type: none"> <li>✓ Serves as the single point of contact throughout the lifecycle of the project</li> <li>✓ Reviews quality of final deliverables</li> <li>✓ Reports issues and potential change requests on a timely basis</li> <li>✓ Serves as an escalation point for the project (when needed)</li> <li>✓ Manages City/County resources assigned to the project</li> </ul>	<p><b>8-10 Hours</b></p> <p><i>(or as applicable)</i></p>
<p><b>IT &amp; Bus Unit Mgmt Evaluation Team Members</b></p> <p><b>IT and Core Customers - TBD</b></p>	<ul style="list-style-type: none"> <li>✓ Subject matter and functional experts for the in-scope sourcing areas.</li> <li>✓ Attendance and participation during current and future state workshops and interviews. (workshop length = 2 hours generally)</li> <li>✓ Attendance during Evaluation and Selection Phase activities</li> <li>✓ Minimally supervisor level. Management level is preferred.</li> </ul>	<p><b>6 – 9 Hours</b></p>
<b>Others (TBD)</b>	<ul style="list-style-type: none"> <li>✓ The City/County Team assembled for this project and/or as project need dictates.</li> </ul>	<p><b>As needed</b></p>

## 6.2 PREMIS Team Member Role Descriptions

PREMIS Resource	High Level Responsibilities
<p><b>Engagement Manager</b></p>	<p>As the key liaison between PREMIS and the City/County, the project manager is accountable for the overall business relationship as well as for the quality of the work provided by the PREMIS team.</p> <p>The project manager serves as the day-to-day liaison between PREMIS and the City/County. The primary responsibilities include:</p> <ul style="list-style-type: none"> <li>✓ Communicating key information to the project team.</li> <li>✓ Establishing and adhering to the project scope, budget, and schedule.</li> <li>✓ Coordinating activities between joint project team members.</li> <li>✓ Providing project documentation, including weekly status reports, project plans, and scope change information.</li> </ul>
<p><b>Quality Assurance Manager</b></p>	<p>The quality assurance manager serves as oversight management for all project activities – specifically project planning, project schedule, client deliverables and overall adherence to quality levels throughout the project lifecycle.</p>
<p><b>Subject Matter Experts (SMEs)</b></p>	<p>PREMIS SME’s are responsible for creating the content and flow of the deliverables specified in this plan. They serve as resources for all project team members, and are charged with assessing and creating the strategy and plan for all deliverables. The SMEs will assist in the development of City/County findings, conclusions and recommendations.</p> <p>PREMIS SME’s work closely with the City/County Teams during the Requirements Development phase to ensure accuracy of the business and IT requirements for both the current and future state development as well during the Selection and Evaluation phase to ensure team progress and success.</p>

### 6.2.1 In Conclusion

The PREMIS team places great importance on the City/County as a client. We have since our very first City/County engagement over 12 years ago and WILL continue to, EVERY time we are fortunate enough to earn your business – period.

**We THANK YOU and look forward to the opportunity to work with you!**

# COUNCIL DIGEST SHEET

Enclosed with this introduction form is a tab sheet and related material from the vendor(s) who submitted bid(s). Purchasing Department is providing this information to Council as an overview of this award.

## RFPs & BIDS

Bid/RFP #	N/A
Awarded To	N/A
Amount	N/A
Conflict of interest on file?	Yes <input type="checkbox"/> No
Number of Registrants	N/A
Number of Bidders	N/A
Required Attachments	

## EXTENSIONS

Date Last Bid Out	N/A
# Extensions Granted To Date	N/A

## SPECIAL PROCUREMENT

Contract #/ID (State, Federal, Piggyback--Authority)	N/A
Sole Source/ Compatibility Justification	Sole Source Software

## BID CRITERIA *(Take Buy Indiana requirements into consideration.)*

Most Responsible, Responsive Lowest	<input type="checkbox"/> Yes <input type="checkbox"/> No <i>If no, explain below</i>
If not lowest, explain	N/A

# COUNCIL DIGEST SHEET

## COST COMPARISON

<i>Increase/decrease amount from prior years For annual purchase (if available).</i>	
--	--

## DESCRIPTION OF PROJECT / NEED

<i>Identify need for project &amp; describe project; attach supporting documents as necessary.</i>	Professional services to create, distribute, evaluate, and award a new IT contract.

## REQUEST FOR PRIOR APPROVAL

<i>Provide justification if prior approval is being requested.</i>	N/A

## FUNDING SOURCE

<i>Account Information.</i>	00022603:5314
	Fund Org Object =

Fort Wayne City Council  
c/o City Clerk' Office  
200 East Berry Street  
Fort Wayne, IN 46802

James Haley  
CIO  
City of Fort Wayne  
(260) 427-1461

Subject: Consulting Services for IT Service contract.

Members of City Council:

This ordinance is to authorize the purchase of consulting services for the preparation, issuance, evaluation, negotiation, awarding and transition of an information technology RFP for Allen County, City Utilities, and the City of Fort Wayne from Premis Consulting Group. This is a shared purchase with Allen County, City Utilities, and the City of Fort Wayne. Including Allen County's share, the overall cost of the contact is not to exceed \$188,370. The share for Civil City and City Utilities will not exceed \$113,022.

Allen County, City Utilities, and the City of Fort Wayne started sharing computing resources over 50 years ago and shared the management of information technology since 1989. The base IT contract covers desktop services, networking, security, squad cars, servers, user account management, email, web sites, billing systems, accounting systems, and the public safety system.

Allen County, City Utilities, and the City of Fort Wayne have decided to issue an RFI and RFP for the next contract to manage these services. The assistance of Premis will help us create a contract in line with current industry trends and help ensure our request for proposals reaches the widest range of vendors.

If you have any questions, please call me at 427-1461.

James Haley  
CIO  
City of Fort Wayne

**REPORT OF COMMITTEE ON FINANCE**

**June 16, 2020**

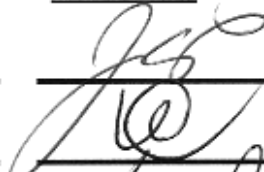



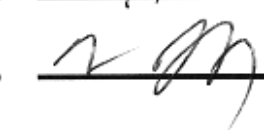
**Sharon Tucker Chair**

**Jason Arp Co-Chair**

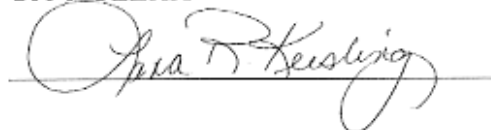
**All Council Members**

An Ordinance approving the purchase of consulting services for the preparation, issuance, evaluation, negotiation, and awarding of a shared information technology RFP for Allen County, City Utilities, and the City of Fort Wayne at a total cost not to exceed of \$113,022 from Premis Consulting Group by the City of Fort Wayne, Indiana

**COMMITTEE ON REGULATIONS HAVE HAD SAID Ordinance under consideration and beg leave to report back to the Common Council that said Ordinance**

<u>COUNCIL MEMBER</u>	<u>DO PASS</u>	<u>DO NOT PASS</u>	<u>ABSTAIN</u>
<u>ARP</u>			
<u>CHAMBERS</u>			
<u>DIDIER</u>			
<u>ENSLEY</u>			
<u>FREISTROFFER</u>			
<u>HINES</u>			
<u>JEHL</u>			
<u>PADDOCK</u>			
<u>TUCKER</u>			

**LANA R. KEESLING  
CITY CLERK**



Public Hearing Date: N/A

Read the first time in full and on motion by Councilperson Tucker.

Read the second time by title and referred to the Finance Committee.

Read the third time in full and on motion by Councilperson Tucker, placed on passage by the following vote:

<u>TOTAL VOTES</u>	<u>AYES</u>	<u>NAYS</u>	<u>ABSTAINED</u>	<u>ABSENT</u>
ARP	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
CHAMBERS	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
DIDIER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ENSLEY	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
FREISTROFFER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
HINES	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
JEHL	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
PADDOCK	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
TUCKER	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>

DATED: June 23, 2020

  
LANA R. KEESLING, CITY CLERK

Passed and adopted by the Common Council of the City of Fort Wayne, Indiana, as  
Special Ordinance No. S-20-06-01 on the 23rd day of June, 2020

ATTEST:

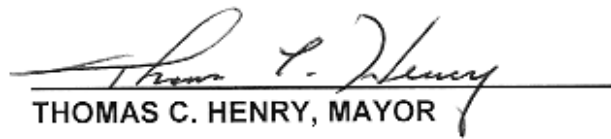
  
LANA R. KEESLING  
CITY CLERK

  
PRESIDING OFFICER

Presented by me to the Mayor of the City of Fort Wayne, Indiana, on the 24<sup>th</sup> day  
of June 2020, at the hour of 10:55 o'clock AM E.S.T.

  
LANA R. KEESLING, CITY CLERK

Approved and signed by me this 24<sup>th</sup> day of June  
2020, at the hour of 2:00 o'clock PM E.S.T.

  
THOMAS C. HENRY, MAYOR

