



REQUEST FOR PROPOSALS

Information Technology Strategic Plan

Bid Number: 1008

DUE DATE: 10/17/2018 at 2 pm

INTRODUCTION

The Gerald R Ford International Airport Authority (GFIAA) is seeking proposals from qualified firms to provide an overall strategic plan for the Authority's IT functions. The objective of this project is to develop and publish a vision and roadmap for the most effective use of current and future technologies to support the work of the Authority. The Authority seeks a qualified consultant to develop a five (5) year Information Technology (IT) Strategic Plan to guide the Authority over the next five (5) years in planning, procuring, implementing and managing current and future investments and resources. The project will also include a review of IT governance and projected staffing levels.

The selected firm will prepare an IT Strategic Plan that contains specific immediate and future goals, strategies and an implementation plan, outlining timing and anticipated costs for each implementation action. Proposers responding to this Request for Proposals (RFP) must have proven expertise and extensive experience in the assessment of IT Systems and a successful track record of creating IT strategic plans for airports and similar public agencies. Airport experience is preferred but not required.

The Gerald R. Ford International Airport (GFIA) is the second busiest airport in Michigan. The airport served over 2.8 million passengers in 2017 and over 7,000 travelers pass through GFIA each day. The Gerald R. Ford International Airport offers nonstop service to 26 major market destinations with more than 120 daily nonstop flights. The Gerald R. Ford International Airport is managed and operated by the Gerald R. Ford International Airport Authority.

SOLICITATION AND PROJECT SCHEDULE

ACTIVITY	DATE
RFP Issue Date	9/26/2018
Question Deadline	10/12/2018
Submission Due Date	10/17/2018
Firm Interviews (if necessary)	Week of 10/29/2018
Estimated Start Date	11/7/2018

GFIAA reserves the right to modify the schedule set forth in the above table in its sole discretion. Any such modifications will be stated in an addendum.

WORK SCOPE

The following Scope of Work is provided to guide but not limit the Consultant Team. The Scope of Work outlined below is the minimum required. It is intended to produce an Information Technology Strategic Plan that focuses on implementing deliberate technologies to support the Authority for the next five years, with a focus on short term and long term options. The Plan should include a comprehensive IT Assessment of existing technologies used throughout the Authority and provide recommendations to help support the Authority's future technology direction. Desired elements of the plan should include, but are not limited to:

1. A comprehensive assessment of existing technologies and staffing that will identify current strengths and weaknesses; including documentation of existing Authority information system business processes.
2. Gap analysis of technology/processes.

3. Identify opportunities for increased efficiency in Authority operations through technology.
 - a. Include trending technologies as well as recommendations of strategies for continual recognition and assessment of new technologies in the future.
Examples: common/shared use, wifi, advertising in-house, digital displays, digital kiosks for finding amenities, any other new technologies that would benefit an airport by raising overall customer experience and revenue.
 - b. Strategy for implementing new technology.
 - c. Provisions for continuous IT improvement and sustainability.
 - d. Integration or succession of legacy systems.
 - e. Recommendation for IT Investments and capital planning.
4. Review, assess and recommend IT Governance strategies:
 - a. Include staffing level recommendations.
 - b. Review and recommend current Policies as well as gaps in Policy.
 - c. Policy decision-making process recommendations.
 - d. Communication provisions for departments, end users, vendors etc.
5. Assess and make recommendations for the Authority's Systems (including prioritization, risk levels, time to implement, cost, etc.):
 - a. Enterprise Systems and System Requirements
 - b. Legacy Systems
 - c. Network Infrastructure and Wireless
 - d. Network Security
 - e. Data and Endpoint Security including intrusion prevention and detection
 - f. Desktop Environment
 - g. Servers and Virtualization Infrastructure
 - h. Storage and Back-ups
 - i. Telecommunications
 - j. Database Architecture Analysis
 - k. Business Continuity and Disaster Recovery
 - l. Web Based Services
 - m. Mobile Devices and Remote Accessibility
6. Recommendations for cost savings and efficiencies between departments and with respect to available regional partnerships and collaboration strategies. Include any environmental improvements (green initiatives).
7. Review, assess and recommend organizational software application strategies:

****It is desired that this area be evaluated first with actionable recommendations within 60 days of project kick off****

Factors to consider:

- a. End user technologies (ex: PC's, Laptops, Mobile devices)
- b. Application development/deployment platforms (ex: Azure, Salesforce, AWS, internal servers)
- c. Data analytics – Data stored in ways that would easily facilitate the Airport gathering and reporting on information, using standard reporting software.
 - o Easily facilitate management dashboards and views that would facilitate business decision making.
- d. Reporting and data analytics systems should not impact the performance of production systems.

Examples of types of applications:

- a. Operational applications
- b. Revenue generating applications

The Airport Authority would like to develop an overall application strategy to make data easily accessible, provide updated information to decision makers through dashboards and reports, provide a framework for optimal development, deployment, and training for applications.

An assessment of application needs over the next 5 years is desired that will provide airport technologies and integrations to increase revenues.

What applications will be needed, and in what timeframes?

Also desired is a high-level view of planning for costs of the applications, supporting data center/delivery mechanisms, and end user technologies.

The Authority does not wish to limit the Proposer or dictate what is being proposed, but is most interested in the Proposer developing a plan they believe will most effectively meet the Authority's objectives of assessing current gaps and developing a plan for improved business systems. The resulting plan should specify the ways in which recommended technology solutions will improve Authority operations and overall service delivery, and streamline operations to achieve increased productivity. Therefore, the Proposer may include other elements than those listed above.

The Proposer must provide a proper and comprehensive plan and timeline of how they will complete this project as part of their proposal. Recommendations should be prioritized accordingly.

The Authority looks to the Proposer to present a cost-effective fee proposal to complete the Scope of Work and provide an estimated schedule for completion of the plan, including interviews with the various Authority Departments.

CURRENT IT ENVIRONMENT

Staffing:

GFIAA staffs an IT Manager and Network Support Analyst only. GFIAA currently has a managed services contractor that manages, Level 2 and Level 3 support for the network and systems.

The Authority's current IT Environment consists of the following:

1. Network – GFIAA has two data centers and 20 telecommunications closets on the property in Kent County, Michigan. There is 10 Gigabit connectivity between the two data centers.

Servers: 40 virtual servers, 20 physical servers.

Switching:

Each data center contains a core Cisco switch.

There is a 10 Gigabit multipath backbone between all Cisco instant access switches to the core. There are other switches supporting specific devices around the airport (ie: video wall, paging).

Coax network to 16 TV's in hold rooms for Airport content distribution.

2. Storage – The production storage, compute, and backup environment is a hyperconverged infrastructure utilizing Nutanix and VMware. The Disaster Recovery site leverages physically separate compute, storage, and vmware infrastructure.

3. Finance – This environment consists of an onsite application server and database server along with a development application server and development database.

4. Human Resources – Payroll software in the cloud.
5. Parking – Parking system software and hardware. System is supported by a 3rd party.
6. Operations – Part 139 operations software (SaaS) and IROPS logging software (SaaS), mobile device deployed to Operations vehicle.
7. Maintenance – Tablets for airfield operations, documents to communicate specific operational information.
8. Police Department – Specific police systems, supporting connectivity to County/State systems. Computers in the department. Laptops in the police cars. Training computers for badging.
9. Fire Department – Tablet connects to cloud system for communicating responses to incidents.
10. Communications center – Specific hardware/software and redundancy needs.
11. Security System – Virtual and switching infrastructure. Infrastructure to support video. Badging software.
12. Paging (IED) network – Cisco switches and paging endpoints. There is a paging system in field maintenance and one in the fire building.
13. Tcoil hearing loop system.
14. Website (grr.org or flyford.org) – Hosted in the cloud.
15. Telephony/Phone system – Cisco phone and voicemail system. Physical and virtual infrastructure. Redundant systems. Call recording system for phones and radios.
16. FIDS/GIDS – 2 FIDS servers, separate network and Active Directory.
17. Video wall – 4 computers, Cisco switch, 24 screens, Cnario software.
18. Applications – ABM (contract/document management), RSI (call reporting), ProDIGIQ (operations/maintenance work order), BMS/HVAC, Fuel management, lost and found, mobile application, reporting software (3rd party SaaS, Tableau), monitoring/alerting, room wizards, Help Desk, Email, SCCM, Bitlocker.

There are approximately 117 Authority network users utilizing 80 computers in three separate physical locations connected via fiber cabling.

AUTHORITY PROVIDED RESOURCES

Authority staff resources will be available to aid in the development of the IT Strategic Plan. The Authority will provide the consultant with reasonable accessibility to Authority staff, work space, internet access, and facilities for meetings and interviews.

The consultant shall be provided with the Authority's mission, goals and objectives as well as any appropriate policies.

IT staff and technical teams will provide assistance to the consultant in evaluating, assessing, and understanding the Authority's current IT infrastructure and IT business processes.

CONSULTANT ROLES AND RESPONSIBILITIES

The consultant will evaluate the Authority's current technology environment, including services provided, infrastructure, existing vendor contracts, funding, and service methodology. The consultant will also evaluate the Authority's current IT governance structure and IT organizational structure to ensure that these best meet the Authority's business and technology needs through the most appropriate service provision agreements, resource availability and reporting relationships.

The consultant will be responsible for facilitating events, conducting interviews, gathering, quantifying, analyzing, and reporting on all information obtained throughout this process. The consultant will provide a Project Manager to establish the project plan including timeline, milestones, tasks, reports, communications plan, and manage project activities to meet project requirement.

The consultant will document assessments and provide recommendations that will help ensure the Authority's ability to effectively use technology to support its business needs. The consultant will identify the risks associated with a lapse in service or systems that will no longer be supported within the next five years. To address implementation of the IT Strategic Plan, in spite of financial constraints, the report will need to prioritize the recommendations.

SUBMISSION FORMAT

Submissions should be submitted in the format outlined below:

Executive Summary – One (1) page maximum

Summarize the Respondent's strong points and how experience, particularly with similar responsibilities, will benefit the stakeholders.

Business Organization – One (1) page maximum

State the full name and address of the organization and, if applicable, the branch office, consultants, or other subordinate elements that will provide or assist in providing the resources for this project. Include phone number(s), email address(s) and Respondent's website address.

Recommendation – Eight (8) pages maximum

Describe specifically the Respondent's intended process, responsibilities and timeline. Identify task and steps that will be taken to meet the Authority's expectations as well as deliverables for each task. Proposers are encouraged to critically evaluate the Proposed Scope of Work and recommend revisions to achieve a better IT Strategic Plan, or a more efficient use of time and resources.

Project Staffing – Two (2) pages maximum

Provide a chart with the staff you are committing to the project if selected. Show lines of authority and communication, and provide a brief role description with responsibilities for each person as they relate to the solicitation as well as each staff member's key credentials.

References – One (1) page maximum

Provide a minimum of three (3) relevant references, preferably for projects of similar scope and complexity.

Include the names of the projects, location, completion date, project cost, and specific challenges; identify project team members and references for each project including telephone numbers and email addresses.

Fee Proposal – Two (2) pages maximum

Provide a fee proposal including all associated cost for this project based on the tasks/work items presented in your submission, inclusive of expenses such as estimated travel cost, material printing, etc.

Additionally, provide hourly rates and planned consulting hours (level of effort) by team member. The hourly rates will be used as a basis for determining the cost for additional/reduced work if the scope of work is adjusted. The hourly rates proposed will be inclusive of labor, insurance costs and all other overhead.

REQUESTS FOR INFORMATION

Questions regarding this solicitation are to be submitted in writing to purchasing@grr.org prior to 5 pm on October 12, 2018.

GFIAA reserves the right to publish and respond to an inquiry, respond directly to the inquirer without publishing, or not respond to the inquiry at its sole discretion.

It is the Respondent's responsibility to become familiar with and fully informed regarding the terms, conditions, and specifications of this solicitation. Lack of understanding or misinterpretation of any portions of this solicitation shall not be cause for withdrawal after opening or for subsequent protest of award.

Addendums will only be published by the GFIAA Purchasing Department and available for review at www.flyford.org.

TERMS AND CONDITIONS

GFIAA reserves the right to require that its standard terms and conditions apply to any actual order placed in response to a Respondent's submission. No attempt to modify GFIAA's Standard Terms and Conditions shall be binding, absent agreement on such modification in writing and signed by GFIAA.

No payment shall be made to the Respondent for any extra material or services, or of any greater amount of money than stipulated to be paid in the contract, unless changes in or additions to the contract requiring additional outlay by the Respondent shall first have been expressly authorized and ordered in writing by contract amendment or otherwise furnished by the GFIAA.

The intent of these specifications is to promote a properly designed and all-inclusive response. Any requirements not in the specifications, but which are needed for such a response, are to be included in the submission.

The Respondent shall not discriminate against an employee or applicant for employment with respect to hire, tenure, terms, conditions or privileges of employment, or a matter directly or indirectly related to employment, because of race, color, religion, national origin, age, sex, height, weight, marital status, or disability that is unrelated to the individual's ability to perform the duties of a particular job or position.

The Respondent shall observe and comply with all applicable federal, state, and local laws, ordinances, rules and regulations at all times during the completion of any contract with the GFIAA.

The terms of this request shall be interpreted, construed and enforced pursuant to the laws of the State of Michigan, and the Parties irrevocably consent to the jurisdiction of the federal and state courts presiding in Michigan.

The GFIAA is tax exempt and a regional airport authority organized under 2015 P.A. 95, being MCL 259.137 et. seq.

Vendor Representation and Warranty Regarding Federal Excluded Parties List: The Respondent acknowledges that the GFIAA may be receiving funds from or through the Federal Government; such funds may not be used to pay any Respondent on the Federal Excluded Parties List (EPLS). The Respondent represents and warrants to the GFIAA that it is not on the Federal EPLS. If the Respondent is in non-compliance at any time during execution or term of this agreement (including any extensions thereof), the Respondent shall be in breach and the GFIAA shall be entitled to all remedies available to it at law or equity, specifically including but not limited to recovery of all moneys paid to the Respondent, all consequential damages (including the loss of grant funding or the requirement that grant funding be returned), and attorney fees (including the costs of in-house counsel) sustained as a result of the Respondent's non-compliance with this warranty and representation.

Pursuant to the Michigan Iran Economic Sanctions Act, 2012 P.A. 517, by submitting a bid, proposal or response, Respondent certifies, under civil penalty for false certification, that it is fully eligible to do so under law and that it is not an "Iran linked business," as that term is defined in the Act.

Insurance requirements are posted on the Documents and Forms page of the GFIAA website within the Purchasing Terms and Conditions document

Termination For Cause: Should the respondent fail to perform the Work as required by and in accordance with the schedule or time requirements, or otherwise violate any of the terms set forth in the Solicitation Request, it shall constitute breach of the Contract. Other than in force majeure situations, Respondent shall have five (5) calendar days to cure a breach of the Contract (the "Cure Period") following issuance of GFIAA written notice. Failure to cure a breach of the Contract within said Cure Period shall allow the GFIAA to, without further notice to the Respondent, declare the Contract terminated and proceed with the replacement of the Respondent and the GFIAA shall be entitled to all remedies available to it at law or in equity including a claim against any required payment/performance bonds.

Termination Without Cause: Notwithstanding any other provision, at any time and without cause, GFIAA shall have the right, in its sole discretion, to terminate the contract by giving sixty (60) days written notice.

Assignment: Neither party shall assign or delegate any of its rights or obligations under this Agreement without the prior written consent of the other party.

Respondent warrants that they are an authorized provider of products or services of his/her submission.

MICHIGAN FREEDOM OF INFORMATION ACT

Information submitted in this solicitation is subject to the Michigan Freedom of Information Act and may not be held in confidence after the Respondent's submission is opened. A submission will be available for review after the project has been awarded.

GFIAA cannot assure that all of the information submitted as part of or peripheral to the Respondent's submission will be kept confidential. Any Respondent submission language designated as confidential is considered automatically invalid and void. GFIAA is subject to the Michigan Freedom of Information Act, which prohibits it from concealing information on or associated with responses, successful or unsuccessful, once they are opened.

REQUEST FOR PROPOSAL SUBMISSION

Responses may be delivered physically or electronically. To be considered, complete submissions must be received in the Gerald R Ford International Airport Authority office located on the second floor of the terminal building prior to the due date and time specified (local time).

- Hard copy responses can be mailed or otherwise delivered to the address below.

Submission address:

Attn: Tom Cizauskas, Purchasing Manager
Gerald R Ford International Airport Authority
5500 44th St SE
Grand Rapids, MI 49512

- Electronic responses can be uploaded as a single document to:
<https://www.dropbox.com/request/nUDt01VdnZMhEKuYhkXM>

Late responses will NOT be considered.

Hard copy submissions shall be submitted in an envelope clearly labeled with the solicitation number, Respondent's name, telephone number, and company name. Please include a pdf copy of the proposal on a USB drive.

Electronic submissions shall be named with a form or portion of the firm's name as part of the document name.

By submitting the Respondent certifies that the response submitted has not been made or prepared in collusion with any other Respondent and the prices, terms or conditions thereof have not been communicated by or on behalf of the Respondent to any other Respondent prior to the official opening of this request. This certification may be treated for all purposes as if it were a sworn statement made under oath, subject to the penalties for perjury. Moreover, it is made subject to the provisions of 18 U.S.C. Section 1001, relating to the making of false statements.

Sales and Marketing material beyond the scope of this request will not be used to determine the award and is not desired. Each submission should be simply and economically prepared, providing a concise description of the Respondent's ability to perform the product or services requested. Emphasis should be on completeness and clarity of content.

Submissions may be withdrawn by written request only if the request is received on or before the opening date and time.

Submissions not meeting these criteria may be deemed non-responsive.

GFIAA is not liable for any costs incurred by any prospective Respondent prior to the awarding of a contract, including any costs incurred in addressing this solicitation.

Each submission must be signed by a person authorized to sign contracts on the behalf of the Respondent. The name of the person signing must be followed by title.

EVALUATION, STATUS UPDATES/AWARD NOTIFICATION

GFIAA reserves the right to request additional information it may deem necessary after the submissions are received.

As part of the evaluation process, Respondents may be requested to make an oral presentation, at the Respondent's expense, to an evaluation committee. Key staff to be assigned to this project must participate in this presentation unless otherwise waived by GFIAA. The presentation may be followed by a question and answer session.

GFIAA reserves the right at its discretion to waive irregularities of this solicitation process.

GFIAA, at its sole discretion, reserves the right to award to the Respondent whose response is deemed most advantageous to GFIAA. GFIAA reserves the right to reject any and all submissions as a result of this solicitation.

Accelerated discounts should be so stated at the time of submission. If quick-pay discounts are offered, GFIAA reserves the right to include that discount as part of the award criterion. Prices must, however, be based upon payment in thirty (30) days after receipt, inspection, and acceptance. In all cases, quick-pay discounts will be calculated from the date of the invoice or the date of acceptance, whichever is later.

Award notifications are posted on the GFIAA website. It is the Respondent's responsibility to monitor the website for status updates.