



**MIKE DUGGAN, MAYOR  
CITY OF DETROIT**

**DETROIT WATER AND SEWERAGE DEPARTMENT**

**REQUEST FOR PROPOSALS  
FOR DWSD CONTRACT NO. CS-1677**

**INFORMATION TECHNOLOGY STAFFING**

**JANUARY 2015**

**DETROIT WATER AND SEWERAGE DEPARTMENT**

**CITY OF DETROIT  
MIKE DUGGAN, MAYOR**

**REQUEST FOR PROPOSALS FOR DWSD CONTRACT NO. CS-1677**

**INFORMATION TECHNOLOGY STAFFING**

The Detroit Water and Sewerage Department (DWSD) requests written proposals from firms to provide staff augmentation services on a contract-for-hire basis for Information Technology Services (ITS) roles described in this document. The preferred sourcing model is for firms to propose teams as described in Section II B of document rather than individual resources.

Proposals will only be accepted by DWSD from firms demonstrating a minimum of 5 years' experience in providing services described above

Beginning Wednesday, January 21, 2015, a Request for Proposals (RFP) will be available on the Michigan Inter-Governmental Trade Network (MITN) website at [www.mitn.info](http://www.mitn.info). Please call Roderick French at (313) 964-9466 or Daniel Edwards at (313) 964-9471 for further information on the distribution of RFPs.

A Pre-Submittal conference will be held by web – phone. The conference is scheduled for Wednesday, February 4, 2015 at 11:00 am (ET).

Proposals must be received no later than 12:00 noon, Eastern Standard Time, Wednesday, February 25, 2015. The sealed proposals should be submitted to the attention of Mr. Daniel Edwards, DWSD's Interim Contracts and Grants Manager, at the following address: Detroit Water and Sewerage Department, 735 Randolph Street, 15<sup>th</sup> Floor, Detroit, Michigan 48226.

**DETROIT WATER AND SEWERAGE DEPARTMENT**

**CITY OF DETROIT  
MIKE DUGGAN, MAYOR**

**REQUEST FOR PROPOSALS FOR DWSD CONTRACT NO. CS-1677**

**INFORMATION TECHNOLOGY STAFFING**

**Table of Contents**

<b><u>Item</u></b>	<b><u>Description</u></b>	<b><u>Page</u></b>
<b>I.</b>	<b>General Instructions</b>	<b>1</b>
<b>II.</b>	<b>Scope of Services</b>	<b>3</b>
<b>III.</b>	<b>Project Schedule</b>	<b>10</b>
<b>IV.</b>	<b>Proposal Submission</b>	<b>10</b>
<b>V.</b>	<b>Evaluation Criteria</b>	<b>12</b>
<b>Appendix A</b>	<b>Job Specifications</b>	
<b>Appendix B</b>	<b>Resume Template</b>	
<b>Appendix C</b>	<b>Team Cost Information Sheet</b>	
<b>Appendix D</b>	<b>Local Economic Development Summary DBB/CBB Questionnaire Forms</b>	
<b>Appendix E</b>	<b>Detroit City Code Section 2-106 Standards of Conduct</b>	
<b>Appendix F</b>	<b>Detroit Board of Water Commissioners Policy Regarding Design Compensation for Consultants</b>	
<b>Appendix G</b>	<b>Sample DWSD Standard Form of Professional Services Contract</b>	
<b>Appendix H</b>	<b>Clearance Package</b>	
<b>Appendix I</b>	<b>Federal Standard Form 330</b>	

---

**DETROIT WATER AND SEWERAGE DEPARTMENT**

**REQUEST FOR PROPOSALS  
FOR DWSD CONTRACT NO. CS-1677**

**INFORMATION TECHNOLOGY STAFFING**

**I. GENERAL INSTRUCTIONS**

**A. Project Overview**

The Detroit Water and Sewerage Department (DWSD) requests written proposals from firms to provide staff augmentation services on a contract-for-hire basis for Information Technology Services (ITS) roles described in this document. The preferred sourcing model is for firms to propose teams as described in Section II.B of this document rather than individual resources.

**B. Minimum Qualifications**

Proposals will only be accepted by DWSD from firms or project teams demonstrating a minimum of 5 years' experience in providing services described above

**C. Proposal Submission**

Proposals must be received no later than **12:00 noon, Eastern Standard time, Wednesday, February 25, 2015**. The proposal shall be submitted in a sealed envelope clearly entitled "Proposal for DWSD Contract No. CS-1677." The costing proposal shall be submitted in a separate sealed envelope clearly marked "Costing Proposal for DWSD Contract No. CS-1677." The proposal shall be submitted to the following address:

Detroit Water and Sewerage Department  
735 Randolph Street, 15<sup>th</sup> Floor  
Detroit, Michigan 48226

Attention: Daniel Edwards  
Interim Contracts and Grants Manager

**D. Clarifications**

Questions regarding the procedures for submitting a proposal should be directed to Daniel Edwards at (313) 964-9471 or daedwards@dwsd.org. Questions regarding the technical nature of the work should be submitted

**Request for Proposals  
For DWSD Contract No. CS-1677**

to Mr. Edwards at [daedwards@dwsd.org](mailto:daedwards@dwsd.org) or in writing, no later than Wednesday, January 28, 2015 at 3:00 pm (ET) at the following address:

Detroit Water and Sewerage Department  
735 Randolph Street, 15<sup>th</sup> Floor  
Detroit, Michigan 48226

Proposers shall provide written notice in the proposal of intent to take exception to any requirement of the Request for Proposals (RFP).

Should proposers be in doubt as to the true meaning of any portion of this Request for Proposals, or find any patent ambiguity, inconsistency, or omission herein, please make a written request for an official interpretation or correction no later than fourteen (14) calendar days prior to the date set for submittal of the proposals. The firm making the request for an official interpretation or correction shall be held responsible for its prompt delivery to DWSD.

Each interpretation or correction, as well as any additional RFP provision that DWSD may decide to include, will be made only as a Notice to RFP Holders or as a Bulletin, which will be transmitted by fax and/or delivered by first class mail to each firm on record as having received a copy of the RFP. Any Notice to RFP Holders or Bulletin issued by DWSD shall become a part of the Request for Proposals and shall be taken into account by each firm in preparation of its proposal. Only written Notices to RFP Holders or Bulletins duly issued by DWSD shall be binding revisions to this Request for Proposals. Proposers are advised that no oral interpretation, information or instruction by any officer or employee of the City of Detroit (City) and/or DWSD shall be binding upon the City of Detroit.

**E. Pre-Submittal Conference**

A Pre-Submittal conference will be held by web – phone. The conference is scheduled for February 4, 2015 at 11:00 am (ET). The web meeting information is:

Web Conference:

<https://connect3.uc.att.com/connectsuccess/meet/?ExEventID=81176845>

Conference Line: 888-204-5987

Access Code: 1176845

**Request for Proposals  
For DWSD Contract No. CS-1677**

**II. SCOPE OF SERVICES**

**A. Background**

Detroit Water and Sewerage Department (DWSD) provides water and wastewater services to the city of Detroit and neighboring southeastern Michigan communities across Wayne, Oakland, Macomb, St. Clair, Lapeer, Genesee, Washtenaw and Monroe counties. Its water service area covers over 1,000 square miles which includes Detroit and 127 suburban communities, and makes up approximately 40 percent of the state's population. Wastewater service is also provided to over a 900 square mile area that includes Detroit and 76 surrounding communities.

DWSD is facing challenges on many fronts:

- Unsustainable rate increases
- Increasing employee costs
- Increasing regulations
- Aging facilities and technology infrastructure

To meet these challenges, DWSD is implementing a set of "Optimization" strategic initiatives focused on improving operational effectiveness and efficiency. The IT Organization will be a critical enabler of these initiatives, but must re-position itself as a trusted business advisor and an engine for innovative technology services and applications that enable:

- Delivery of timely information to drive operational efficiency and decision support
- Responsiveness to changing business environment
- Reliable delivery of water and sewage services
- First rate customer service

IT will focus on core capabilities which include:

- Close customer alignment and partnership
- Vendor management for selectively sourced technology services
- Governance discipline to assure IT services produce effective and reliable business outcomes
- Integration of data and services

**Request for Proposals  
For DWSD Contract No. CS-1677**

**B. Team Sourcing**

The table below breaks out the roles and Full Time Equivalent (FTEs) the IT Director would like to source as teams from sole provider(s). For example, the desired Service Desk Team would be comprised of 3 FTE's – 2 Service Desk Analysts and 1 Application Analyst and the IT Director would like to source that team to a sole provider. Descriptions of the above roles are described in Appendix A, Exhibits 5 and 1, respectively.

IT Management expects the team concept to not only simplify vendor management, allowing a single point of contact to resolve issues, but also to simplify the interview and candidate evaluation process. IT Management expects to interview proposed teams as a group.

Team	FTEs	Notes
Service Delivery	3	<ul style="list-style-type: none"> <li>• 2 – Service Desk Analysts ITIL Foundation and HCI certifications required</li> <li>• 1 – Application Analyst virtualization and software packaging experience</li> </ul>
Application Delivery – Line of Business Systems	4	<ul style="list-style-type: none"> <li>• 1 – Application Analyst with Tier-1 ERP support experience</li> <li>• 1 – Database Administrator with Microsoft SQL server as primary role with Oracle on Linux as a secondary role</li> <li>• 2 – Application Analysts with experience supporting third party and homegrown applications across multiple business units</li> </ul>
Application Delivery-Enterprise Systems	7	<ul style="list-style-type: none"> <li>• 2 – GIS Analysts – due to pervasive nature of across the Department's operations, these analysts will work closely together</li> <li>• 2 – Web Content Management Analysts</li> <li>• 2 – Enterprise Document Management Analysts</li> <li>• 1 – Business Intelligence Analysts</li> </ul>
Infrastructure Delivery	5	<ul style="list-style-type: none"> <li>• 2 – Network/System Administrator generalists</li> <li>• 2 – Linux/Windows System Administrators</li> <li>• 1 – Telecommunications Engineer with both VoIP and PBX experience</li> </ul>
IT Project Management	2	<ul style="list-style-type: none"> <li>• While PMs will be responsible for their portfolio of projects, the two PMs will likely serve as backups for each other</li> </ul>
Total	21	

**C. Scope and Document Organizations**

There are a total of 21 FTEs across six roles that DWSD IT must fill as depicted in the following table. The remainder of the document is organized into six task sections, each outlining a specific Team comprised of one or more roles. Appendix A describes essential job functions and common requirements for each role within the teams. If applicable, there may be a section following essential job functions where sub roles have been identified. These sub roles may have unique requirements that are

**Request for Proposals  
For DWSD Contract No. CS-1677**

added to the essential job functions for that role. These should be considered when presenting candidates.

Role Title	FTEs
Application Analyst	9
GIS Analyst	2
Database Administrator	1
Infrastructure Administrator	5
Service Desk Analyst	2
IT Project Manager	2
Total	21

**Business Objectives:**

The DWSD IT Director has several objectives associated with this contract for hire staffing statement of work. They include:

- Acquire the most qualified candidates with the requisite experience and working style to drive the IT transformation and support the Department's ambitious enterprise transformation initiative and convert them from contractor status to employee status
- Efficiently identify, evaluate and select new IT staff team members
- Optimize the number of vendors that are awarded business to simplify vendor management requirements

**D. Task Descriptions**

**TASK 1: SERVICE DELIVERY TEAM**

**SUMMARY:**

The **SERVICE DELIVERY TEAM** is responsible for the following: Service Desk including level 1 and level 2 support at all sites with onsite personnel; Computing device management including management, installation, repair and disposal; Software packaging and distribution including device imaging; software installation and updates and operating system management; Smart device management including cell phones, smart phones and tablets; mobile computing management; enterprise print and print management services including repair; and IT shipping and receiving.



**Request for Proposals  
For DWSD Contract No. CS-1677**

**NEEDS:**

The **SERVICE DELIVERY TEAM** needs the following:

Two (2) Service Desk Analysts with ITIL Foundation and HDI certifications required. Experience using Dell KACE tools desired but not required. See Appendix A, Exhibit 5 for full job description.

One (1) Applications Analyst with application virtualization and software packaging experience required. Dell KACE 1000 experience desired. See Appendix A, Exhibit 1 for full job description.

**TASK 2: APPLICATION DELIVERY – LINE OF BUSINESS SYSTEMS TEAM**

**SUMMARY:**

The **APPLICATION DELIVERY – LINE OF BUSINESS SYSTEMS TEAM** is responsible for the following: support for all customer-facing software and services including Oracle Utility Work and Asset System (WAM), enQuesta billing, IPS' LIMS and PIMS, financial and human resource and timekeeping systems and interfaces, Legistar, Ward Fuel Systems Management and DWSD's Departmental Administrative Data Systems.

**NEEDS:**

**APPLICATION DELIVERY – LINE OF BUSINESS SYSTEMS TEAM** needs the following:

One (1) Application Analyst with Tier-1 ERP support experience and two (2) Application Analysts with experience supporting third party and homegrown applications across multiple business units. See Appendix A, Exhibit 1 for full job description.

One (1) Database Administrator with Microsoft SQL server as primary skillset and with Oracle on Linux as a secondary skillset. See Appendix A, Exhibit 3 for full job description.

**TASK 3: APPLICATION DELIVERY – ENTERPRISE SYSTEMS TEAM**

**SUMMARY:**

The **APPLICATION DELIVERY – ENTERPRISE SYSTEMS TEAM** is responsible for the following: Enterprise systems including Collaboration (SharePoint), Business Intelligence (Business Objects, Pi and Cognos), all

**Request for Proposals  
For DWSD Contract No. CS-1677**

internet and Intranet platforms, Enterprise Content Management (OnBase) and Geographic Information Systems (GIS).

**NEEDS:**

The **APPLICATION DELIVERY – ENTERPRISE SYSTEMS TEAM** needs the following:

Two (2) GIS Analysts skilled in ESRI's software and services. Due to pervasive nature of across the Department's operations, these analysts will work closely together. One of the GIS analyst positions requires extensive ESRI server-side experience. See Appendix A, Exhibit 2 for full job description

Two (2) Application Analysts skilled in Web Content Management software and services. Microsoft SharePoint certification and experience is required. One candidate will need to have SharePoint Administrator certification and experience. See Appendix A, Exhibit 1 for full job description.

Two (2) Application Analysts skilled in Hyland OnBase Enterprise Document Management software and services. Both candidates need to have OnBase developer and administration experience and certifications. See Appendix A, Exhibit 1 for full job description.

One (1) Application Analyst skilled in Business Intelligence Systems including Business Objects, PI and Cognos. See Appendix A, Exhibit 1 for full job description.

**TASK 4: INFRASTRUCTURE DELIVERY TEAM**

**SUMMARY:**

The **INFRASTRUCTURE DELIVERY TEAM** is responsible for the following: All local and wide-area networking – wired and wireless, all local and long distance phone services – including IVR, call center and VoIP systems, all radio services – 800mhz, 900mhz SCADA and non-SCADA radio support, enterprise storage platforms, server computing – all OS's (Windows, Solaris, UX, AIX and Linux), server virtualization, print server services, data center services – including datacenter "environmentals", all infrastructure monitoring and reporting and, IT disaster recovery infrastructure.

**NEEDS:**

The **INFRASTRUCTURE DELIVERY TEAM** needs the following:

**Request for Proposals  
For DWSD Contract No. CS-1677**

Two (2) Infrastructure Administrators that can perform in Network/System Administrator generalist roles. Experience needs to include networking, server administration and storage area networking. Experience with Cisco, VMware and EMC hardware and software desired. See Appendix A, Exhibit 4 for full job description.

Two (2) Infrastructure Administrators that can perform in Linux/Windows System Administrators expert roles. Experience needs to include Red Hat Linux, Microsoft Windows and VMWare. One candidate needs to have current VMWare certification. See Appendix A, Exhibit 4 for full job description.

One (1) Infrastructure Administrator that can perform in a Telecommunications Engineer role. Can perform moves, adds, and changes on a Fujitsu F9600, administer voicemail and provide general technical support around local and long distance voice services. See Appendix A, Exhibit 4 for full job description.

**TASK 5: PROJECT MANAGEMENT TEAM**

**SUMMARY:**

The **PROJECT MANAGEMENT TEAM** is responsible for the following: Delivery of enterprise project management services to DWSD.

**NEEDS:**

The **PROJECT MANAGEMENT TEAM** needs the following:

Two (2) IT Project Managers required. One Project Manager needs to have recent project management experience in implementing a Tier-1 ERP system. See Appendix A, Exhibit 6 for full job description.

**E. Other Requirements**

1. Consultants will be expected to work a minimum of 40 hours per week, but there is no maximum. The teams will be considered fixed cost resources and expected to get work done in a timely manner without regard to an eight hour work day.
2. Option to convert individual or entire teams to employees any time after month 9 of the 18 month contract term. There should be no restrictions on conversion other than 9 months of service.
3. No subcontractors or joint ventures are allowed. The provider should have a direct relationship with the employee. Specifically,

**Request for Proposals  
For DWSD Contract No. CS-1677**

DWSD does not want to have profit margin and overhead from multiple firms embedded in the rate

4. Vendors will be required to comply with all applicable laws and regulations, including without limitation, holding the proper credentials as a registered business entity with the Michigan Department of Commerce. At time of contract execution, the Vendor will also be required to provide insurance coverage in accordance with the most stringent requirements included in Appendix G, "Sample DWSD Standard Form of Professional Services Contract." This sample contract boilerplate is provided for reference purposes only. The actual contract developed from this RFP will be the product of contract negotiations with the successful proposer for this project.
5. Insurance Requirements:  
  
See Appendix G, Article 10. Insurance in the Sample DWSD Standard Form of Professional Services Contract.
6. Close cooperation with DWSD is required to ensure that all DWSD requirements are met during all phases of Contract No. CS-1677.  
  
In addition, DWSD has a number of projects in various stages of planning, design or construction. Consequently, the Consultant must ensure that all Contract No. CS-1677 activities are coordinated and interfaced properly with these other ongoing projects wherever appropriate. Many DWSD facilities can only be removed from service under limited circumstances. Coordination with DWSD operations personnel is required for any outages.
7. DWSD's Consultant Performance Evaluation program will be implemented under this contract, whereby performance of the consultant will be evaluated periodically at any time during this contract as determined by DWSD. The evaluation will be conducted during a meeting with the consultant, where the evaluation elements will be discussed and the consultant will be afforded the opportunity to review the scores and provide input to DWSD. The consultant performance evaluation information may be used by DWSD to help evaluate the consultant's capabilities to perform other work for DWSD in the future.
8. All information about DWSD's past, present and future activities disclosed by the DWSD to the consultant shall be considered by the consultant as confidential and proprietary and shall not be disclosed to any entity or individual (outside of legal action) without

**Request for Proposals  
For DWSD Contract No. CS-1677**

the prior written consent of the DWSD. With respect to a subpoena, court order or other legal process, the consultant shall notify the DWSD of the demand for information before responding, and the consultant shall comply with this provision to the extent practicable. The consultant shall inform the consultant's personnel that any such DWSD information is not to be disclosed to any entity or individual except as permitted by this provision. The consultant shall take appropriate action to ensure that these obligations are fully satisfied.

9. DWSD's policy regarding consultant financial responsibility for errors and omissions is included in Appendix F, "Detroit Board of Water Commissioners Policy Regarding Design Compensation for Consultants", and will be followed by DWSD in administering this Consultant Services Contract.

**III. PROJECT SCHEDULE**

The following target dates have been adopted for this procurement:

Task	Target Date
DWSD makes RFP available	1/21/15
Consultant submit questions to DWSD	1/28/15
DWSD Conducts Consultant Conference to present answers to questions	2/4/15
DWSD provides Consultants with link to Predictive Index Assessment	2/6/15
Consultants submit candidate resumes	2/25/15
DWSD notifies consultants of candidates selected for interviews.	3/6/15
DWSD conducts interviews with candidates	3/11-31/15
DSWD notifies consultants / candidates of selections	3/23/15 – 4/3/15
New DWSD IT team members start	4/6-20/15

**IV. PROPOSAL SUBMISSION**

**A. Preparation of Proposal**

The proposal shall be in the format and with attachments and completed forms as specified in these Instructions. Each proposal shall show the full legal name and business address of the prospective consultant, including street address if different from mailing address, and shall be signed and dated by the person or persons authorized to bind the prospective consultant. Proposals by a partnership shall list the full names and

**Request for Proposals  
For DWSD Contract No. CS-1677**

**APPENDIX C**

**TEAM COST INFORMATION SHEET**

Detroit Water and Sewerage Department  
CS - 1677

**APPENDIX C – TEAM COST INFORMATION SHEET**

Vendor Name: \_\_\_\_\_

Please only fill in Team Cost Sheets you are proposing for. Also note the Enterprise Application Team has been divided for presentation purposes only. It is still considered one team

SERVICE DELIVERY TEAM					
Resource Name		Role	Daily Rate		Fav. / (Unfav.)
First	Last		Mo. 1-9	Mo. 10-18	
		Service Desk Analyst			\$0
		Service Desk Analyst			0
		Application Analyst			0
Total			<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

APPLICATION DELIVERY - LINE OF BUSINESS SYSTEMS					
Resource Name		Role	Daily Rate		Fav. / (Unfav.)
First	Last		Mo. 1-9	Mo. 10-18	
		Application Analyst - ERP			\$0
		DBA - SQL			0
		Application Analyst			0
		Application Analyst			0
Total			<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

APPLICATION DELIVERY - ENTERPRISE SYSTEMS					
Resource Name		Role	Daily Rate		Fav. / (Unfav.)
First	Last		Mo. 1-9	Mo. 10-18	
		GIS Analyst			\$0
		GIS Analyst			0
		GIS Analyst			0
		GIS Analyst			0
		GIS Analyst			0
		GIS Analyst			0
		GIS Analyst			0
		GIS Analyst			0
Total			<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

Detroit Water and Sewerage Department  
CS - 1677

**APPENDIX C -- TEAM COST INFORMATION SHEET**

Vendor Name:

APPLICATION DELIVERY - ENTERPRISE SYSTEMS					
Resource Name		Role	Daily Rate		
First	Last		Mo. 1-9	Mo. 10-18	Fav. / (Unfav.)
		Web Content Mgmt Analyst			0
		Web Content Mgmt Analyst			0
		Enterprise Doc. Mgmt Analyst			0
		Enterprise Doc. Mgmt Analyst			0
		Business Intell. Analyst			0
<b>Total</b>			<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

INFRASTRUCTURE DELIVERY					
Resource Name		Role	Daily Rate		
First	Last		Mo. 1-9	Mo. 10-18	Fav. / (Unfav.)
		Network Sys Admin.			\$0
		Network Sys Admin.			0
		Linux/Widnows Sys Admin			0
		Linux/Widnows Sys Admin			0
		Telecomm. Engineer			0
<b>Total</b>			<u>\$0</u>	<u>\$0</u>	<u>\$0</u>

PROJECT MANAGEMENT					
Resource Name		Role	Daily Rate		
First	Last		Mo. 1-9	Mo. 10-18	Fav. / (Unfav.)
		Project Manager			\$0
		Project Manager			0
<b>Total</b>			<u>\$0</u>	<u>\$0</u>	<u>\$0</u>



**Request for Proposals  
For DWSD Contract No. CS-1677**

**APPENDIX J  
DWSD SALARY RANGES**

**DWSD SALARY RANGES**

Position	Salary Range	
	Low	High
<b>Application Analyst</b>	<b>\$79,200</b>	<b>\$100,000</b>
<b>GIS Analyst</b>	<b>\$79,200</b>	<b>\$100,000</b>
<b>Database Administrator</b>	<b>\$79,200</b>	<b>\$100,000</b>
<b>Infrastructure Administrator</b>	<b>\$79,200</b>	<b>\$100,000</b>
<b>Service Desk Analyst</b>	<b>\$50,350</b>	<b>\$57,520</b>
<b>Project Manager</b>	<b>\$79,200</b>	<b>\$100,000</b>

**BULLETIN NO. 1**  
**CITY OF DETROIT**  
**WATER AND SEWERAGE DEPARTMENT**  
**DWSD CONTRACT NO. CS-1677**  
**"INFORMATION TECHNOLOGY STAFFING"**

February 6, 2015

This Bulletin No. 1 is hereby made part of the Request for Proposals for the above-named project and shall be taken into consideration by all firms preparing a proposal on this project. All proposers must acknowledge receipt of this Bulletin No. 1.

**I. GENERAL INSTRUCTIONS**

**Delete Item B. Clarifications in its entirety and replace with the following:**

**D. Clarifications**

Questions regarding the procedures for submitting a proposal should be directed to Daniel Edwards at (313) 964-9471 or daedwards@dwsd.org. Questions regarding the technical nature of the work should be submitted to Mr. Edwards at daedwards@dwsd.org or in writing, no later than Wednesday, February 11, 2015 at 3:00 pm (ET) at the following address:

Detroit Water and Sewerage Department  
735 Randolph Street, 15<sup>th</sup> Floor  
Detroit, Michigan 48226

Proposers shall provide written notice in the proposal of intent to take exception to any requirement of the Request for Proposals (RFP).

Should proposers be in doubt as to the true meaning of any portion of this Request for Proposals, or find any patent ambiguity, inconsistency, or omission herein, please make a written request for an official interpretation or correction no later than fourteen (14) calendar days prior to the date set for submittal of the proposals. The firm making the request for an official interpretation or correction shall be held responsible for its prompt delivery to DWSD.

Each interpretation or correction, as well as any additional RFP provision that DWSD may decide to include, will be made only as a Notice to RFP Holders or as a Bulletin, which will be transmitted by fax and/or delivered by first class mail to each firm on record as having received a copy of the RFP. Any Notice to RFP Holders or Bulletin issued by DWSD shall become a part of the Request for Proposals and shall be taken into account by each firm in preparation of its

proposal. Only written Notices to RFP Holders or Bulletins duly issued by DWSD shall be binding revisions to this Request for Proposals. Proposers are advised that no oral interpretation, information or instruction by any officer or employee of the City of Detroit (City) and/or DWSD shall be binding upon the City of Detroit.

**II. SCOPE OF WORK**

Delete Item B. Team Sourcing in its entirety and replace with the following:

**B. Team Sourcing**

The table below breaks out the roles and Full Time Equivalent (FTEs) the IT Director would like to source as teams from sole provider(s). For example, the desired Service Desk Team would be comprised of 3 FTE's - 2 Service Desk Analysts and 1 Application Analyst and the IT Director would like to source that team to a sole provider. Descriptions of the above roles are described in Appendix A, Exhibits 5 and 1, respectively.

IT Management expects the team concept to not only simplify vendor management, allowing a single point of contact to resolve issues, but also to simplify the interview and candidate evaluation process. IT Management expects to interview proposed teams as a group.

Team	FTEs	Notes
Service Delivery	3	<ul style="list-style-type: none"> <li>• 2 - Service Desk Analysts ITIL Foundation and HCI certifications required</li> <li>• 1 - Application Analyst virtualization and software packaging experience</li> </ul>
Application Delivery - Line of Business Systems	4	<ul style="list-style-type: none"> <li>• 1 - Application Analyst with Tier-1 ERP support experience</li> <li>• 1 - Database Administrator with Microsoft SQL server as primary role with Oracle on Linux as a secondary role</li> <li>• 2 - Application Analysts with experience supporting third party and homegrown applications across multiple business units</li> </ul>
Application Delivery-Enterprise Systems	13	<ul style="list-style-type: none"> <li>• 8 - GIS Analysts - due to pervasive nature of across the Department's operations, these analysts will work closely together</li> <li>• 2 - Web Content Management Analysts</li> <li>• 2 - Enterprise Document Management Analysts</li> <li>• 1 - Business Intelligence Analysts</li> </ul>
Infrastructure Delivery	5	<ul style="list-style-type: none"> <li>• 2 - Network/System Administrator generalists</li> <li>• 2 - Linux/Windows System Administrators</li> <li>• 1 - Telecommunications Engineer with both VoIP and PBX experience</li> </ul>
IT Project Management	2	<ul style="list-style-type: none"> <li>• While PMs will be responsible for their portfolio of projects, the two PMs will likely serve as backups for each other</li> </ul>

Team	FTEs	Notes
Total	27	

Replace the table in Item C. Scope and Document Organizations with the following:

Role Title	FTEs
Application Analyst	9
GIS Analyst	8
Database Administrator	1
Infrastructure Administrator	5
Service Desk Analyst	2
IT Project Manager	2
Total	27

Delete Item D. Task Descriptions, Task 3: Application Delivery – Enterprise Systems Team in its entirety and replace with the following:

**TASK 3: APPLICATION DELIVERY – ENTERPRISE SYSTEMS TEAM**

**SUMMARY:**

The **APPLICATION DELIVERY – ENTERPRISE SYSTEMS TEAM** is responsible for the following: Enterprise systems including Collaboration (SharePoint), Business Intelligence (Business Objects, Pi and Cognos), all internet and Intranet platforms, Enterprise Content Management (OnBase) and Geographic Information Systems (GIS).

**NEEDS:**

The **APPLICATION DELIVERY – ENTERPRISE SYSTEMS TEAM** needs the following:

Eight (8) GIS Analysts skilled in ESRI's software and services. Due to pervasive nature of across the Department's operations, these analysts will work closely together. One of the GIS analyst positions requires extensive ESRI server-side experience. See Appendix A, Exhibit 2 for full job description

Two (2) Application Analysts skilled in Web Content Management software and services. Microsoft SharePoint certification and experience is required. One candidate will need to have SharePoint Administrator certification and experience. See Appendix A, Exhibit 1 for full job description.

Two (2) Application Analysts skilled in Hyland OnBase Enterprise Document Management software and services. Both candidates need to have OnBase developer and administration experience and certifications. See Appendix A, Exhibit 1 for full job description.

One (1) Application Analyst skilled in Business Intelligence Systems including Business Objects, PI and Cognos. See Appendix A, Exhibit 1 for full job description.

#### APPENDIX J: DWSD SALARY RANGES

Add Appendix J: DWSD Salary Ranges.

#### APPENDIX K: PREDICTIVE INDEX EMAIL AND SURVEY LINK

Add Appendix K: Predictive Index Email and Survey Link

#### RESPONSES TO QUESTIONS FROM PLAN HOLDERS

*Please note that all plan holders(s) questions are responded to in BOLD AND ITALIC text.*

#### Kelly Services on 1/27/2015

**Question 1:** RFP No.CS-1677 states it's for staff augmentation services which is most often temporary staff managed by, and given direction by, customer resources on a daily basis, but the sample contract provided seems to be a professional services/project-based contract (i.e. cites warranties for technology deliverables, requires contractor to manage project schedule & report out on progress, etc.). Can you clarify if this is temporary staffing only? If so, would the City be open to using our Customer Services Agreement designed for temporary staffing services?

**Response:** *CS-1677 is a contract for hire staffing request to fill empty roles within the ITS future state organization. Contractors will take direction from DWSD ITS Managers. DWSD intent is to evaluate contracted staff. Under the agreement, DWSD's intent is to convert high performing contract staff to full-time employees after an evaluation period of at least nine months.*

*DWSD will consider a vendor's agreement, but reserves the right to modify it to align with DWSD's legal and business requirements. Those requirements include a provision to transition a contractor to employee status. Candidates must understand DWSD's intent and be willing to accept an offer of employment.*

Question 2: The sample contract (Article 6.01) states that contractors have to provide all personnel and equipment to deliver the services. Will consultants be working on City-owned desktops/laptops or does the supplier have to provide equipment? If supplier-provided, what equipment is required?

**Response:** *DWSD will provide desktop/laptop depending on the specific role. The supplier does not have to provide equipment.*

Question 3: The majority of temporary staffing/staff augmentation services are billed on an hourly basis (either payrate + markup or fixed hourly rate). Are one of these options acceptable to the City?

**Response:** *DWSD will pay a daily rate for resources. DWSD wants to balance managing the budget with the expectation that contractors may have to work more than an 8 hour day to meet ITS commitments to its business customers. Contractors will be expected to work more than 8 hours if necessary, but will be paid the daily rate. If a contractor has a doctor appointment during the business day, the daily rate will be paid. Likewise, if the contractors works 10 hours in a day, the same daily rate will apply.*

Question 4: On Pg 12, it states that a Predictive Index Survey has to be completed by each of the resources and returned with the proposal. What is this survey and where is it available? Pg 12 also references a Federal Standard Form 330 that doesn't appear to be included in the RFP package. Where can we obtain that?

**Response:** *The Predictive Index Survey is a behavior assessment. Please find attached Appendix K: Predictive Index Email and Survey Link. The Federal Standard Form 330 is Appendix I of the RFP. The Federal Standard Form 330, can also be found at this link: <https://drive.google.com/file/d/0B59xBQ1FyWQobXNmcWhlZXlqelE/view?usp=sharing>*

**Infolini Consulting on 1/27/2015**

Question 1: Is it mandatory to have a local office in Detroit or Michigan in order be eligible to BID for this RFP?

**Response:** *No.*

Question 2: What specifically is LOCAL ECONOMIC DEVELOPMENT and how does it effect the evaluation of Cost Proposal?

**Response:** *Local Economic Development (LED) is an approach to economic development, as its name implies, places importance on activities in and by cities, districts and regions. See V. EVALUATION CRITERIA, E. Local Economic Development on page 13 of the RFP.*

Question 3: What is Customer Based Business and Detroit Based Business? Are these Certifications? What is the purpose of this in the RFP?

**Response:** *Customer Based Business is a business located within DWSD's service area. Detroit Based Business is a business located within the city limits of Detroit, Michigan. The purpose of this RFP is to fill open positions on the ITS future state organization chart with contractors. DWSD will have the option after 9 months to convert the contractors to employees.*

Question 4: We are a Maryland based MDOT certified MBE firm, do we need to fill the CBB and DBB? How to determine our eligibility for which we qualify? Kindly explain.

**Response:** *Please refer to question 3 from Infojini Consulting.*

Question 5: In the Team Cost Information Sheet- What does DWSD means by "DWSD expects the daily rate for months 10-18 to be reduced as upfront marketing and sales cost should be recovered in months 1-9".

**Response:** *DWSD expects that recruiting and other acquisition costs will be recovered as part of the rate structure in months 1-9. DWSD expects this portion of the rate can be eliminated beginning in month 10 since these costs will be recovered.*

Question 6: Are there any incumbents for this?

**Response:** *There are 3 - 5 incumbent staff that ITS would like to retain.*

Question 7: Are resumes of candidates required at this level of RFP?

**Response:** *Yes - Please use form provided as Appendix B*

**V-Soft Consulting Group, Inc. on 1/28/2015**

Question 1: Is it the intent of the DWSD to award the contract to multiple vendors? If so, how many potential awardees do you anticipate?



**Response:** *It is not DWSD's intent to award the contract to multiple vendors, but the expectation is that the award will be given to multiple vendors.*

**Sector Seven Technologies and Design on 1/28/2015**

**Question 1:** Do the employees for this contract have to be W-2 employees or can they be subcontractors with a 1099?

**Response:** *They can be either W-2 or subcontractors with a 1099. DWSD does not want any bidders to subcontract resources from another firm.*

**Data Consulting Group, Inc. on 1/28/2015**

**Question 1:** "IT Management expects to interview proposed teams as a group"  
- Can you provide any details on the nature of the group interview (duration, format, etc.)?  
- Who from the DWSD team will be administering the interviews (one interviewer, multiple interviewers, peers, management, etc.)?

**Response:** *We have decided to change the interview process. We will interview candidates individually. The Manager of the respective area will lead the interview. The IT Director will participate in as many interviews as his schedule allows.*

**Tegrit Group on 1/28/2015**

**Question 1:** Are these positions contract or full time, or a combination of all?

**Response:** *Positions are all full time. They are contract positions and the Detroit Water and Sewerage Department (DWSD has option to convert contractors to employees after 9 months.*

**Question 2:** Where will the candidates physically be located?

**Response:** *Infrastructure Administrator and DBA roles will be located at the Central Services Facility (CSF - 6425 Huber). Project Managers will be located at the Main Office Building (MOB - 735 Randolph). Applications Analyst roles will be located at both facilities.*

**Question 3:** What type of IT system does DWSD run (is it .net, Linux, etc)?

**Response:** *DWSD runs several applications on various platforms. Key technologies include .Net and Java, operating environments include Linux, AIX, HP UX and Windows, databases are Oracle and SQL Server. The networking environment is Cisco, storage is EMC and hardware virtualization platform is VMWare.*

*There are also a number of third-party applications running that require support including: Oracle WAM, Oracle Financials, ESRI, SharePoint, Hyland Onbase, EnQuesta Customer Billing, Inovah cashiering and Itron automated meter reading.*

Question 4: How many of these types of positions does DWSD fill on an annual basis?

*Response: DWSD and the ITS group are executing an unprecedented organization transformation. This is not an annual exercise. As indicated above, the intent of this contract is to fill approximately 27 open roles in the future state ITS Organization.*

Question 5: Will DWSD provide us with complete job descriptions?

*Response: No, Appendix A provides job descriptions.*

Question 6: How would DWSD like the RFP responses saved in electronic form, PDF or Microsoft Word?

*Response: PDF.*

Question 7: Does DWSD have a budget for the services requested?

*Response: Yes.*

**METCO Services, Inc. on 2/4/2015**

Question 1: On page 8, under item E (3) you indicate 'No subcontractors or joint ventures are allowed'. However, in Minimum Qualifications (page 1 (B)), it indicates 'Firms or Project Teams'. In our opinion, as long as the Prime consultant does not tag on additional markups, there should not be any restrictions on team formation – simply disallow the markups on the team members' personnel. This will also allow us to team with SBE/MBE/WBE and other local firms.

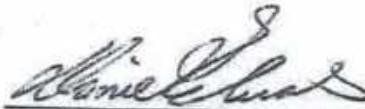
*Response: The requirement will not change. DWSD does not want to have to police mark ups.*

Question 2: Can I submit for any one of the 5 Teams (Service Delivery, Application..., Application..., Infrastructure Delivery, IT PM)? Or do I have to submit for all 5 Teams?

*Response: Vendors do not have to submit for all teams.*

Question 3: You indicated on the Web conference that the candidate has to be a US Permanent Resident or Citizen. I believe that this criteria should be relaxed to be able to receive more qualified candidate resumes to select from; you can continue to retain these candidates as contract employees to serve the Department.

**Response:** *The requirement is ability to work in the United States. They may either be a citizen or have the requisite paperwork (e.g., Green Card) authorizing them to legally work in the United States.*



---

Daniel Edwards  
Interim Contracts and Grants Manager

DE/gmc

**BULLETIN NO. 2**  
**CITY OF DETROIT**  
**WATER AND SEWERAGE DEPARTMENT**  
**DWSD CONTRACT NO. CS-1677**  
**"INFORMATION TECHNOLOGY STAFFING"**

**February 19, 2015**

This Bulletin No. 2 is hereby made part of the Request for Proposals for the above-named project and shall be taken into consideration by all firms preparing a proposal on this project. All proposers must acknowledge receipt of this Bulletin No. 2.

**APPENDIX C: TEAM COST INFORMATION SHEET(S)**

**Delete Appendix C and replace with the attached Appendix C: TEAM COST INFORMATION SHEETS.**

**RESPONSES TO QUESTIONS FROM PLAN HOLDERS**

*Please note that all plan holders(s) questions are responded to in BOLD AND ITALIC text.*

**SRS Consulting on 2/6/2015**

**Question 1:** On the web conference scheduled on the 4<sup>th</sup> Feb 2015, it was being said that resumes will be accepted in few numbers initially & then post reviewing if required we will have to submit more based on the instructions. There for please see my questions below.

Please specify the dates on which/what number & profile can be submitted?

E.G : Application Analyst Resumes will be accepted between 25<sup>th</sup> & 27<sup>th</sup> Feb & each participant can send only 3 profiles for each role.

**Response:** *All proposals are due at noon on February 25, 2015 as indicated on page 1 of the RFP. Vendors may submit more than one candidate for each role. Each candidate must be included on the Team Cost Information Sheet found in Appendix C of the RFP.*

**CNC Consulting on 2/10/2015**

**Question 1:** Is it required that the candidates we submit need to complete the Predictive Index Survey, even before we are selected as a vendor? Given that the time selection is made these candidates may not be available.

**Response:** *Yes, it is required that any candidates submitted complete the Predictive Index (PI) Survey. The PI Survey is part of the evaluation criteria listed in section B on page 13 of the RFP. Any submissions where the PI has not been completed may be considered incomplete and may not be evaluated.*

*Regarding candidates remaining available, we understand this may be a challenge and will work to minimize time between candidate submission and awarding the business. We are working to reduce the timeline in two areas: (1) between candidate submission and scheduling interviews and (2) scheduling interviews and awarding the business. We are also reviewing the possibility of moving up start dates.*

**TEKsystems on 2/13/2015**

**Question 1:** The most common reason staffing programs like this fail is because the winning company, or all of the companies, bid prices that they can't actually deliver on. What is the city's plan to validate that the company has previously delivered on the rates they are proposing?

**Response:** *Our expectation is that vendors submit the bids in good faith. Any vendor that submits a bid and fails to meet the pricing submitted will be eliminated from consideration on any future DWSD IT RFPs for a period of 18 months. Additionally, we will share our experience with the City to assure they understand this vendor's approach.*

**Question 2:** Labor rates typically change over a period of 1-2 years. Is there a mechanism/process in place to adjust rates accordingly to the market rates?

**Response:** *The intent of the proposal is to convert selected contractors to employees at any time after a minimum of 9 months of service. We expect most contractors selected for employment with DWSD will accept and be converted to an employee after 9 months. For any resources that continue with contractor status, DWSD's expectation is the rate will decrease from the rate utilized in months 1-9. We expect vendors to recoup their recruiting costs in months 1-9. That is why Appendix C Team Cost Information Sheet requests rates for Months 1-9 and 10-18. Vendors may adjust rates as they see appropriate in months 10-18.*



Daniel Edwards  
Interim Contracts and Grants Manager