Information Systems Master Plan

Proposal

for

City of Manhattan Beach

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Cover Letter

October 10, 2012

Ms. Gwen Eng, General Services Manager
City of Manhattan Beach
1400 Highland Avenue
Manhattan Beach, CA 90266

Re: Request for Proposal #898-13 – Information Systems Master Plan

Dear Ms. Eng:

NexLevel Information Technology, Inc. (NexLevel) respectfully submits this proposal to the City of Manhattan Beach (City) in response to the City's Request for Proposals for an Information Systems Master Plan (ISMP). NexLevel takes no exception to the specifications or terms of the solicitation.

Our Company. As a California-based management consulting firm, NexLevel maintains a singular focus on helping California public sector clients plan, implement, and use information technology. The Company was founded in 1999 based on the belief that obtaining full value from a technology investment begins with effective planning. NexLevel has delivered strategic planning and project management services to more the 45 California public agencies. We invite you to contact our references for first-hand information about the quality of our services. Our business continues to grow because our work provides clients with tangible benefits.

Our Methodology. In order to develop a successful ISMP, the methodology must allow for the evaluation of a client's existing technical infrastructure, allow all stakeholders to have a voice in the plan and in the prioritization of the projects within the plan, be forward-thinking to ensure all technology alternatives are taken into account, be a tool that can be used on a day-to-day basis, and be updateable as necessary. NexLevel's proven IT strategic planning methodology allows us to utilize repeatable processes that yield positive results, and at the same time, offers the flexibility to adapt to client specific needs. It allows us to manage users and stakeholders expectations through the process to ensure a realistic level of expectation upon ISMP completion and minimize disruption to daily City operations.

Our Team. NexLevel proposes a proven team with extensive experience in developing IT strategic plans and a comprehensive understanding of technologies used by California cities. In addition, this team provides deep expertise in IT service delivery best practices. Our team will ensure the delivery of a plan that will assist the City in meeting its business objectives and achieve full value from its technology investments.

Our Experience. NexLevel's track record includes successfully completing 24 IT strategic plans for California local government agencies. In the last 18 months alone, NexLevel has completed strategic IT plans for the cities of San Luis Obispo, Walnut Creek, Novato, and Stockton. In addition, we have completed plans for Rancho California Water District and Moulton Niguel Water District. Most indicative of our success is that our clients ask us back to perform additional work, and refer us to other organizations without hesitation.

Our proposal is valid and binding for ninety (90) days from the date of submission. As a Founder and Managing Principal of NexLevel, I am authorized to bind and negotiate an agreement between NexLevel and the City of Manhattan Beach. I can be contacted at 916-692-2000, ext. 201 or via email at terry.hackelman@nexlevelit.com.

A consulting engagement with NexLevel will allow the City of Manhattan Beach to develop an ISMP that incorporates a realistic understanding of where the City is today, a vision of what "could be", and a "road map" for how to get there.

Sincerely,

Terry Hackelman, Managing Principal
NexLevel Information Technology, Inc.

Understanding Scope of Services

NexLevel has carefully reviewed the City's RFP, website, and other publically available information to ensure we fully understand the City's requirements. NexLevel understands that the City is interested in having an information technology consultant develop a five year Information Systems Master Plan (ISMP) to guide the City in the planning, procurement, implementation and management of IT related investments and resources. Based on our research and extensive experience in completing similar projects for California municipalities, we are confident that we have a full understanding of the City's scope of services.

Our proposed proven methodology addresses all of the RFP anticipated tasks and services. In addition, we include a number of other tasks and activities that we believe help ensure a realistic and attainable ISMP that will have the acceptance of the staff and City Council.

NexLevel recognizes and is prepared to address the following key considerations for the ISMP:

- ♦ Completion of a comprehensive assessment of existing IT technologies and staffing
- ♦ Development of a comprehensive ISMP that aligns overall I.S. planning activities with the objectives of the City and the user departments, and which includes recommended projects, their respective implementation priority, cost estimates for each project, and an implementation strategy that can be incorporated into the City's annual budget process
- ♦ Consideration of I.S. related costs, with a focus on maximizing the City's investment through recommendations for cost savings and efficiencies
- ♦ Identification of resources required to support I.S. and the implementation of the ISMP

Methodology and Work Plan

NexLevel's assessment and strategic technology planning methodology is built on our experience in delivering services to California local government agencies for over 13 years. After the completion of each project, we sit down to determine what we can change to make the next plan we develop even better. This has benefited our clients by establishing a methodology that is proven and continues to evolve to meet the unique and changing needs of our public sector clients.

A cornerstone of NexLevel's methodology is the focus and emphasis on the involvement and interaction with the users of technology and those setting the business direction for the City – providing a "voice of the customer" to the resulting ISMP. Whether it be from Manhattan Beach's City Council, City Manager, City Clerk, Community Development, Finance, Fire, Human Resources, Parks & Recreation, Police, or Public Works departments, NexLevel consultants will incorporate input from all users and stakeholders. This process will ensure the ISMP has an enterprise-wide scope and user buy-in and support.

NexLevel is familiar with the challenges and issues that can arise in developing such plans. For example, we are skilled in managing multiple, and often conflicting, stakeholder visions, missions, goals, objectives, needs, and priorities. Our proposed methodology carefully considers project prioritization and includes processes to help manage competing priorities to ensure the ISMP provides a true citywide perspective. We pride ourselves in helping organizations develop plans that are realistic and attainable in terms of available budget, resources and time.

NexLevel's strategic planning methodology includes the following three major tasks:

- ♦ Task 1.0 - Initiate
- ♦ Task 2.0 - Analyze

♦   Task 3.0 - Strategize

Figure 1 depicts the major activities in NexLevel's strategic planning methodology.

Figure 1 - Strategic Planning Work Breakdown Structure

In the remainder of this section, we discuss each task in detail, including associated activities and deliverables.

Task 1 - Initiate

The primary purpose of Task 1 is to prepare for and initiate the project under a well-defined project plan and schedule, and to ensure alignment of expectations (i.e. purpose, timeline, resources, activities, etc.) among all project participants.

As project management professionals, NexLevel recognizes the need to apply project management processes and standards to our consulting engagements. To accomplish this for the ISMP project, NexLevel will:

♦   Use a structured, proven strategic planning methodology to ensure a comprehensive understanding of project goals and objectives at all levels of the City
♦   Fully identify potential risks and develop realistic risk mitigation strategies
♦   Manage the expectations of stakeholders through the process to ensure a realistic level of expectation upon plan completion
♦   Minimize disruption to daily City operations
♦   Use a Project Plan (our initial project deliverable)

Figure 2 provides an overview of the major activities associated with Task 1.

Figure 2 – Initiate Activities

As described in Table 1, this task includes confirming our understanding, as well as the understanding of the stakeholders, regarding the scope of work and the process for accomplishing the work.

Table 1 - Task 1 Activities and Deliverables

#	Activity	Description	Deliverables
1.1	Project Sponsor Planning Meeting	NexLevel will meet with the City's Project Sponsor to review the draft project plan and schedule, the scope of work, and other planning documentation to confirm the project details before formal kickoff. Following this meeting, NexLevel will publish a project plan that will include a schedule. In addition, the City and NexLevel will complete a project interview matrix to ensure all key participants are included in the process.	Project Plan Interview Matrix
1.2	Project Kickoff Meeting	It is important that all project participants have a common understanding of the project objectives, activities, timelines, and participant requirements. NexLevel wants to avoid any surprises to participants and strives for transparency in the methods to build the ISMP. To facilitate this, NexLevel will develop a Microsoft PowerPoint presentation and facilitate a Project Kickoff Meeting. During the kickoff meeting, NexLevel will distribute an Interview Guide to the participants to help them prepare for upcoming interviews and workshops.	Kickoff .PPT Interview Guide

Task 2 - Analyze

In developing a 5 year ISMP, it is necessary to first have a comprehensive and realistic understanding of the current IT infrastructure and support resources. Secondly, the City must have an accurate understanding of how departments are using technology today to support operations, and whether that technology is meeting the City's needs. And finally, the City has to understand the future challenges and needs of a department that are often driven by changes in regulation, policy, economic conditions, and other factors. Task 2 includes the activities that allow for the collection and verification of information to provide the foundation for the ISMP. Figure 3 – Analyze Activities, identifies the activities that will be performed during Task 2.

Figure 3 – Analyze Activities

To support the activities in Task 2, NexLevel will request and review documentation including, but not limited to, the following:

- City Goals
- Federal/State Legislation
- Previous Assessments and Plans

- Technology Overview
- Organizational Structure
- Technology Committee agendas and identified projects

In addition, NexLevel will also review the following:

- City Web Site
- Current IT Project Tracking Spreadsheet
- GIS Strategic Plan
- Capital and Operating Budget Plan
- Capital Improvement Plan
- IT Inventory (PCs, software, peripherals, servers, storage and backup devices, applications, etc.)
- IT Policies and Procedures
- IT Disaster Recovery Plan
- Network Architecture Documentation
- Organization Charts, including Job Titles and Role Descriptions
- Service Level Agreements
- Performance statistics
- Vendor Agreements

The purpose of Task 2 is to develop a comprehensive IT Assessment Report - an overview of the current state of the City's technology systems and practices, along with a gap analysis summarizing IT opportunities, alternatives and/or best practices for the City's consideration. The IT Assessment Report provides essential information and recommendations for consideration in Task 3 - Strategize.

Table 2 provides a detailed discussion of each activity during the Analyze Task.

Table 2 - Task 2 Activities and Deliverables

#	Activity	Description	Deliverables
2.1	Voice of the User	NexLevel will conduct a web-based user survey to determine overall satisfaction in terms of IT service delivery and support. The survey will be available to all City technology users and provides an opportunity to obtain input from 100% of the users. The information gathered from the online survey will aid in conducting more meaningful voice of the customer interviews. NexLevel will prepare a User Satisfaction Survey Results report that includes information to allow the City benchmark themselves against other peer municipalities and industry best practices.	Online Survey User Satisfaction Survey Results
2.2	IT Service Management Assessment	NexLevel's IT Service Management Assessment methodology focuses on how effectively the City is leveraging technology to attain its stated mission and vision. The assessment evaluates whether the City's IT infrastructure and support organization is prepared to support the future needs of the City by reviewing seven key operational "assessment dimensions." This review takes a comprehensive "best practices" view of essential IT delivery components, as a weakness in any one particular dimension can adversely influence the overall effectiveness of the organization. NexLevel's IT Service Management	IT Assessment Working Papers

#	Activity	Description	Deliverables
		Assessment addresses the anticipated tasks and services identified in the RFP in Section C (pages 10 – 12). More specifically, the IT Service Management Assessment will review the following dimensions.	
		Governance - NexLevel will evaluate the current IT organization and assess its skills, staffing levels, staff qualifications and capability to support operation and maintenance of current and future systems. We will review IT project management practices, planning activities, IT refreshment, and the use of oversight committees.	
		Service Delivery - NexLevel will evaluate the daily operation of the IT environment including budget, service metrics, support and routine maintenance, Help Desk, configuration management, change management and capacity management.	
		Application Support - NexLevel will evaluate the processes and methods to support business and operational applications.	
		Security - NexLevel will review the use of software monitoring tools, change management practices, virus protection procedures, physical hardware security, network vulnerability, passwords standard, data backup/recovery processes, physical and data security, integrity planning, PCs, network, firewall, incident response, patch management, anti-virus protection and emergency operations.	
		Infrastructure – NexLevel will conduct a review of the network, servers, desktops, telephony, storage configurations, remote access, data storage, server management, operational procedures and administrative functions.	
		Documentation – NexLevel will examine the IS Division's documentation relative to processes, policies, and procedures, technical standards, file retention, operating manuals and training processes.	
		Administration - NexLevel will review IT procurement processes, contract management, vendor management, software license management, budget/charge back management and physical inventory processes.	

NEXLEVEL

#	Activity	Description	Deliverables
2.3	Business Technology Assessment	NexLevel will facilitate a series of interviews with City departments and various agencies to identify the current technology environment within each organization, barriers to full utilizations of that technology, and planned uses and expansion of technology in the future. A workshop will be held for each department and attended by department managers and key technical staff as directed by the City. Proposed workshops include: ♦ City Council/Mayor ♦ City Manager ♦ City Clerk ♦ Community Development ♦ Finance ♦ Fire ♦ Human Resources ♦ Parks and Recreation ♦ Police ♦ Public Works As part of this activity, NexLevel will create an Application Effectiveness Matrix that evaluates the City's application fit, use, and effectiveness.	IT Assessment Report Working Papers Application Effectiveness Matrix
2.4	Gap Analysis	NexLevel will compile an IT Assessment Report, which will include a written overview of the current state of the City's IT systems and practices. This assessment will summarize IT strengths, weaknesses, opportunities and threats (SWOT), as well as potential solutions for the City's consideration. The Gap Analysis will include all the findings obtained from Tasks 2.1 – 2.3. NexLevel will provide the City a Draft IT Assessment Report for review and comment. If necessary, NexLevel will meet with staff to further elaborate or discuss the contents of the IT Assessment Report. Once all the feedback is obtained, NexLevel will publish and distribute a Final IT Assessment Report.	IT Assessment Report (Draft) IT Assessment Report (Final)

Task 3 - Strategize

As shown in Figure 4, the purpose of Task 3 is to focus on the review and analysis of the findings of previous tasks in order to identify, analyze, and prioritize projects that need to be included in the ISMP. NexLevel brings the City proven methods and tools to ensure identified projects are well defined, understood by the stakeholders, and prioritized using agreed upon criteria. During this task, NexLevel will facilitate a Project Prioritization Workshop that uses a seven step process to arrive at a citywide prioritization of identified projects.

Figure 4 - Strategize Activities

We detail the strategic development activities and deliverables in Table 3.

Table 3 - Task 3 Activities and Deliverables

#	Activity	Description	Deliverables
3.1	Formalize Project Recommendations	NexLevel will utilize the results of the IT Assessment Report to create various implementation approaches that will improve the use of technology within the City. The approaches will be designed to serve the City's short, middle, and long-term needs and create the foundation for the projects discussed. In addition, NexLevel will conduct research of benchmarks and comparisons to similar implementation approaches used by similar sized cities. This activity will provide an opportunity to apply "lessons learned" from other cities to the ISMP. The output of this effort will be a list of recommended projects, along with a high-level description, cost estimates, implementation timeframes, and other criteria to prepare for project prioritization.	Project Listing Prioritization Workshop Materials
3.2	Conduct Prioritization Workshop	While NexLevel believes we have many unique and proven methods to develop an ISMP, this activity alone sets us apart from all our competitors. NexLevel encourages the City to call our references and inquire about our innovative Prioritization Workshop approach that drives enterprise-wide consensus and acceptance of the ISMP. NexLevel will utilize a multi-step prioritization methodology and tool that encourages staff participation. The workshop allows City staff to prioritize projects on a citywide and department-level basis with agreed upon criteria. The workshop is designed to drive consensus and understanding of the plan. The end result of the workshop will be a prioritized list of projects assigned to a timeframe.	Prioritized Project Listing Plan Enabling Factors

#	Activity	Description	Deliverables
3.3	Communicate Plan	NexLevel will incorporate work products from previous tasks as the foundation for the development of the ISMP. NexLevel will use this information, as well as other information provided by staff and independent research, to create a draft of the ISMP. NexLevel will revise and update the ISMP based on feedback from City staff. NexLevel will conduct a technical and quality review of the final ISMP before submission to the City's management team. NexLevel will develop a Microsoft PowerPoint presentation of the ISMP that will describe how it was developed and its key components.	ISMP (Draft) ISMP (Final) ISMP Executive Presentation

Experience and Qualifications

Headquartered in Carmichael, California, NexLevel is a management consulting firm that helps public sector clients enhance their use of information technology. Since 1999, NexLevel has worked with more than 45 California state and local government agencies to complete IT Assessments, IT Strategic Plans, GIS Strategic Plans, Network Assessments, IS Service Level Assessments, Policy / Procedure Documentation development, Project Management Organization implementations, Feasibility Studies, Request for Proposal (RFP) development and Procurement Management efforts. Figure 5 illustrates NexLevel's full range of IT services.

Figure 5 - NexLevel Services

Since our inception, NexLevel has invested in and developed toolkits (methodologies, processes, tools, and supporting processes) designed specifically for the unique needs and requirements of California local government entities. NexLevel consultants consistently improve and expand the knowledge base included in these toolkits based on real life experience with our clients. More importantly, we share these toolkits with our clients and leave them behind so they can be used to support future projects.

As shown in Table 4, NexLevel has a strong record of accomplishment in providing technology consulting services for California public sector clients. This includes the successful completion of 24 strategic plans for public sector organizations in California. A significant number of our client projects are of similar scope and size to what the City of Manhattan Beach is seeking. In addition, most clients have a similar organizational structure and technical infrastructure to that of the City of Manhattan Beach.

Table 4 - NexLevel Experience

	IT Strategic Plans	IT/GIS Assessments	IT Policies & Procedures	Project Management /PMO	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
California Cities and Counties								
City of Chino				✓			✓	✓
City of Clovis		✓			✓			
City of Fairfield	✓	✓	✓					✓
City of Folsom	✓	✓	✓	✓	✓		✓	✓
City of Irvine		✓				✓		✓
City of Lake Forest	✓	✓	✓					
City of Lakewood	✓	✓			✓			✓
City of Newport Beach					✓		✓	✓
City of Novato	✓	✓						
City of Orange	✓	✓			✓		✓	✓
City of Palmdale	✓	✓						
City of Paso Robles							✓	✓
City of Pico Rivera	✓	✓			✓			✓
City of Pomona	✓	✓						
City of Rancho Palos Verdes		✓						
City of Ridgecrest	✓	✓			✓		✓	✓
City of Riverside				✓	✓			✓
City of Sacramento								✓
City of San Luis Obispo	✓	✓					✓	✓
City of Santa Clara	✓	✓	✓	✓	✓		✓	✓
City of Santa Rosa								✓
City of Stockton	✓	✓						✓
City of Walnut Creek	✓	✓				✓		✓
City of Westminster		✓						
Town of Truckee		✓						
Tulare County								✓
California Special Districts								
Chino Valley Independent Fire District				✓			✓	
Delta Diablo Sanitation District	✓	✓						✓
Eastern Municipal Water District							✓	✓
Moulton Niguel Water District	✓	✓	✓	✓	✓		✓	✓
Rancho California Water District	✓	✓			✓			✓
Sacramento Municipal Utility District								✓
Santa Clara County Fire Department	✓	✓						✓
Silicon Valley Power	✓			✓			✓	✓

	IT Strategic Plans	IT/GIS Assessments	IT Policies & Procedures	Project Management /PMO	IT Governance	Disaster Recovery Planning	System Selection & Procurements	Other Management Consulting
Sonoma Marin Area Rail Transit		✔						✔
So. Orange Co. Wastewater Authority	✔	✔						
South Tahoe Public Utility District	✔	✔			✔	✔		
California State Government Agencies								
California Highway Patrol (CHP)	✔	✔		✔	✔	✔	✔	✔
CalPERS								✔
Department of Child Support Services			✔	✔				✔
Department of Corrections				✔				✔
Department of Fish and Game				✔			✔	✔
Department of Health Care Services			✔		✔			✔
Department of Justice	✔		✔		✔			
Department of Public Health			✔		✔			
Department of Motor Vehicles				✔				✔

NexLevel consultants have extensive, hands-on knowledge of the technologies and applications typically used by California cities and municipalities. Recognizing that one consultant cannot be an expert in all department functions and technologies, NexLevel has proposed a team that brings the necessary expertise to ensure the ISMP reflects each department's needs. Table 5 identifies the NexLevel team's expertise with specific technologies.

Table 5 – Experience in Specific Technologies

Common Municipal Technologies and Applications
Finance, Payroll, and Human Resources (ERP) Systems
Permitting/Inspections/Code Enforcement Systems
Utility Billing/Customer Information Systems
Agenda Management Solutions
Facility and Class Management, Scheduling, and Registration Systems
Computer Aided Dispatch (CAD)/Record Management System (RMS)
Asset Management/Computerized Maintenance Management System (CMMS)
Geographic Information System (GIS)
Business License Systems
Enterprise Document Management/Records Retention Systems
Intranet / Collaboration/Workflow Solutions
Internet and eGovernment Solutions
Mobile Solutions/Field Access/Field Reporting Solutions
Automated Metering Infrastructure (AMI) & Automated Meter Reading (AMR)
Fleet Management Systems
Fuel Management Systems
Energy Management Systems
Library Systems (catalog, check in/out, etc.)
Online Procurement and Vendor Management Systems

Common Municipal Technologies and Applications
Supervisor Control and Data Acquisition (SCADA) Systems
Customer Relationship Management (CRM) Systems
Online Recruitment Systems
Irrigation Management Systems
Traffic Management Systems
Automated Vehicle Locator (AVL)
Work Order Management Systems
Event Management/Ticketing Systems
Pavement Management Systems
And more….

Qualifications and Experience for Consultants

NexLevel's foundation is in talented, high-caliber individuals guided by the personal and professional principles of honesty, integrity, quality, and a commitment to client satisfaction. This foundation and associated ethics help us to attract and retain a veteran staff that inspires confidence in our clients.

Our proposed team has extensive hands-on experience in the application of technologies specific to all different types of city departments, as well as current and proven experience in applying our strategic planning methodology to develop effective plans. We present our proposed team in Figure 6. NexLevel will not be using any subcontractors on this project.

Figure 6 – Proposed Organizational Chart

In the following paragraphs, we provide a brief summary pertaining to each individual.

Terry Hackelman, Engagement Manager / Subject Matter Expert

Mr. Hackelman, a NexLevel Founder and Principal Consultant, will serve as the Engagement Manager for the project, and will also provide subject matter expertise. Mr. Hackelman has led 15 IT strategic planning efforts for California local government agencies and is routinely involved in projects to ensure customer expectations are met and has the authority to make whatever decisions are necessary to ensure NexLevel services are delivered effectively and efficiently. In 2009, Mr. Hackelman facilitated a session titled "Planning 2012" at the Municipal Information Systems Association of California (MISAC) annual conference. Mr. Hackelman brings hands-on knowledge and experience with virtually all technologies used by California municipalities. Mr. Hackelman was extensively involved in the following IT assessment and IT strategic planning engagements:

City of Chino	City of Orange
City of Fairfield	City of Stockton
City of San Luis Obispo	City of Walnut Creek
City of Novato	City of Pomona
City of Irvine	City of Santa Clara
City of Ridgecrest	City of Lakewood
City of Palmdale	City of Lake Forest
City of Westminster	City of Santa Rosa
City of Folsom	Moulton Niguel Water District
South Tahoe Public Utility District	Delta Diablo Sanitation District
Rancho California Water District	Santa Clara County Fire Department

Lee Curtis, Project Manager / Subject Matter Expert

Mr. Curtis will serve as the project manager, and will focus on the IT assessment component of the project. Mr. Curtis is a senior level, hands-on executive with more than 40 years of experience in technology service delivery and consulting. He has been a top-tier IT manager with outstanding customer relations skills and long-range project planning expertise. In addition, he managed major planning projects for the California Highway Patrol. Based on NexLevel's success in developing an IT strategic plan for the City of Stockton, the City asked Mr. Curtis to serve as their Interim CIO while the city searched for a permanent replacement. Mr. Curtis was extensively involved in the following IT assessment and IT strategic planning engagements:

City of Fairfield	City of Stockton
City of Novato	City of Walnut Creek
City of Clovis	Town of Truckee
City of Orange	California Highway Patrol
South Tahoe Public Utility District	Moulton Niguel Water District
Tulare County	South Orange County Wastewater Authority

Cindy Abbott, PMP – Subject Matter Expert

Ms. Abbott has a proven ability to work with clients to define requirements, manage projects, research technical options, and successfully deliver innovative solutions to support organizational goals. In addition, she has more than 19 years of experience as a hands-on IT manager and project manager for the cities of Irvine, Orange and Chino. Ms. Abbott served as the IT Director for the City of Chino during the City's implementation of the Accela Permits Plus system, which included Building Permits, Code Enforcement, Planning, Right-of-Way Encroachment Permits and Development Impact Fees (DIF), as

well as an ERP system from Tyler Technologies (MUNIS), ESRI GIS implementation and Community Services Active Network Class Registration, Facility Reservation and POS applications. Ms. Abbott supported the development of an RFP for an Enterprise Resource Planning (ERP) system at Moulton Niguel Water District and assisted with vendor selection activities. Ms. Abbott was extensively involved in the following IT assessment and IT strategic planning engagements:

City of Fairfield	City of Stockton
City of Novato	City of San Luis Obispo
City of Newport Beach	City of Walnut Creek
Santa Clara County Fire Department	Rancho California Water District
Moulton Niguel Water District	South Orange County Wastewater Authority

Patrick Griffin - Subject Matter Expert

Mr. Griffin has a 31 year background in local government, including oversight of day to day IT operations for both City Hall and Police Department operations, and general management experience at the Assistant City Manager level. He has managed a variety of IT related projects in full service municipal organizations, and is familiar with the complexity of IT service delivery in local government. Having been responsible for a variety of areas in his municipal career, Mr. Griffin's participation provides a unique and valuable management perspective to the City's project. Mr. Griffin possesses the necessary analytical skills and attention to detail to ensure that the final work product delivered will meet or exceed the expectations of the City.

Other Personnel

NexLevel does not anticipate the need to use resources outside those identified in the prior section.

References

NexLevel offers the City of Manhattan Beach extensive experience with public sector clients offering similar demographics to the City. For this project, NexLevel has provided client references for our most recently completed IT planning projects.

<div align="center">Reference No. 1</div>

Client Name:	City of San Luis Obispo, CA	Contact Name:	Steve Schmidt, IT Manager
Address:	990 Palm Street San Luis Obispo, CA 93401	Phone Number:	(805) 781-7570
		Fax Number:	N/A
Date of Project:	2011/2012	Email Address	sschmidt@slocity.org
Service Performed:	IT Assessment, Strategic IT Plan, Asset Maintenance Management System planning through implementation services, and IT Governance		

<div align="center">Reference No. 2</div>

Client Name:	City of Stockton, CA	Contact Name:	Vanessa Burke, CFO
Address:	425 N. El Dorado Stockton, CA 95202	Phone Number:	(209) 937-8398
		Fax Number:	N/A
Date of Project:	2010/2011/2012	Email Address	Vanessa.burke@stocktongov.com
Service Performed:	IT Assessment, City-wide Strategic Plan, and Interim Chief Technology Officer		

<div align="center">Reference No. 3</div>

Client Name:	City of Walnut Creek, CA	Contact Name:	Laura Peabody-Park, CIO
Address:	1666 North Main Street Walnut Creek, CA 94596	Phone Number:	(925) 943-5896
		Fax Number:	N/A

Date of Project:	2011/2012	Email Address	Peabody@walnut-creek.org
Service Performed:	IT Assessment, ISMP, IT Governance, PCI/Security Assessment & Certification		

Reference No. 4

Client Name:	City of Novato	Contact Name:	Cathy Capriola, Assistant City Manager
Address:	75 Rowland Way, Suite 200 Novato, CA 94945	Phone Number:	(415) 899-8906
		Fax Number:	N/A
Date of Project:	2011/2012	Email Address	ccapriola@novato.org
Service Performed:	IT Assessment and IT Strategic Plan		

Reference No. 5

Client Name:	Rancho California Water District	Contact Name:	Jason Martin, IT/Customer Service Manager
Address:	42135 Winchester Road Temecula, CA 92589-9017	Phone Number:	951-296-6919
		Fax Number:	N/A
Date of Project:	2011/2012	Email Address	martinj@ranchowater.com
Service Performed:	IT Assessment and IT Master Plan		

Reference No. 6

Client Name:	Moulton Niguel Water District	Contact Name:	David Cain, CFO
Address:	27500 La Paz Road Laguna Hills, CA 92653	Phone Number:	(949) 448-4044
		Fax Number:	N/A
Date of Project:	2011/2012	Email Address	dcain@mnwd.com
Service Performed:	IT Assessment, IT Master Plan, and ERP Procurement, Selection, and Project Management		

Reference No. 7

Client Name:	City of Fairfield	Contact Name:	Steve Garrison, CIO
Address:	1000 Webster Street Fairfield, CA 94533	Phone Number:	(707) 428-7582
		Fax Number:	N/A
Date of Project:	2010-Present	Email Address	sgarrison@ci.fairfield.ca.us
Service Performed:	IT Assessment, IT Policies/Procedures Development, Network Vulnerability Test, Building/Permit System Procurement, Selection, and Project Management		

Contract Exceptions

NexLevel does not propose any exceptions, additions, or deletions to the City's request for proposal or Professional Services Agreement. NexLevel would request that the City consider reducing the Errors and Omissions insurance coverage to $1,000,000 or $2,000,000. The RFP includes a $5,000,000 limit which we believe is excessive for this type of project.

Fee Proposal

In this section, we provide the City of Manhattan Beach our proposed level of effort and price by task and labor category. NexLevel will complete this project on a time and materials basis, but is willing to commit to a not-to-exceed price as presented below. Under this arrangement, NexLevel will bill the City based on actual hours worked up to the not-to-exceed price.

Project Cost

Table 6 - Project Cost provides a detailed breakdown of the project cost by task and resource.

Table 6 - Project Cost

Scope	Labor Categories	Est. Hours	Hourly Rate	Extended Rate
Task 1 - Initiate	Terry Hackelman	10	$150.00	$1,500
	Lee Curtis	14	$140.00	$1,960
	Cindy Abbott	0	$140.00	$0
	Pat Griffin	0	$140.00	$0
Total Task 1		24		$3,460
Task 2 - Analyze	Terry Hackelman	52	$150.00	$7,800
	Lee Curtis	170	$140.00	$23,800
	Cindy Abbott	78	$140.00	$10,920
	Pat Griffin	30	$140.00	$4,200
		330		$46,720
Task 3 - Strategize	Terry Hackelman	42	$150.00	$6,300
	Lee Curtis	88	$140.00	$12,320
	Cindy Abbott	28	$140.00	$3,920
	Pat Griffin	12	$140.00	$1,680
Total Project Cost		428		$60,760

Travel Fees

Two of the proposed consultants (Ms. Abbott and Mr. Griffin) reside in the Southern California area. As a result, they will not incur any travel expenses. However, Mr. Hackelman and Mr. Curtis will be traveling from the Sacramento area. NexLevel will bill the City for actual travel expenses supported by receipts. NexLevel agrees to a not-to-exceed travel budget of $2,500.

RFP Form – Signed Authorization

The undersigned has checked carefully the entire Request for Proposal (RFP) #898-13 – Information Systems Master Plan. By signing this document, I attest that I am authorized to contractually bind the company listed, and will meet the Proposal requirements if awarded a contract.

Dated this _October_ day of _10th, 2012_

Name Printed: Terry Hackelman

Signature:

Title: Managing Principal

Company Name: NexLevel Information Technology, Inc.

Business Address: 6829 Fair Oaks Blvd. Suite 100

City, State, Zip Code: Carmichael, California 95608

Telephone Number: 916-692-2000, extension 201

Fax Number: 916-692-2022

E-mail: terry.hackelman@nexlevelit.com