



# City of Kenmore, Washington

## City of Kenmore Request for Proposals (RFP)

<b>RFP Number:</b>	25-C3166
<b>RFP Title:</b>	City of Kenmore Information Technology Strategic Plan and Assessment
<b>Date Issued:</b>	Thursday, July 24, 2025
<b>Proposals Due:</b>	<b>Monday, August 18, 2025 by 5:00 PM, Pacific Local Time</b> Proposals shall be delivered <u>electronically</u> no later than 5:00pm on Monday, August 18, 2025 to <a href="mailto:bids@kenmorewa.gov">bids@kenmorewa.gov</a>  Proposals shall be referenced as "RFP No. 25-C3166, Information Technology Strategic Plan and Assessment." Proposals submitted after the deadline date and time will not be accepted. Only proposals submitted electronically will be accepted. Proposers should request confirmation that the proposal has been received.
<b>Publication Dates:</b>	Seattle Times, Daily Journal of Commerce Thursday, July 24, 2025 Thursday, July 31, 2025
<b>Questions Deadline:</b>	Monday, August 4, 2025, by 5:00 PM
<b>Electronic Only:</b>	<a href="mailto:bids@kenmorewa.gov">bids@kenmorewa.gov</a>

## Section 1 – GENERAL INFORMATION

### NOTICE:

Notice is hereby given that the City of Kenmore, Washington (the City) seeks proposals in response to this Request for Proposals (RFP) No. 25-C3166. A proposal submitted in response to this RFP must be filed with the City electronically by 5:00pm on Monday, August 18, 2025. The City encourages submittals from agencies, organizations, groups, and non-profit organizations (hereafter referred to as “consultant”) that demonstrate a commitment to equal employment opportunity.

### PURPOSE:

The purpose of this Request for Proposal (RFP) is to solicit proposals from qualified consultants to prepare an information technology strategic plan and perform a structural evaluation. The City will consider proposals from single consultants or from multiple consultants working as a team. The ideal candidates will possess recent experience in information technology strategic planning. They will be excellent communicators and write clearly and concisely. They will have experience in the public sector and have worked with municipalities comparable to and larger than the City of Kenmore, Washington in population, staffing, infrastructure, and other relevant categories.

### DURATION OF SERVICES:

The term of the Contract will be from approximately September 2025 to December 2025. The Contract resulting from this RFP shall remain in effect until completion and final payment of the services described in the Contract, unless amended or terminated in accordance with the City's contractual policies.

### RFP SCHEDULE:

(These dates are estimates and subject to change by the City)

Event	Date
RFP Release	Thursday, July 24, 2025
Deadline to Submit Questions	Monday, August 4, 2025 by 5:00 PM
City Staff Posts Responses to Website	Wednesday, August 6, 2025
Proposals Due	Monday, August 18, 2025 by 5:00 PM
Submittal Evaluation Complete	Friday, August 22, 2025
Consultant Interviews and selection	Week of August 25, 2025
Contract scope development	Weeks of September 2, 2025 through September 12, 2025
City Council approval of contract	September 2025

### BACKGROUND INFORMATION:

The City of Kenmore is seeking to hire a qualified consultant to develop a comprehensive Information Technology Strategic Plan over the next five years in alignment with the City's biennial budget ending in December 2030. This plan will guide the City's IT priorities and investments and include a comprehensive assessment (including but not limited to staff

interviews, system diagnostics, security auditing etc.) of the City's existing systems, staffing, and organizational structure, with ranked recommendations for improvements.

## **CITY OVERVIEW**

### **Location & Services**

The City of Kenmore, Washington (Population ~ 24,350) is 13 miles north of downtown Seattle, 19 miles south of downtown Everett. Northshore Utility District (NUD) provides utility services including water and sewer. Fire service is provided by the Shoreline Regional Fire Authority. Garbage and recycling services are provided by Republic Services. A full [community profile](#) can be found on the City's website.

### **Departments & Staffing**

The City of Kenmore employs 52 full-time employees and roughly 10 part-time and 9 seasonal employees across the following six (6) departments:

- City Manager's Office
- City Clerk's Office
- Finance
- Community Development
- Development Services
- Public Works (including Environmental Services, Engineering, Events & Recreation, Parks, and Operations)

### **Facilities**

The City presently owns and operates out of two primary facilities: City Hall and The Hangar. Some staff also operate out of the nearby [Post Office](#). The City also operates an Emergency Operations Center (EOC) at City Hall. The City plans to break ground on a new Public Works Operations Center (PWOC) located off-site from City Hall with an expected completion date of early 2027. Most staff work in a hybrid model between teleworking and physically onsite.

## **INFORMATION SERVICES OVERVIEW**

### **Technology Services Provider**

The City contracts with Lighthouse Consulting (Lighthouse) to provide IT support services. Lighthouse supports all departments and is responsible for maintaining servers, software applications, and network equipment across the City's wide-area network (WAN).

### **Services Provided by Lighthouse**

Lighthouse provides support for:

- Workstations, laptops
- Printers & copiers
- Security systems and cameras
- E-mail systems
- Data, network, and server security and backup systems
- Wi-Fi networks
- Databases server hosting, door access control systems

- A/V systems
- Software license compliance
- Other help ticket items

### **Current IT Environment**

1. Hardware Inventory:
  - Servers
  - Telephone system
  - Workstations, laptops, tablets and cell phones
  - Printers, copiers, scanners
  - Security systems including door access controls and cameras
  - Audio/Visual systems in the Emergency Operations Center (EOC), Community Room, Council Chambers, and The Hangar
  - Credit card terminals
  - Wi-fi networks and switches
  - Other peripheral devices
2. Wired & Wireless Networks – The City maintains wired & wireless networks
3. Connectivity – City Hall maintains wireless connectivity to the Hangar
4. Current IT staffing – There are no dedicated IT system staff. IT staffing needs are absorbed by the City Finance Department.

### **SCOPE OF SERVICES:**

The City will evaluate proposals and select a consultant to perform a detailed Information Technology (IT) assessment and creation of an IT Strategic Plan over the next five years in alignment with Kenmore’s biennial budget ending December 2030. The consultant will be selected based on its ability to efficiently (in terms of cost, time, and resources) and effectively perform the services requested as detailed below. Final recommendations should reflect the City’s current scale and capabilities, while also considering scalable solutions and potential future shifts in how IT services are delivered or supported.

- Assessment and evaluation of the City’s IT needs including work, staffing, and budget required to support:
  - Existing and future IT capabilities, infrastructure and programs
  - A work program and budget for sustaining and evolving City Information Technology to support ongoing business processes and priorities while focusing on the following key issues:
    1. Technology hardware that supports citywide information technology
    2. Citywide software used across all departments
    3. Departmental specific software
    4. Identify and implement technologies that improve internal and external customer service
    5. Improve the City’s digital footprint, i.e., the creation of data that is tied to coordinated plans for access, retrieval, retention, and protection to ensure critical business data is organized, readily accessible, and preserved
- Assessment of current strengths and weaknesses as well as identify, prioritize and

cost the projects the City should focus on over through the end of the 2030 biennium.

At a minimum, the Strategic Plan should provide the results of a thorough analysis of the following:

- Existing infrastructure, staffing, funding, applications, business systems, projects, processes, resource deployment and other investments and resources currently used by the City
- Interviews with representatives from each department's leadership, City staff IT liaison, current IT service provider, and key individuals currently serving as the lead for various software applications (ex: Cityworks, TRAKiT, Granicus).
- Identify the IT resources needed to support the use of our current systems and applications
- Sufficiency of existing relationships, maintenance strategies, replacement cycles and opportunities for enhancement of these strategies.
- Assessment of City effectiveness of use of technology resources and staff access to technology services
- Assessment of the City's GIS program and development of a high-level GIS strategic plan that identifies program needs, staffing, technology recommendations, and integration opportunities
- Assessment of current data feeds between software programs to determine where the manual data entry is currently occurring and provide recommendations on areas that could be integrated or technologies consolidated (e.g. permitting front end to back end, permitting to accounting, website to service request, service request to permitting back end).
- Assessment of current Information Technology services to mitigate financial risk and maintain compliance, including document management and retention.
- Identification of needs to accommodate current and future technology requirements such as data storage and management, shifting to the cloud, support for mobile computing objectives (e.g., planning, engineering, police, etc.), legal requirements, security requirements, staffing, etc.
- Internal and/or external staffing needs related to the technologies and support needed now and likely to be needed over the next five years.
- Review current policies and service level agreements, and identification of any necessary or recommended policy directives needed
- Review of current hardware purchasing, tracking, and distribution processes
- Options for expanding and improving connectivity between City facilities to accommodate necessary and anticipated increases in data transmission

Upon authorization by the City Council, the City Manager will execute a contract with the consultant which will include the terms for providing these services to City staff.

**DELIVERABLES:**

The following deliverables are to be provided by the consultant. Additional deliverables may be identified during the initial meetings between the consultant and the City.

- An Executive Summary of discovery and recommendations for the City Council

and Executive Management Staff.

- An IT strategic plan through 2030 that addresses topics outlined in this RFP and any others identified in the process of stakeholder discussions. This plan should be designed to succeed within the City's anticipated available budget and indicate if more resources, e.g., capital, staffing, operating expenses, training, etc., are needed or should be proposed for consideration. Include option(s) to provide third party assistance in the procurement, configuration, and implementation of key system deficiencies that may be identified during the evaluation.
- A comprehensive list of recommendations and opportunities for improvement.
- Recommendations and a high-level roadmap on high-level areas including cloud strategy and infrastructure as a service, data analytics, storage technology, document management and retention, and any other identified by the consultant.
- A tactical project plan outlining priority improvements including project justification, estimated costs, required resources (staff/capital), anticipated benefits, and risks of action vs. inaction.
- A phasing and implementation strategy aligned with the City's anticipated budget and staffing capacity. Recommendations should clearly indicate which actions are achievable within current resources and which would require additional funding, staffing, training, or external support.
- Comprehensive documentation of discovery and recommendations.
- At least three presentations (one to IT Committee, one to Executive Leadership Team, and one to the City Council).

#### **SUBMITTAL REQUIREMENTS:**

Responses to this RFP must be provided electronically. Proposals must be clear, succinct, and not exceed 12 pages (8.5"x11") using an 11- point font and 1-inch margins. Note the 12-page limit does not include the cover letter and resumes. Proposal content must include the following:

- Introductory Cover Letter
- Project Understanding
- Proposed Scope of Services and Schedule
- Price Proposal
  - Include breakdown of total cost per task;
  - A staffing matrix including each member/position needed, number of hours, and hourly rate for each task; and
  - Other costs needed to support the project
- Minimum of three (3) Project Examples
  - Include client name, scope, budget, completion date and references for each
- Key Project Staff and Resumes

In addition to the above requirements, the consultant must provide at least two (2) example reports from previous similar work. They can either be URLs provided or separate attachments, which will not count toward the 12-page limit. Sensitive customer information may be redacted if necessary.

**SUBMISSION INSTRUCTIONS:**

Proposals must be submitted electronically in PDF format to the City Clerk's Office via [bids@kenmoreaw.gov](mailto:bids@kenmoreaw.gov) by 5:00 p.m. on Monday, August 18, 2025. Late submissions will not be accepted nor will additional time be granted to any consultant. Only complete submittals will be considered for evaluation.

All proposals will become the property of the City and will become public documents subject to public disclosure with limited exceptions. The Washington State Public Records Act (Chap. 42.56 RCW) requires public agencies in Washington to promptly make public records available for inspection and copying unless they fall within the specified exemptions contained in the act or are otherwise privileged. Qualifications submitted under the RFP process shall be considered public records and with limited exceptions will be subject to disclosure under state law.

A copy of this Request for Proposal (RFP) may be obtained from the City's web site at [www.kenmorewa.gov/requestsforproposals](http://www.kenmorewa.gov/requestsforproposals).

The City of Kenmore, hereafter referred to as "City," reserves the right to reject any and all proposals and to waive irregularities and informalities in the submittal and evaluation process. This RFP does not obligate the City to pay any costs incurred by respondents in the preparation and submission of a proposal. Furthermore, the RFP does not obligate the City to accept or contract for any expressed or implied services.

The City requires that no person shall, on the grounds of race, religion, color, national origin, sex, age, marital status, political affiliation, sexual orientation, or the presence of any sensory, mental, or physical disability be excluded from participation in, be denied the benefits of, or be otherwise subjected to discrimination under any program or activity. The City of Kenmore further assures that every effort will be made to ensure non-discrimination in all of its programs and activities, whether those programs are federally funded or not.

In addition to nondiscrimination compliance requirements, the consultant ultimately awarded a contract shall comply with federal, state and local laws, statutes and ordinances relative to the execution of the work. This requirement includes, but is not limited to, protection of public and employee safety and health; disabilities; environmental protection; waste reduction and recycling; the protection of natural resources; permits; fees; taxes; and similar subjects.

**DESIRED QUALIFICATIONS:**

The City will consider proposals from single consultants or from multiple consultants working as a team. The ideal candidates will possess recent experience in information technology strategic planning, be excellent communicators and write clearly and concisely. They will have experience in the public sector and have worked with municipalities comparable to the City of Kenmore, Washington in population, staffing,

infrastructure and other relevant categories.

The City seeks a consultant (or team) that:

- Has significant experience with municipal technology strategic plans in similarly-sized cities.
- Has sufficient technical experience to create tactical plans and to cost projects at a detailed level in the following areas:
  - Project costing and organizational structure
  - Security
  - GIS
  - Commonly used municipal application systems including supporting interfaces between systems
  - Microsoft 365 and Azure
  - Storage, backup, and disaster recovery
  - Data analytics
  - Public records retention and search
  - Hardware/software cycling
- Preference will be given to those with an office in Washington State.

#### **EVALUATION PROCEDURES:**

Submittals will be evaluated by a Selection Committee. The Selection Committee will consider the completeness of an consultant's submittal and how well the qualifications of the team meet the needs of the City as outlined in this RFP.

Evaluation Criteria: Submittals will be evaluated based upon the responsiveness of the submittal to this RFP. Evaluations will be based on criteria outlined herein, which may be weighted by the City in any manner it deems appropriate. Interviews with selected teams may be in person or through the online Zoom/Teams platform. All submittals will be evaluated using the same criteria and weighting.

Evaluations of the proposal will be based on the criteria listed below:

- Company background & references – 10%
- Relevant experience & qualifications – 35%
- Project approach – 20%
- Budget and value – 30%
- Quality, clarity, and completeness – 5%

#### **QUESTIONS:**

Questions regarding this project may be directed to the City Clerk's Office via e-mail at [bids@kenmorewa.gov](mailto:bids@kenmorewa.gov) Please place "RFP No. 25-C3166 RFP IT Strat Plan" in the subject line. The deadline for questions is 5:00pm, Monday, August 4, 2025. Responses will be posted on a rolling basis to the City's website. Final questions will be answered by Wednesday, August 6, 2025. Unauthorized contact regarding this RFP with other City employees may result in disqualification. Any oral communications will be considered unofficial and non-binding on the City.

All questions and answers will be posted on the City's website at [www.kenmorewa.gov/requestsforproposals](http://www.kenmorewa.gov/requestsforproposals).

It is the responsibility of individual agencies to check the website for any amendments or Q&As related to this RFP.

## **SECTION 2 - CODE OF CONDUCT POLICY - COMPETITIVE SOLICITATIONS**

### **DEFINITIONS:**

**Solicitations:** method of acquiring goods, services, and construction for public use in which offers are made to the City between two or more sources. Typical documents used by the City are titled: Invitation to Bid, Invitation to Quote, Request for Proposals, Request for Qualifications, Request for Information, or any other method of obtaining competitive offers.

**Blackout Period:** The period between the time a solicitation is issued by the City and the time the City awards the contract.

**Lobbying:** The attempt to persuade or influence any City employees, officials, or representatives responsible for reviewing, evaluating, ranking, or awarding the work or contract for goods or services for or against any solicitation; provided, however, that lobbying shall not include the submission of required materials in direct response to the solicitation according to the instructions to respondents in such solicitation.

**CONDUCT OF PARTICIPANTS:** After the issuance of any solicitation, all bidders, proposers, contractors, agencies, or individuals acting on their behalf are hereby prohibited from lobbying any City employee, official, or representative at any time during the blackout period.

**SANCTIONS:** The City may reject the submittal of any bidder, proposer, contractor, and/or team who violates the policy set forth herein.

**REJECTION OF SUBMITTALS:** The City reserves the right to reject any and all submittals and to waive irregularities and informalities in the submittal and evaluation process. This RFP does not obligate the City to pay any costs incurred by agencies in the preparation and submission of their proposals. Furthermore, the RFP does not obligate the City to accept or contract for any expressed or implied services.

**RFP ADDENDUMS:** The City reserves the right to change the RFP schedule or issue addendums to the RFP at any time. The City also reserves the right to cancel or reissue the RFP. All such addenda will become part of the RFP. In the event that it becomes necessary to revise any part of this RFP, the City will issue the addenda on the City's website, link above.

It is the agencies' responsibility to confirm whether any addenda have been issued.

**QUALIFICATION MODIFICATION & CLARIFICATIONS:** The City reserves the right to request that any team clarify its submittal or to supply any additional material deemed necessary to assist in the evaluation of the submittal.

Modification of a submittal already received will be considered only if the request is received prior to the submittal deadline. All modifications must be made in writing, executed, and submitted in the same form and manner as the original submittal.

**EXCEPTIONS:** If a team takes exception to any term or condition set forth in this RFP and/or any of its Exhibits and Attachments (including Insurance Requirements), said exceptions must be clearly identified in the response to this RFP. Exceptions or deviations to any of the terms and conditions must not be added to the proposal pages but must be submitted in a separate document accompanying team's proposal and identified as "Exceptions." Such exceptions shall be considered in the evaluation and the award processes. The City shall be the sole determiner of the acceptability of any exception.

**QUALIFICATION SIGNATURES:** An authorized representative must sign submittals, with the team's address, telephone, and email information provided. Unsigned submittals may not be considered.

**CONTRACT AWARD:** The City reserves the right to make an award without further discussion of the submittals. The team selected as the apparently successful team will be expected to enter into a contract with the City. The City shall not be bound, or in any way obligated, until both parties have executed a contract. No party may incur any chargeable costs prior to the execution of the final contract.

The City reserves the right to award multiple contracts to multiple agencies for this scope of service if it is in the best interest of the City or use a contract different from the sample City contract.

## **SECTION 3 - TERMS & CONDITIONS**

**TITLE VI:** In accordance with the provisions of Title VI of the Civil Rights Act of 1964 (78 Stat. 252,42 U.S.C. 2000d to 2000d-4) and the Regulations, the City of Kenmore hereby notifies all bidders that the City will affirmatively ensure that disadvantaged business enterprises will be afforded full and fair opportunity to submit bids in response to this invitation and will not be discriminated against on the grounds of race, color, creed, sex, age, disability, sexual orientation, religion, or national origin in consideration for an award.

**EQUAL OPPORTUNITY EMPLOYMENT:** The successful team(s) must comply with the City of Kenmore equal opportunity requirements. The City of Kenmore is committed to a program of equal employment opportunity regardless of race, color, creed, sex, age, nationality, disability, or sexual orientation and encourages disadvantaged, minority, and women-owned firms to respond. The City encourages submittals from firms that demonstrate the same values and commitment.

**INSURANCE REQUIREMENTS:** The selected team(s) shall maintain insurance that is sufficient to protect the team's business against all applicable risks, as set forth in the City's Standard contract (available upon request).

**INDEMNIFICATION:** The selected team will be required to indemnify the City in the manner identified in the City's Standard contract (available upon request).

**BUSINESS REGISTRATION AND TAXATION:** If applicable, the team(s) awarded the contract will be subject to City of Kenmore Business Registration and Business Taxation as presented in the Kenmore City Code.

**NON-ENDORSEMENT:** As a result of the selection of a team to supply products and/or services to the City, team agrees to make no reference to the City in any literature, promotional material, brochures, sales presentation, or the like without the express written consent of the City.

**NON-COLLUSION:** Submittal and signature of a proposal swears that the document is genuine and not a sham or collusive, and not made in the interest of any person not named, and that the team has not induced or solicited others to submit a sham offer, or to refrain from proposing.

**COMPLIANCE WITH LAWS AND REGULATIONS:** In addition to nondiscrimination and affirmative action compliance requirements previously listed, the team(s) ultimately awarded a contract shall comply with federal, state, and local laws, statutes, and ordinances relative to the execution of the work. This requirement includes, but is not limited to, protection of public and employee safety and health; environmental protection; waste reduction and recycling; the protection of natural resources; permits; fees; taxes; and similar subjects.

**OWNERSHIP OF DOCUMENTS:** Any underlying data, reports, studies, conclusions, and summaries prepared by the team and submitted to the City shall become the property of the City.

**CONFIDENTIALITY OF INFORMATION:** All information and data furnished to the team by the City, and all other documents to which the team's employees have access during the term of the Contract, shall be treated as confidential to the City. Any oral or written disclosure to unauthorized individuals is prohibited.

**FEDERAL DEBARMENT:** The Bidder shall not currently be debarred or suspended by the Federal government. The Bidder shall not be listed as having an "active exclusion" on the U.S. government's "System for Award Management" database ([www.sam.gov](http://www.sam.gov)). Any team currently debarred or suspended by the Federal government or having an "active exclusion" will be automatically disqualified.