



Town of Dedham/Dedham Public Schools  
INFORMATION TECHNOLOGY  
26 Bryant St, Dedham, MA 02026

REQUEST FOR PROPOSALS  
**Town-wide Strategic Information Technology Plan**

**Purpose:** The Town of Dedham seeks responsive proposals from qualified information technology consultants with the proven ability and experience to provide high level professional IT consulting services to complex organizations. The chosen consultant will work collaboratively with the Town's Information Technology Committee (ITC) in developing a Town-wide Strategic Information Technology Plan, which will include 1) an inventory and assessment of the existing technology infrastructure and related organizational structure of all Town of Dedham departments, including the Dedham Public School System; 2) an assessment of each department's current and future technology related needs, identifying various challenges, emerging issues, and potential approaches; 3) a review of the current organizational structure with recommendations in regards to staffing requirements for effective and efficient operations; 4) recommendations for areas of process improvement; and 5) a five-year strategic implementation plan based on results of above assessments/reviews, including projected costs and recommendations on various options for capital and operational funding.

**Issue Date:** Monday August 4, 2014

**Due Date:** Friday, September 12, 2014, by 1:00 p.m.

**Project Budget:** \$125,000

**Notice and Instructions to Proposers**

1. Proposers shall submit one (1) original (unbound), and twelve (12) complete copies (bound) of their **Technical Proposals**, along with one (1) electronic copy, which shall include all required information and certifications as stated in this RFP. Proposers shall also submit one (1) original Price Proposal in a separate and sealed envelope.
2. All proposals (separate technical and price proposals) must be packaged in a sealed outer envelope, clearly labeled in the lower left hand corner:  
Proposer's Name and Address  
RFP15-IT202  
Town-wide Strategic Technology Plan  
September 12, 2014 - 1:00 p.m.
3. Deliver sealed proposals to:  
William Ralph, Assistant Director of Finance  
Town of Dedham  
26 Bryant Street, Room 209  
Dedham, MA 02026  
(781) 751-9121
4. Proposals must be received no later than the specified due time and date or they will be considered late and will be rejected. Late, emailed, faxed and/or unsigned proposals will be rejected.

## SECTION A: ADMINISTRATIVE QUALIFICATION INFORMATION and CONDITIONS

### 1. INTRODUCTION

The Town of Dedham seeks responsive proposals from qualified information technology consultants with the proven ability and experience to provide high level professional IT consulting services to complex organizations. The chosen consultant will work collaboratively with the Town's Information Technology Committee (ITC) in developing a Town-wide Strategic Information Technology Plan, which will include 1) an inventory and assessment of the existing technology infrastructure and related organizational structure of all Town of Dedham departments, including the Dedham Public School System; 2) an assessment of each department's current and future technology related needs, identifying various challenges, emerging issues, and potential approaches; 3) a review of the current organizational structure with recommendations in regards to staffing requirements for effective and efficient operations; 4) recommendations for areas of process improvements; and 5) a five-year strategic implementation plan based on results of above assessments/reviews, including projected costs and recommendations on various options for capital and operational funding.

### 2. DEFINITIONS

"Dedham", "Town", "Town of Dedham", "Dedham Public Schools", "Schools", "Assistant Director of Finance" and "Information Technology Committee (ITC)" are synonymous and mean the Town of Dedham.

"Consultant", "Proposer", "Applicant", "Team" are synonymous and mean the individual or firm responding to this request for proposals.

"Proposal," "Application," "Submission", "Bid," and "Offer," are synonymous, and mean the response submitted to this Request for Proposals, it being understood that once the Town accepts the same, the document(s) will be incorporated into the contract between the Town and the successful Proposer.

"Request for Proposals", "RFP are synonymous and mean this solicitation.

### 3. SCHEDULE OF EVENTS

Listed below are the estimated event dates related to this request for proposal:

RFP Advertised/Issued	August 4 <sup>th</sup>
Deadline for submitting questions	August 22 <sup>nd</sup>
Q&A Session	August 28 <sup>th</sup>
Proposals Due	September 12 <sup>th</sup>
Semi-Finalists Interviews & Selection	September 22 <sup>nd</sup> - 26 <sup>th</sup>
Finalist Selected	October 8 <sup>th</sup>
Contract Signed	October 10 <sup>th</sup>
* Project start date	October 20 <sup>th</sup>
* Project completion date	February 11 <sup>th</sup>

\* These project start and completion dates represent the Town's desired timeline for implementing this project. The actual timeline may be adjusted, however, based upon delays in the selection process, the consultant's recommendations, production needs, and other circumstances.

#### 4. CLARIFICATION QUESTIONS AND PROPOSER Q&A SESSION

Any questions concerning this RFP should be submitted in writing by e-mail no later than 1:00 p.m., Friday, August 22<sup>nd</sup> to: William Ralph, Assistant Director of Finance at - [wralph@dedham-ma.gov](mailto:wralph@dedham-ma.gov). No questions will be addressed via telephone, no oral questions will be accepted, and no oral responses may be relied on.

The Town shall conduct one Question & Answer Session on **Thursday, August 28<sup>th</sup> at 2:00 p.m.** in the Lower Conference Room in the Town Office Building located at 26 Bryant Street in Dedham. Representatives from the Town's Information Technology Committee will be available to address all clarification questions previously submitted by e-mail and raised at that time during this informational session. All consultants who intend to submit proposals should attend or send a representative to this session. This will be the only opportunity to have clarification questions addressed.

#### 5. PROCURING AND CONTRACTING AGENCY

- a. This Request for Proposals is being issued by the Town of Dedham, a municipal corporation of the Commonwealth of Massachusetts.
- b. The Town of Dedham official listed below will be the sole point of contact during the selection process, and shall administer the contract award:

William Ralph, Assistant Director of Finance  
Town Offices  
26 Bryant Street, Room 202  
Dedham, MA 02026  
Phone: 781-751-9121  
Email: [wralph@dedham-ma.gov](mailto:wralph@dedham-ma.gov)

#### 6. SUBMITTAL FORMAT AND REQUIREMENTS

Proposers shall submit one (1) original (unbound), and twelve (12) complete copies (bound) of their **Technical Proposals**, along with one (1) electronic copy, which shall include all required information and certifications as stated in this RFP. Proposers shall also submit one (1) original Price Proposal in a separate and sealed envelope. Proposals must be organized in sections with the following headings and subheadings. Each section should be separated by tabs or otherwise clearly marked.

##### a. Technical Proposal Format & Organization

The following are the required sections/tabs to be included in the Technical Proposal submittals. Additional explanations are provided below.

**Tab 1 Cover Letter/Executive Summary**

**Tab 2 Proposed Approach**

- a. General Approach to Project
- b. Elements & Tasks
- c. Proposed Project Schedule

**Tab 3 Qualifications**

- a. Overview of Firm Qualifications
- b. Organization Management Approach
- c. Key Staff

**Tab 4 Experience, Past Performance, Litigations**

- a. General Company Information
- b. Experience
- c. Disclosure of Contract Failures, Litigations

**Tab 5 References**

**Tab 6 Certifications and Signatures**

- 1. Consultant Profile Information
- 2. Corporate Vote (if applicable)
- 3. Certificate of Non-Collusion
- 4. Certification of Tax Compliance

Tab 1 – Cover Letter/Executive Summary – The Proposer shall include a brief summary that includes the factual, core aspects of basic services offered, experience and qualifications of the Proposer, staff, consultants, sub-consultants and/or suppliers, a list of relevant projects in the last five years and the timeliness in which they were completed and any other relevant information.

Tab 2 – Proposed Approach

- a. General Approach to Project – Provide a brief overview of your general approach to completing the project and accomplishing the Town’s stated objectives.
- b. Elements & Tasks – Describe in detail how you will accomplish the primary elements and specific tasks of the project.
- c. Proposed Project Schedule – Provide a proposed project schedule and timeline, listing target dates for the start and completion of events, tasks and milestones.

Tab 3 – Qualifications

- a. Qualifications Overview – Provide a brief overview of the general background and services provided by your firm, including size of organization, description of organization structure, and number of years in business, and experience in serving governmental entities including PreK-12 educational technology. Demonstrate the firm’s capability and evidence that the Proposer has experience providing services equal to or greater in scope than those requested in this RFP.
- b. Organization Management Approach – Describe the approach to organization management and the responsibilities of the management and staff personnel that will perform work on the Project; describe method employed to ensure prompt service,

customer satisfaction, prompt complaint resolution, effective employee performance and training, and timely initiation and completion of all work.

c. Key Staff – Identify key staff in your company and affiliates including subcontractors or subconsultants to fulfill the contract requirements. Provide their resumes with job descriptions and other detailed qualification information. Include the proposed role and estimated amount of time to be spent on this project for each person. Identify who would be the contract manager(s) from the firm.

#### Tab 4 – Experience, Past Performance, and Litigations

a. General Company Information – State the number of years that the firm has been in business, the number of years in business operation under the firm’s current business name. Any business owner who previously operated a business under another name must include a description of the previous business. Failure to include such information may be deemed by the Town as intentional misrepresentation, and may render the submittal non-responsive.

b. Experience – The Town will evaluate the experience of the Proposer in providing the proposed IT consulting services. Provide a description of relevant experience, especially in projects of similar size and scope. Include a clear statement of your firm’s specific role in the process. Be specific and identify projects, dates and results. Include the following information:

1. The client name, address, telephone number and the name of a contact person
2. A description of the performed work
3. The contract period and duration
4. A statement or notation as to whether the Firm was a prime consultant or a sub-consultant.
5. The result of the project
6. List any and all contracts the Firm or its principals have performed for the Town.
7. List all current projects.

c. Disclosure of Contract Failures, Litigation – Disclose any alleged significant prior or ongoing contract failures, contract breaches, any civil or criminal litigation or investigation pending which involves the consultant or in which the consultant has been judged guilty or liable, or which may affect the performance of the services to be rendered herein, in which the Firm, any of its employees, subcontractors, or subconsultants is or has been involved within the last three (3) years.

Tab 5 – References – Provide a list of organizations and/or clients with whom the Proposer has done similar business within the last five (5) years. Include name, address, and phone number of contact person for each. Describe briefly the nature of the project or services provided to each organization listed. If contacted, all references must verify that a high level of satisfaction was provided. The list of references should include at least three (3) projects of closely related scope of services.

The Town of Dedham may also utilize other sources of information about the projects and/or service(s) proposed by the Proposer where these sources are publicly available and are equally available for all competing Proposers.

Tab 6 – Certifications and Signatures – These forms, which are attached to the RFP, must be completed in full, signed and included in the Technical Proposal. Failure to include the forms may result in disqualification.

## **b. Price Proposal Format & Organization**

The Town has appropriated \$125,000 towards developing a Town-wide Strategic Information Technology Plan. Additional funding for more focused assessments and/or plan implementation may be sought in the future, but should not be assumed and cannot be assured at this time.

Consultants shall provide their proposed price to provide all services proposed in their Technical Proposal on the Price Proposal form and format included in this RPF.

Proposers shall also submit one (1) original of their Price Proposal in a separate and sealed envelope, clearly marked with their firm name and address.

## **7. SELECTION PROCESS**

a. Rule of Award - The Town will select the responsive and responsible proposer submitting the most advantageous proposal, taking into consideration the proposer's experience, staff capacity, references and plan for providing the services as well as the proposal price.

b. After the sealed proposals are received on September 12<sup>th</sup>, copies of the Technical Proposals will be submitted to each member of the Town's Information Technology Committee (ITC) for individual review and scoring in accordance with items 1 through 4 of the Evaluation Criteria listed below. The ITC will then meet as a group to discuss their findings, and develop a cumulative scoring and ranking of all proposals.

c. The Evaluation Criteria will be scored as follows: Highly Advantageous = 3 points; Advantageous = 2 points; Non-Advantageous = 1 point; Unacceptable = 0 points.

d. The ITC will then select a limited number of proposals as "Semi-Finalists" and will invite the proposers in for individual interviews with the group. Members of the ITC may also be contacting references of the Semi-Finalists' past clients at this time.

e. When the Semi-finalist interviews and reference checks have been completed, the ITC will meet again to discuss their observations and findings, and to select the Finalist by a majority vote. All consultants who submitted proposals will be notified in writing of the ITC's decision shortly thereafter.

f. The Assistant Director of Finance will open and evaluate the price proposals in accordance with the Rule of Award to determine the best proposal price.

## **8. EVALUATION CRITERIA:**

### **1. Proposed Approach to the Project:**

Highly Advantageous - Proposal meets all of the Town's objectives for the project, with all tasks and services required by the Town included in the proposal. The proposal includes a timeline which adheres to the Town's requirements, and provides for the completion of all tasks within the Town's allocated budget for the project, with a clear explanation of which tasks the Town will need to be responsible for providing.

Advantageous - Proposal meets all of the Town's objectives for the project, with most tasks and services required by the Town included in the proposal. The proposal includes a timeline which adheres to the Town's requirements,

and provides for the completion of most tasks within the Town's allocated budget for the project, with an explanation of which tasks the Town will need to be responsible for providing.

Non-Advantageous - Proposal does not meet all of the Town's objectives for the project, and/or with many tasks and services required by the Town not included in the proposal. The proposal includes a timeline which does not adhere to the Town's requirements, and/or provides for the completion of only certain tasks within the Town's allocated budget for the project; and/or with an unclear explanation of which tasks the Town will need to be responsible for providing.

Unacceptable - Proposal demonstrates a clear lack of understanding of the Town's objectives for the project, and of the tasks and services required; timeline and responsibility information not responsive.

## 2. Technical Proposal Clarity & Quality:

Highly Advantageous - Proposal is responsive to the requirements of the RFP; and is very clear, organized, and complete.

Advantageous - Proposal is responsive to the requirements of the RFP; and is understandably clear, organized, and complete.

Non-Advantageous - Proposal is responsive to the requirements of the RFP; but is not very clear, organized, and complete.

Unacceptable - Proposal is less than responsive to the requirements of the RFP; and/or is not clear, organized, and complete.

## 3. Consulting Team Makeup:

Highly Advantageous - Proposal with a highly experienced person serving as project leader/manager who is a principal or partner in the firm; all project team members possess ten or more years of experience in their areas of expertise; Proposal clearly indicates the specific tasks each of the team members will perform; Project team members can travel to Dedham within two hours by automobile.

Advantageous - Proposal with a senior person serving as project leader/manager who reports directly to a principal or partner in the firm; most project team members possess ten or more years of experience in their areas of expertise; Proposal indicates the specific tasks each of the team members will perform; Project team members can travel to Dedham within four hours by automobile.

Non-Advantageous - Proposal with a junior person serving as project leader/manager; and/or most project team members possess less than ten years of experience in their areas of expertise; and/or Proposal does not indicate the specific tasks each of the team members will perform; and/or Project team members cannot routinely travel to Dedham by automobile.

Unacceptable - Proposal which does not provide appropriate information regarding the project leader/manager; and/or most project team members possess less than ten years of experience in their areas of expertise; and/or Proposal does not indicate the specific tasks each of the team members will perform; and/or Project team members cannot travel to Dedham by automobile.

## 4. Municipal Experience & Clients: Past municipal and other clients of the lead consultant within the last five years, for projects of similar scope and size as the Town of Dedham's Town-wide Strategic Information Technology Plan.

Highly Advantageous – Proposal lists five or more municipal clients within the last five years for projects of a similar scope and size.

Advantageous – Proposal lists a combination of five or more municipal and other clients within the last five years for projects of a similar scope and size.

Non-Advantageous – Proposal lists less than five municipal and other clients within the last five years for projects of a similar scope and size.

Unacceptable – Proposal lists no clients within the last five years for projects of a similar scope and size.

#### **5. Interview – Communication and Presentation Skills, etc. :**

Highly Advantageous – The communication and presentation skills of the project leader/manager are exceptional.

Advantageous – The communication and presentation skills of the project leader/manager are adequate.

Non-Advantageous – The communication and presentation skills of the project leader/manager are lacking.

Unacceptable – The communication and presentation skills of project leader/manager are poor.

#### **9. ACCEPTANCE/REJECTION OF QUALIFICATIONS**

- a. The Town reserves the right to accept or reject any or all proposals submitted, in whole or in part, and to waive any informalities or technicalities which at the Town's discretion are determined to be in the best interests of the Town. Further, the Town makes no representations that a contract will be awarded to any Proposer responding to this request. The Town expressly reserves the right to reject any and all bids responding to this invitation without indicating any reasons for such rejection(s).
- b. The Town reserves the right to postpone due dates and openings for its own convenience and to withdraw this solicitation at any time without prior notice.

#### **10. INCURRING COSTS**

This RFP does not commit the Town to award a contract, pay any costs incurred in preparation of these applications, or to procure or contract for any services.

#### **11. MINIMUM PROPOSER QUALIFICATIONS**

The Town is seeking a consultant possessing the following experience and qualifications:

- a. The Consultant shall possess no less than ten (10) years of professional experience in Information Technology (IT) consulting, including a number of municipal clients.
- b. The Consultant may also be made up of a team that brings the necessary qualifications to the table. The Consultant will be required to provide references of past IT Strategic Plans conducted.

The Town of Dedham may make such investigations as it deems necessary to determine the ability of the Proposer to perform the work, and the Proposer shall furnish to the Town all such information and data for this purpose, as the Town may request.

The Town reserves the right to reject any proposal if the evidence submitted by, or resulting from an investigation of, such Proposer fails to satisfy the Town that such Proposer understands the full scope of work and is properly qualified to carry out the obligations of the contract and to complete the work contemplated herein. Failure to respond to each of the requirements in this RFP may be cause for rejecting the proposal.

## **12. CONTRACT FORM**

The Consultant's proposal, the terms contained in this RFP, and the required forms and information thereof, will be incorporated by reference into the contract between the Consultant and the Town. The parties will use the Town's form of contract, a sample of which is attached to this RFP.

## **13. PROPRIETARY INFORMATION**

- a. Any information to be considered confidential or proprietary must be clearly stated as such, and separated from the rest of the proposal.
- b. Neither the technical proposal, in its entirety, nor the price proposal information will be considered confidential and/or proprietary.
- c. Any information that will be included in any resulting contract cannot be considered confidential.
- d. Proprietary information submitted in a proposal, or in response to this RFP, will be handled in accordance with the applicable laws of the Commonwealth of Massachusetts. To the extent permitted by law, it is the intention of the Town to withhold the contents of the proposals from public view until such times as competitive or bargaining reasons no longer require non-disclosure, in the opinion of the Town. At that time, all bids will be available for review in accordance with the Massachusetts Public Records Law.

## **14. USE OF MONITORING DEVICES**

Any proposed use of electronic monitoring or data gathering devices, methods, or tools shall be identified in the proposal, and approved by the ITC.

## **15. ACCEPTANCE OF TERMS**

By submitting a proposal, the Proposer affirms its acceptance of the terms and conditions of this RFP, including its attachments, without exception, deletion or qualification, and without making its offer contingent. Please note the Town of Dedham's insurance requirements listed on page one of the supplement to the sample form of agreement attached herein.

## **16. PUBLIC OPENINGS**

There will be no public opening following the due date for submission of proposals. All information received shall remain confidential until the process for selecting the qualified consultant has been completed. Only the names and addresses of the proposers will be recorded and available following the proposal deadline date and time (i.e., September 12, 2014 @ 1:00 p.m.).

## SECTION B: PROJECT INFORMATION AND SPECIFICATIONS

### 1. INTRODUCTION and BACKGROUND:

Dedham is known for its forward thinking professional government, committed to quality, responsiveness, and service. Settled in 1635 by people from Roxbury and Watertown, Dedham was incorporated in 1636. It became the county seat of Norfolk County. The Charter authorizes a representative town meeting-board of selectmen-town manager form of government. The Town is overseen by an elected five-member Board of Selectmen, and is administered by an appointed professional Town Manager, who also oversees all town departments and divisions. Dedham's public schools are overseen by an elected seven-member School Committee, and administered by an appointed professional Superintendent. There are also various appointed boards and committees which have specific responsibilities concerning various aspects of town governance. Town Meeting, which is generally unique to New England, serves as Dedham's legislative body. Town Meeting is facilitated by an elected Town Moderator, who is also responsible for appointing a nine-member Finance Committee, which in turn is responsible for advising Town Meeting on all matters brought before it.

#### Town's IT Context, Development & Structure

The Town of Dedham is a \$104 million a year municipal corporation, with approximately 750 employees charged with the mission of providing a diverse slate of public services to a population of 24,000 residents. This mission is largely carried-out, aided, and supported by a broad and complex technology infrastructure made up of various open and secure networks; a wide array of general and specialized software application programs; many types of servers, computers, and other assorted hardware; and a cadre of specialized technical and managerial personnel who operate, maintain, and manage it all.

Over the past three decades, the Town has incrementally acquired various technologies (hardware and software) designed to address very specific department-based needs, for example: accounting and revenue tracking software, word processing software, email and website development, computer-aided dispatch and data/reporting software for Public Safety, property assessment applications, online Student Information systems, school bus transportation, Library patron applications, permit tracking/reporting software, engineering design, Geographic Information Systems.

Information Technology services are segmented by Town and School into two separate operations.

- (1) Town Information Systems – division of Town Finance Department servicing the Town Offices, Facilities, Public Safety, Engineering, Public Works, Council on Aging, Youth Commission, Libraries and Endicott Estate;
- (2) Dedham Public Schools – serving seven PreK-Grade 12 schools and School Administration.

In addition to support, the two IT operations separately manage the purchasing and deployment of their hardware, software applications, network infrastructure, and upgrades. Each IT operation prepares, manages, and implements their own Technology operating budget as well as most Capital Improvement funding. This budgeting function includes purchasing and deployment of most network, hardware and software solutions, as well as most ongoing maintenance costs. Maintenance costs for specialized office or task-specific applications are often handled by the appropriate division.

The Municipal Fiber Optic WAN that connects town and school buildings is a star design with its centralized point of presence located at the current Town Offices at 26 Bryant St utilizing 12 strand single mode fiber optic cable installed at seven schools and an eighth school owned building and fourteen town locations. The WAN terminates to HP ProCurve modular switches.

#### Municipal IT Operations

The Town IT divisions, which service municipal operations, maintain a total of 72 virtual servers on 4 hosts performing such functions as: Accounts Payable and Payroll/Personnel, Revenue Billing and Collections, Sewer Billing/Collections, Property

Appraisal, Public Safety CAD/Records Management Systems/Mobile services, Library public access, Library, Permits, GIS/Engineering, Public Works work order and asset management, Vital Records, Retirement Records and Payroll, Dog Registration, E-Mail, online bill payment, Parking Tickets, online banking/deduction reporting, and Elder Services.

The Town IT divisions support 180-200 Apple PCs running Windows 7 and 30 MacBook Pro laptops in fourteen locations and have over 200 regular users in addition to the Library's patrons. Network and Server support, as well as desktop hardware and software support is primarily handled by in-house IT personnel. Critical hardware and software is also covered by maintenance contracts which provide onsite service (for hardware). Software maintenance and upgrades are performed by in-house IT personnel, and where appropriate, through software support contracts. Town IT divisions are based at Town Offices.

Wireless access to the internet is provided in all Town buildings (via Ruckus and Aruba hardware), Public Safety and extensively in the Library for patron access.

Over the last several years, there has been little or no funding for training, due to budget constraints. As users are getting more sophisticated, they are imagining more ways to use technology but they do not have the benefit of any formalized training to facilitate the need. Specific application training has been outsourced, based on need (Horizon, Global Knowledge).

The Town utilizes a large variety of applications and a number of operating systems including, but not limited to New World Systems Accounting Software, CDS Collection Software, Windows 7, Sportsman SQL, Adobe Livecycle, Brother Scanner software, Google Sketchup, Pamet, Tactical Technologies, BOSS, Nero, Crystal Reports, DYMO Stamps, DYMO Label, ELSAG (Automatic license plate reader - in cruiser and in house), Livescan, Badge Builder, Dreamweaver, Photoshop, Guard One, Firehouse, EventPro, Energov software, Metverse, My Senior Center, Esri ArcGIS Desktop, Esri ArcGIS Server Enterprise, Trimble GPS software, Microsoft SQL Server, Microsoft Visual Studio, WingIDE, Aptana Studio, Git, Gimp, Camtasia, Adobe Acrobat, AutoCAD, Cartegraph, Evernote, Wunderlist, Photoshop, HR la Carte, Harpers Millenium (Payroll), Softwrite (Fixed Assets), Vision Appraisal, Microsoft Office Suite, VMware, Veeam (Backups), Linux, Microsoft Windows Server software and Zetta.

### School IT Operations

The Dedham Public Schools' IT Department supports approximately 3,000 students in their educational process and over 450 staff members who lead and guide this process. The volume of technology supported includes 2,500 district owned computers and iPads, over 1,000 various peripherals including over 100 Smartboards, over 200 projectors, approximately 200 document cameras, about 300 printers and various other peripherals. The Schools run over 40 servers with the vast majority of these virtualized, 72 switches and 260 wireless access points.

There are 7 public schools serving an approximate student population of 3,000:

- Dr. Thomas Curran Early Childhood Education Center (Grades PK - K)
- Avery Elementary School (Grades 1-5)
- Greenlodge Elementary School (Grades 1-5)
- Oakdale Elementary School (Grades 1-5)
- Riverdale Elementary School (Grades 1-5)
- Dedham Middle School (Grades 6-8)
- Dedham High School (Grades 9-12)

### Dedham Public Schools Program Offerings

The Dedham Public Schools endeavor to serve the variety of needs present in the student body.

The following are the programs and support offerings:

- Adjustment counselors PK - 12

- Advanced Placement courses in Biology, Calculus, Chemistry, Computer Science, English, French, Spanish, Mathematics, Physics, Psychology, Social Studies, and U. S. History
- After-school elementary programs at each school
- Art program K - 12; Music program PK-12;
- Athletic offerings 6 -12
- Developmental reading programs
- English Language Learner support K -12
- Engineering instruction 8 - 12
- Guidance Department 6 - 12
- Physical Education and Health programs K-12
- Science Center 1-5
- Special Education PK - 12
- Foreign Language Instruction 6-12 and Exchange Programs
- Technology instruction PK - 12
- TV/Video Production 6 -12
- Extended School Year and Summer Programs

The Dedham Public Schools' network consists of a fiber backbone provided by a local cable company. The network hub is located in Town Hall. All schools are connected through this fiber. Each school has a local area network. The network topography employs virtual local area networks (VLANs) to segment and control network traffic.

Internet access is available in 100% of our classrooms. In accordance with the Children's Internet Protection Act (CIPA) requirements, all Internet traffic is filtered for pornography and inappropriate material. An increasing number of connections to the Internet and the school's network are via wireless for an expanding variety of devices. Secured wireless has been achieved in all our buildings with a high percentage of coverage. Improved wireless systems focused on density have been achieved at the high school and the new Avery Elementary School.

Within the last few years we have seen the integration of traditional networked information and instructional technologies with non-traditional networked technologies. A centralized backup system has been implemented. All servers are backed up during off hours to a centralized disk-based system. These backups are recorded onto tapes during the normal operating hours and stored in an off-site location.

Staffing includes a full-time Technology Director, a dedicated person for data management, full-time Network Administrator and appropriate combination of technical support staff and support from contractual services. We currently have one technology integrator for the system.

## **2. OBJECTIVES OF THE PROJECT:**

The Town of Dedham seeks to hire a consultant or team of consultants capable of providing a comprehensive Town-wide Strategic Information Technology Plan. The Plan shall include the following primary elements:

1. an inventory and assessment of the existing technology infrastructure and related organizational structure of all Town of Dedham departments, including the Dedham Public School System;
2. an assessment of each department's current and future technology related needs, identifying various challenges, emerging issues, and potential approaches;
3. a review of the current organizational structure with recommendations in regards to structure and staffing requirements for effective and efficient operations;

4. recommendations for areas of process improvement (see list of depts. below);
5. a five-year strategic implementation plan based on results of above assessments/reviews, including projected costs and recommendations on various options for capital and operational funding.

Note: The Town is amenable to using in-house personnel and/or the Information Technology Committee to assist the consultant in the coordination and completion of certain tasks, where doing so makes logistical sense in terms of prudent allocation of time and resources. It is expected that all proposals will indicate the specific tasks that the consultant proposes be accomplished by Town personnel and/or the ITC; and if applicable, include a breakdown of time/costs allotted for the consultant performing these tasks versus using available Town of Dedham resources.

The development of this plan is expected to take approximately four months to complete. The process will include participation and input from all departments, offices, and technology staff; and periodic updates, progress reports and presentations to the ITC and elected boards.

Note: Dedham professional staff will be available to aid in the logistics of reserving facilities and setting up forums and interviews, but the consultant will remain responsible for facilitating events, conducting interviews, gathering, quantifying, analyzing and presenting information throughout this process.

The development of a comprehensive and dynamic Strategic Information Technology Plan for the Town of Dedham will be partly achieved through the incorporation of a comprehensive approach for gathering input from all the pertinent constituencies. This input will come from a series of interactive activities including, but not limited to: surveys; one-on-one interviews; group meetings; and public presentations. This input will then be categorized in a logical and systematic fashion and incorporated into the Strategic Plan as appropriate. The findings and results of these input activities shall be published as an appendix to the final report.

The consultant will conduct interviews/surveys to gain an in-depth understanding of how technology is used throughout the organization on a daily basis, and how it could more effectively assist in normal workflow as well as extenuating circumstances. The Consultant shall develop a plan to survey and/or interview all relevant personnel of Town departments and offices. Town personnel who use information technology to make decisions, further the objectives of teaching and learning technology, or rely on information technology as a primary means to accomplish their duties, should be interviewed or surveyed during this process.

The following is a listing of the various Town departments and offices that will ideally be included in the interviews and/or surveys:

- Board of Selectmen/ Town Manager
- School Department
- Finance - Accounting, Treasury, Collections, Technology, Finance Committee
- Board of Assessors - Legal
- Human Resources
- Town Clerk
- Environment
- Planning Board
- Economic Development
- Facilities - BPC
- Public Safety - Police/Fire/Dispatch
- Building
- Civil Preparedness

Engineering  
Public Works and Cemetery  
Board of Health  
Council on Aging  
Youth Commission  
Veterans' Services  
Libraries (Main/ Endicott)  
Parks & Recreation  
Endicott Estate

### 3. ANTICIPATED SPECIFIC TASKS AND SERVICES

a. **Interviews & Survey** – The Consultant will conduct individual and/or group interviews with the Town's municipal and school executives, department heads, principals, technology managers, and other appropriate staff. The Consultant will also conduct a general user survey to help assess the technology needs of the Town's municipal and school employees.

b. **Network Infrastructure** – The Consultant will assess the Town's current network infrastructure, including all data switches, hubs, router, appliances, LAN wiring within the facilities, WAN Cabling between the facilities, and include recommendations for appropriate improvements in the final report.

c. **Servers, Server-Based Applications and Cloud-Based Applications** – The Consultant will assess the current servers and OS being utilized, including domain servers, mail servers, application servers, including Cloud hosted applications, and make recommendations regarding management, monitoring, maintenance and life-cycle of the devices in the final report.

d. **Desktops** – The Consultant will assess the current fleet of computing devices including, but not limited to, iPads, Chromebooks, Desktops, smartphones, Laptops and Workstations, Operating Systems, Office applications and niche applications such as GIS, web development, etc that may have unique requirements. Observations and recommendations regarding deployment, patching, updating, upgrading, monitoring, maintenance and life-cycle must be included in the final report.

e. **Printers** – The Consultant will assess the current fleet of printers, copiers, multi-function printers, scanners, fax machines, inkjet and large-format printer/plotters. Consider printing costs, maintenance costs, and make recommendations for potential cost savings through standardization, consolidation, etc in the final report.

f. **Storage and Backups** – The Consultant will assess the current use of Direct Attached Storage (DAS), Storage Area Network (SAN), snapshot technology, disk-to-disk and disk to tape backup, offsite storage strategies/equipment including Cloud-based storage and software. Observations and recommendations must be included in the final report.

g. **Document Archiving, Document Management, Document Retrieval, Records Retention, and e-Mail Archiving** – The Consultant will assess the Town's current archiving and retrieval strategies, needs and capabilities, and also review policies to see if they meet local, state, and federal requirements of the various Town departments. Document retrieval/management in terms of scanned images/pictures which interact with several software applications must also be considered. In addition to archiving, management, retrieval and retention, the consultant must make observations and recommendations regarding e-mail archiving, particularly in light of Federal Rules for Civil Procedures, and include in final report.

h. **Management Applications** – The Consultant will assess and provide recommendations on the use and/or adoption of various applications, that may improve management processes and procedures, such as: Increased web functionality, including Content Management Systems interdepartmental workflow and collaboration tools, document management, email archiving, online permitting, expanded use of GIS and database technology. In addition, storage technology, improved remote access

tools, virtual desktop implementation, asset management, help desk tools, reporting tools, unified communications, streaming voice and video, etc.

i. **E-Mail** – The Consultant will assess the current e-mail systems employed by the various departments and make observations and recommendations to improve email service, lower costs, and meet operational and legal requirements.

j. **Social Networking (Chats, Blogs, FaceBook, Twitter, etc)** – Through the interactive process as described in paragraph a., the Consultant will report observations and recommendations regarding the possible uses of these Social Networking technologies in this municipal and school environment in the final report.

k. **Collaborative Tools (SharePoint or other, CMS, Blogs, Wikis, SIF integration, ZIF implementation)** – Based upon the results of data gathered, the Consultant will report benefits, hazards, implications and overhead of implementing and maintaining SharePoint (or similar), SIF and other related collaborative tools. Recommendations regarding the application of collaborative tools in municipal and school environments shall be provided in the final report.

l. **Business Continuity and Disaster Recovery** – The Consultant will assess the current Business Continuity and Disaster Recovery Plan(s) for the Town, the necessity for such plan(s), and the existing capabilities of the Town IT operations to ensure that the business of the Town can function during and after an event. The Consultant must state observations of the current capabilities and make recommendations for the Town to improve and/or implement cost effective Business Continuity and Disaster Recovery plans, with several options to include approximate cost based on scope of plans.

m. **Data Security** –The Consultant will assess the current level of protection, report findings and provide recommendations to cost effectively secure data. Additional recommendations on compliance with Personal Information Regulations (including 201 CMR 17.00) also need to be included.

n. **Remote Access** –The Consultant will observe and make recommendations regarding the use of Remote Access for IT personnel as well as the general user, including needs/benefits and hazards. Recommendations need to consider cost effectiveness, security and data integrity, benefits for IT support personnel to reduce onsite visits as well as potential improvements in productivity of the end user.

o. **Software Licensing** – The Consultant will review the current software licensing scheme and make recommendations that will assist the Town in reducing software licensing costs, while ensuring compliance. This section will also require recommendations for migration or upgrades to newer operating systems or applications suites or the adoption and implementation of low-cost or free open-source software applications.

p. **Policies and Procedures** – Since the use of technology has evolved over time, and in many departments there have been few management issues in regards to the abuse of technology, there has been little demand for the use of standardized policies and procedures to date. While some departments have implemented comprehensive policies in this regard, the level of user sophistication, the wide scale deployment of technology and the new levels of exposure to risk make such a policy a necessity in all departments. Having observed the Dedham computing environment, the Consultant will make recommendations regarding standardized IT policies and procedures in the final report as well as recommendations for updating policies to keep pace with changing technology.

q. **Help Desk & Reporting** –The Consultant will assess the need for and/or use of help desk and reporting system(s) currently in use, report findings, and provide recommendations.

r. **New/Emerging Technologies** – Having observed Dedham's current computing environment, the Consultant is expected to make general recommendations regarding the potential benefits of new/emerging technologies and applications that will lower operational cost, reduce work load, increase safety for employees, and increase service and services to the community.

s. **IT Organizational Structure and Staffing** - The Consultant will review the current Town and School IT organizations' structure and staffing, understand the role of each person within each IT operation, how each operation functions internally and interactively, and report observations and findings. Recommendations and options on organizational structure and staffing requirements shall be included in the final report.

t. **IT Space Requirements** - The consultant will review the current IT space usage and make recommendations as to how to optimize the space, and suggest viable alternatives. Recommendations and options reported in paragraph above regarding structure and staffing should be used when discussing space considerations.

u. **Strategic Plan Document** - The Consultant shall refine, finalize, deliver and present to the Town electronic and hard copies of the final Strategic Planning document as described above. The main objective of the final Strategic Plan is to enable the Town to effectively and efficiently leverage existing resources including but not limited to personnel, computer hardware and software applications, while laying the groundwork for newer applications, functions and evolving technologies in an organized and systematic fashion.

#### **4. PROPOSED PROJECT SCHEDULE:**

The Town anticipates all tasks of this Town-wide Strategic Information Technology Plan being completed in approximately four months from the contract start date.

The Consultant should include an anticipated project schedule in their proposal, listing target dates for the start and completion of all tasks, milestones, etc.

#### **5. REPORTS and PRESENTATIONS:**

The Consultant will provide the ITC with bi-weekly progress reports in written format, and will be available to provide the same in person or by teleconference.

The Consultant will present their preliminary findings and recommendations to the ITC, and will also present the same to the Board of Selectmen and School Committee during public sessions.

The Consultant will present a draft of the Strategic Information Technology Plan document to the ITC, and will also present the same to the Board of Selectmen and School Committee during public sessions.

**CONSULTANT PROFILE**

1. Proposing Company Name: \_\_\_\_\_

2. FEIN \_\_\_\_\_ OR SOCIAL SECURITY NO. \_\_\_\_\_  
(If Sole Proprietorship) SSN to be provided if awarded the contract

3. Form of Organization (check one):

- Corporation       Limited Liability Company       General Partnership
- Sole Proprietor     Unincorporated Association       Other: \_\_\_\_\_

4. Location of Main Office:

ADDRESS \_\_\_\_\_

TOWN/CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

5. Principal Information and Contact:

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

TELEPHONE 1 \_\_\_\_\_ TYPE:     Cell     Office

TELEPHONE 2 \_\_\_\_\_ TYPE:     Cell     Office

FAX: \_\_\_\_\_ E-MAIL ADDRESS \_\_\_\_\_

6. Contact Person in the event there are questions about your proposal:

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

TELEPHONE 1 \_\_\_\_\_ TYPE:  Cell  Office

TELEPHONE 2 \_\_\_\_\_ TYPE:  Cell  Office

FAX: \_\_\_\_\_ E-MAIL ADDRESS \_\_\_\_\_

7. Mailing address where Town purchase orders/contracts are to be mailed and person the Department can contact concerning orders and billing:

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

ADDRESS \_\_\_\_\_

TOWN/CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

TOLL FREE TEL \_\_\_\_\_ TYPE:     Cell     Office

FAX: \_\_\_\_\_ E-MAIL ADDRESS \_\_\_\_\_

## CONSULTANT REFERENCES

FOR VENDOR: \_\_\_\_\_

Provide company name, address, contact person, telephone number, and appropriate information on the product(s) and/or service(s) used for four (4) or more clients with requirements similar to those included in this solicitation document. If vendor is proposing any arrangement involving a third party, the named references should also be involved in a similar arrangement.

**Company Name** \_\_\_\_\_

Address (include ZIP) \_\_\_\_\_

Contact Person \_\_\_\_\_ Phone No. \_\_\_\_\_

Service(s) Provided \_\_\_\_\_

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**Company Name** \_\_\_\_\_

Address (include ZIP) \_\_\_\_\_

Contact Person \_\_\_\_\_ Phone No. \_\_\_\_\_

Service(s) Provided \_\_\_\_\_

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**Company Name** \_\_\_\_\_

Address (include ZIP) \_\_\_\_\_

Contact Person \_\_\_\_\_ Phone No. \_\_\_\_\_

Service(s) Provided \_\_\_\_\_

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**Company Name** \_\_\_\_\_

Address (include ZIP) \_\_\_\_\_

Contact Person \_\_\_\_\_ Phone No. \_\_\_\_\_

Service(s) Provided \_\_\_\_\_

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**PRICE PROPOSAL**

Provide a single all inclusive price proposal for each of the five project elements listed below:

- 1. Inventory and assessment of the existing technology infrastructure and related organizational structure of all Town of Dedham departments, including the Dedham Public School System;

\$ \_\_\_\_\_

- 2. Assessment of the department’s current and future technology related needs, identifying various challenges, emerging issues, and potential approaches;

\$ \_\_\_\_\_

- 3. Review of the current organizational structure with recommendations in regards to staffing requirements for effective and efficient operations;

\$ \_\_\_\_\_

- 4. Recommendations for areas of process improvement;

\$ \_\_\_\_\_

- 5. Preparation of a five-year strategic implementation plan based on results of above assessments/reviews, including projected costs and recommendations on various options for capital and operational funding.

\$ \_\_\_\_\_

Total Price Proposal: \$ \_\_\_\_\_

SIGNATURE \_\_\_\_\_ DATE \_\_\_\_\_

NAME \_\_\_\_\_ TITLE \_\_\_\_\_

FIRM/CO. NAME \_\_\_\_\_

ADDRESS \_\_\_\_\_

TOWN/CITY \_\_\_\_\_ STATE \_\_\_\_\_ ZIP \_\_\_\_\_

**CERTIFICATE OF NON-COLLUSION**

The undersigned certifies under penalties of perjury that this bid or proposal has been made and submitted in good faith and without collusion or fraud with any other person. As used in this certification, the word "person" shall mean any natural person, business, partnership, corporation, union, committee, club, or other organization, entity, or group of individuals.

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(Signature of person signing bid or proposal)

---

(Name of Business)

**CERTIFICATE OF TAX COMPLIANCE**

Pursuant to Chapter 62C of the Massachusetts General Laws, Section 49A(b), I, \_\_\_\_\_, authorized signatory for \_\_\_\_\_, do hereby certify under the pains and penalties  
(Name of Contractor)  
of perjury that said contractor has complied with all laws of the Commonwealth of Massachusetts relating to taxes, reporting of employees and contractors, and withholding and remitting child support.

**CONTRACTOR**

By: \_\_\_\_\_  
(Signature of Authorized Representative)

Title: \_\_\_\_\_

Date: \_\_\_\_\_, 20\_\_

**CERTIFICATE OF CORPORATE AUTHORITY**

At a duly authorized meeting of the Board of Directors of \_\_\_\_\_  
(Name of Corporation)

held on \_\_\_\_\_ it was VOTED that:  
(Date)

\_\_\_\_\_  
(Name) (Officer)

of this corporation, be and he/she hereby is authorized to execute contracts, deeds and bonds in the name and on behalf of said corporation, and affix its corporate seal hereto; and such execution of any contract, deed or obligation in this corporation's name on its behalf by such \_\_\_\_\_ under seal of the company, shall be valid and binding upon this (Officer) corporation.

A True Copy,

ATTEST: \_\_\_\_\_

TITLE: \_\_\_\_\_

PLACE OF BUSINESS: \_\_\_\_\_  
\_\_\_\_\_

DATE OF THIS CERTIFICATE: \_\_\_\_\_

I hereby certify that I am the clerk of the \_\_\_\_\_ that \_\_\_\_\_ is the duly elected \_\_\_\_\_ of said corporation, and that the above vote has not been amended or rescinded and remains in full force and effect as of the date of this contract.

\_\_\_\_\_  
(Clerk)

**CORPORATE SEAL:**

TOWN OF DEDHAM, MASSACHUSETTS  
AGREEMENT

THIS AGREEMENT made this \_\_\_\_ day of \_\_\_\_\_, 20\_\_ by and between the TOWN of DEDHAM, MA, a municipal corporation duly organized under the laws of Massachusetts and having a usual place of business at 26 Bryant St, Dedham, Massachusetts, hereinafter referred to as the "TOWN", and \_\_\_\_\_, [a \_\_\_\_\_ corporation] having a usual place of business at \_\_\_\_\_, hereinafter referred to as the "CONTRACTOR".

WITNESSETH:

WHEREAS, the TOWN invited the submission of proposals for the purchase and delivery of \_\_\_\_\_, hereinafter "the Project"; and

WHEREAS, the CONTRACTOR submitted a Proposal to perform the work required to complete the Project; and

WHEREAS, the TOWN has decided to award the contract therefor to the CONTRACTOR.

NOW, THEREFORE, the TOWN and the CONTRACTOR agree as follows:

1. **CONTRACT DOCUMENTS.** The Contract Documents consist of this Agreement, the Invitation to Bid, Instructions to Bidders and the CONTRACTOR's Proposal. The Contract Documents constitute the entire Agreement between the parties concerning the work, and all are as fully a part of this Agreement as if attached hereto.
2. **THE WORK.** The Work consists of \_\_\_\_\_.
3. **TERM OF CONTRACT.** This Agreement shall be in effect from \_\_\_\_\_ and shall expire on \_\_\_\_\_, unless terminated earlier pursuant to the terms hereof.
4. **COMPENSATION.** The TOWN shall pay, as full compensation for items and/or services furnished and delivered in carrying out this Agreement. Total Bid Price \$\_\_\_\_\_.
5. **PAYMENT OF COMPENSATION.** The TOWN shall make payments within thirty (30) days after its receipt of Invoice.
6. **LIABILITY OF THE TOWN.** The TOWN's liability hereunder shall be to make all payments when they shall become due, and the TOWN shall be under no further obligation or liability. Nothing in this Agreement shall be construed to render the TOWN or any elected or appointed official or employee of the TOWN, or their successors in office, personally liable for any obligation under this Agreement.
7. **INDEPENDENT CONTRACTOR.** The CONTRACTOR acknowledges and agrees that it is acting as an independent contractor for all work and services rendered pursuant to this Agreement, and shall not be considered an employee or agent of the TOWN for any purpose.
8. **INDEMNIFICATION.** The CONTRACTOR shall indemnify, defend, and hold the TOWN harmless from and against any and all claims, demands, liabilities, actions, causes of actions, costs and expenses, including attorney's fees, arising out of the CONTRACTOR's breach of this Agreement or the negligence or misconduct of the CONTRACTOR, or the CONTRACTOR's agents or employees.
9. **INSURANCE.** A. The CONTRACTOR shall obtain and maintain during the term of this Agreement the insurance coverage in companies licensed to do business in the Commonwealth of Massachusetts, and acceptable to the TOWN, as set out in Attachment A.  
B. All policies shall identify the TOWN as an additional insured (except Workers' Compensation) and shall provide that the TOWN shall receive written notification at least 30 days prior to the effective date of any amendment or cancellation. Certificates evidencing all such coverages shall be provided to the TOWN upon the execution of this Agreement. Each such certificate shall specifically refer to this

Agreement and shall state that such insurance is as required by this Agreement. Failure to provide or to continue in force such insurance shall be deemed a material breach of this Agreement and shall be grounds for immediate termination.

10. **ASSIGNMENT.** The CONTRACTOR shall not assign, sublet or otherwise transfer this Agreement, in whole or in part, without the prior written consent of the TOWN, and shall not assign any of the moneys payable under this Agreement, except by and with the written consent of the TOWN.

11. **TERMINATION. A. Termination for Cause.** If at any time during the term of this Agreement the TOWN determines that the CONTRACTOR has breached the terms of this Agreement by negligently or incompetently performing the work, or any part thereof, or by failing to perform the work in a timely fashion, or by failing to perform the work to the satisfaction of the TOWN, or by not complying with the direction of the TOWN or its agents, or by otherwise failing to perform this Agreement in accordance with all of its terms and provisions, the TOWN shall notify the CONTRACTOR in writing stating therein the nature of the alleged breach and directing the CONTRACTOR to cure such breach within ten (10) days. The CONTRACTOR specifically agrees that it shall indemnify and hold the TOWN harmless from any loss, damage, cost, charge, expense or claim arising out of or resulting from such breach regardless of its knowledge or authorization of the actions resulting in the breach. If the CONTRACTOR fails to cure said breach within ten (10) days, the TOWN may, at its election at any time after the expiration of said ten (10) days, terminate this Agreement by giving written notice thereof to the CONTRACTOR specifying the effective date of the termination. Upon receipt of said notice, the CONTRACTOR shall cease to incur additional expenses in connection with this Agreement. Upon the date specified in said notice, this Agreement shall terminate. Such termination shall not prejudice or waive any rights or action which the TOWN may have against the CONTRACTOR up to the date of such termination, and the CONTRACTOR shall be liable to the TOWN for any amount which it may be required to pay in excess of the compensation provided herein in order to complete the work specified herein in a timely manner. Upon such termination, the CONTRACTOR shall be entitled to compensation for all satisfactory work completed prior to the termination date, as determined by the TOWN.

**B. Termination for Convenience.** The TOWN may terminate this Agreement at any time for convenience by providing the CONTRACTOR written notice specifying therein the termination date which shall not be sooner than ten days from the issuance of said notice. Upon receipt of said notice, the CONTRACTOR shall cease to incur additional expenses in connection with this Agreement. Upon such termination, the CONTRACTOR shall be entitled to compensation for all satisfactory work completed prior to the termination date, as determined by the TOWN, such payment not to exceed the fair value of the services provided hereunder.

12. **INSPECTION AND REPORTS.** The TOWN shall have the right at any time to inspect the work of the CONTRACTOR, including the right to enter upon any property owned or occupied by CONTRACTOR, whether situated within or beyond the limits of the TOWN. Whenever requested, CONTRACTOR shall immediately furnish to the TOWN full and complete written reports of his operation under this Contract in such detail and with such information as the TOWN may request.

13. **SUCCESSOR AND ASSIGNS.** This Agreement is binding upon the parties hereto, their successors, assigns and legal representatives. Neither the TOWN nor the CONTRACTOR shall assign or transfer any interest in the Agreement without the written consent of the other.

14. **COMPLIANCE WITH LAWS.** The CONTRACTOR shall comply with all Federal, State and local laws, rules, regulations and orders applicable to the work provided pursuant to this Agreement, such provisions being incorporated herein by reference, and shall be responsible for obtaining all necessary licenses, permits, and approvals required for the performance of such work.

15. **NOTICE.** Any and all notices, or other communications required or permitted under this Agreement, shall be in writing and delivered by hand or mailed postage prepaid, return receipt requested, by registered or certified mail or by other reputable delivery service, to the parties at the addresses set forth on Page 1 or furnished from time to time in writing hereafter by one party to the other party. Any such notice or correspondence shall be deemed given when so delivered by hand, if so mailed, when deposited with the U.S. Postal Service or, if sent by private overnight or other delivery service, when deposited with such delivery service.

16. SEVERABILITY. If any term or condition of this Agreement or any application thereof shall to any extent be held invalid, illegal or unenforceable by the court of competent jurisdiction, the validity, legality, and enforceability of the remaining terms and conditions of this Agreement shall not be deemed affected thereby unless one or both parties would be substantially or materially prejudiced.

17. GOVERNING LAW. This Agreement shall be governed by, construed and enforced in accordance with the laws of the Commonwealth of Massachusetts and the CONTRACTOR submits to the jurisdiction of any of its appropriate courts for the adjudication of disputes arising out of this Agreement.

18. ENTIRE AGREEMENT. This Agreement, including all documents incorporated herein by reference, constitutes the entire integrated agreement between the parties with respect to the matters described. This Agreement supersedes all prior agreements, negotiations and representations, either written or oral, and it shall not be modified or amended except by a written document executed by the parties hereto.

IN WITNESS WHEREOF, the parties hereto have executed this Agreement on the day and year first above written.

I certify that an appropriation  
is available in the amount of this  
Contract.

TOWN OF DEDHAM, MA

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

\_\_\_\_\_  
Town Accountant

\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Approved as to Form:

CONTRACTOR:

\_\_\_\_\_  
Town Counsel

\_\_\_\_\_  
(Signature)

\_\_\_\_\_  
(Name and Title)

TOWN OF DEDHAM

Contractor/Vendor: \_\_\_\_\_

Insurance & Indemnification

This agreement becomes part of the subcontract and/or purchase order for which the Contractor/vendor is performing services for the Town of Dedham any time during the period July 1, 2014 through July 1, 2015.

Contractor/Vendor shall maintain workers compensation, general liability, automobile and umbrella insurance for the minimum amount required or as outlined below, whichever limits and coverage are higher. Insurance coverage and Certificates of Insurance shall be provided and include Town of Dedham as an additional insured on a primary and non-contributory basis under the general liability & umbrella policies. The Workers Compensation shall include a waiver of subrogation in favor of Town of Dedham.

Minimum required insurance limits (coverage written on an occurrence basis):

**Commercial General Liability**

- \$ 2,000,000 Products I Completed Operations Aggregate Limit
- \$ 2,000,000 General Aggregate (Other Than Products I Completed Operations)
- \$ 1,000,000 Any One Occurrence
- \$ 1,000,000 Personal & Advertising Injury

**Automobile Liability (All Owned, Non-Owned & Hired Autos)**

- \$1,000,000 Each Accident (Combined Single Limit)

**Commercial Umbrella**

- \$ 1,000,000 Products I Completed Operations
- \$ 1,000,000 General Aggregate
- \$ 1,000,000 Any One Occurrence

**Employers Liability**

- \$ 500,000 Each Accident
- \$ 500,000 Each Employee for Injury by Disease
- \$ 500,000 Aggregate for Injury by Disease

The Contractor hereby acknowledges and agrees that it shall indemnify, hold harmless and defend Town of Dedham, and its officers, employees, agents, and affiliates from and against any and all claims, damages, losses and expenses, including but not limited to, attorney fees, arising out of or resulting from the performance of the Contractors/Vendors' Work under this Agreement, or in whole or in part from any acts or omissions of the Contractor/Vendor, its employees, agents or subcontractors or anyone directly or indirectly employed by any of them or anyone for whose acts any of them may be liable.

The Contractor / Vendor hereby acknowledges its obligation under the forgoing paragraph to indemnify the Town of Dedham against judgments arising from the Contractors/Vendors' Work and/or the acts or omissions of the Subcontractor Contractor/vendor, its employees, agents or sub-subcontractors and to assume the cost of defending the Town of Dedham or against claims as described in the forgoing paragraph.

**THE CONTRACTOR / VENDOR MUST FURNISH "Town of Dedham" WITH A SIGNED AGREEMENT & VALID CERTIFICATE OF INSURANCE before entering the worksite / jobsite.**

**Town of Dedham**

**Contractor / Vendor:** \_\_\_\_\_

**Address** \_\_\_\_\_

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

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

**Title:** \_\_\_\_\_

**Title:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**ADDITIONAL INFORMATION REGARDING  
DEDHAM PUBLIC SCHOOLS**

## Supplement to Technology RFP (RFP15-IT202)

The following relates to the Dedham Public Schools

### Technology Coordination

The Technology Director currently serves multiple roles including supervision and evaluation of teaching staff including six library media specialists (K-12) and nine technology related teachers (computer, business, video and engineering) at the secondary schools. Within this role, this person meets regularly with administration and with other department chairs to coordinate curriculum, school and classroom issues. In addition the Technology Director's performance responsibilities include technology planner, technology liaison, funds seeker, cost manager, and technology equipment and software coordinator. This person directly oversees and guides the technology team which consists of the Administrative Database Specialist, Network Administrator, Help Desk, Technician and Technology Integrator. The Technology Director works closely with administration and communicates with all staff about technology related needs.

### SIS and Administration Support

Operation of the Student Information System (SIS) entails the maintenance of accurate records of enrollment, attendance, grades, report cards, transcripts and other student information as well as student and staff scheduling for the district. The SIS is the primary source of data for the creation and submission data reporting to state and federal agencies including the student (SIMS, SCS) and staff (EPIMS) submissions. The Administrative Database Specialist is primarily responsible for its operation and the general support of administrative personnel.

Position also entails the support of systems for Food Services, Nurses, Special Education, Library, other applications used by administration personnel. Database security is established to maintain privacy of information as required by FERPA and HIPPA. Only users who are deemed to have a legitimate educational interest in student data are granted access to our student data.

The school system utilizes a large number of administrative applications including but not limited to PowerSchool administrator access, PowerTeacher, PowerSchool Student-Parent Portal, eSped Special Education application, Nutrikids Lunch POS, HealthOffice Nurse's software, Blackboard Connect, Personnel Database (MS Access), ChildCare Database, High School and Middle School Student Activity Accounts, SIMS Stat, Naviance college admission software, Bus Card Creator, QuickBooks, New World, and Harper's Payroll.

### Network Administration

The Instructional Network Administrator is responsible for the designing, organizing, modifying, installing, supporting and maintaining of the server hardware and the software systems and directory service that make up the computer network as well as the active data network, converged infrastructure and related networking equipment. The position performs the installation, configuration, support and maintenance of the school systems routers, switches, LANs, WANs, network segments, Internet, intranet, and wireless systems hardware and software. The position also entails the administration of the schools systems servers, firewalls, server software deployment and updates, security updates, patches, antivirus and system backups for the Server, Computer and Data Networks. Responsibilities also include the overall administration, configuration and maintenance of the school systems Directory Services System; Active Directory. This position supports over 650 current and legacy user accounts, over 250 security and distribution groups, over 2500 individual and group shared drives and folders each with its own set of permission and rules. In addition this position is primarily responsible for the disaster recovery plan (DRP) including coordination of the backup systems that include the EMC Networker, EMC Data Domain and legacy backup systems.

The school system utilizes a large of number of technical applications to support network operations including but not limited to Active Directory, Group Policy, IIS, DNS, DHCP, BulkAdUsers, TeraCopy, Powershell, VMware Vsphere Client, VMware ESXi, EMC Networker, EMC Unisphere, FortiGate Unified Threat Management, FortiAnalyzer, LogMeIn Hamachi, Apache Directory Studio, LDAP Admin, RealVNC, Symantec Endpoint Protection, Altiris Deployment Solution, Insight, Lightspeed Systems Rocket, Stoneware, JAMF Casper,

PRTG Network Monitoring, SpiceWorks, Wireshark, WinSCP, WinPcap, Tera Term, Putty, Notepad++, Solarwinds TFTP Server, Aruba Operating System Software, Airwave, PARCC Caching Server.

The network includes over 70 HP Procurve switches, 260 Aruba Wireless Access Points, two Fortinet UTM devices, three HP Proliant DL360 G7 servers hosting VMware ESXi and an EMC VNX5300 SAN, which hosts 35 virtual servers using VMware including both active and legacy systems. In addition there are seven physical servers (one in each building) hosts Active Directory, DHCP and DNS.

### Help Desk

The schools maintain a help desk that is primarily supported with one full time "Lead" position and two school year positions who primarily works the elementary school level. The Lead Help Desk coordinates, distributes and supervises the daily help desk needs through the creation and management of a ticketing system that tracks problems and resolutions. This Technology Support System (TSS) stores problem occurrences, solutions, resolutions, hardware inventory by school, teacher, room, and technician. Tickets are created for each problem occurrence sent via email, phone or in person. The help desk personnel monitor TSS and prioritize work orders in order to provide technology assistance to staff with emphasis on timely classroom support. Support offered includes a broad range of tasks including installing computers, software, peripherals, document cameras and scanners. Help desk perform preventative maintenance on computers and SmartBoards ensuring all are running with current updated software. They assist staff with login and e-mail issues as well as other classroom software as needed. Maintains accurate hardware and software inventory for buildings assigned ensuring that software is installed conforming to licensing agreements. In addition, they track expenses incurred for laser printer toner refills via weekly billing statements and maintains a spreadsheet contains equipment, item, cost, date and location data which is used to run a script that outputs report data and printer usage to help analyze expenses for the toner budget for the 7 schools. The approximate number of tickets recorded during the last school year was 450 for the elementary schools, 350 for the middle school and 300 of the high school.

The Lead Help desk position is also responsible for day-to-day account management for staff and students (541 Staff, 2,900 students). This includes the creation of new Active Directory Login accounts for staff and students in grades 1-12 involving the SIS identification number for LDAP connection to the systems' intranet, mapping of correct drive for network storage access, assigning correct staff logon scripts and assign memberships to correct groups for access to network content. This role performs grade promotion and migration of current students' Active Directory login accounts (2,545 students). The support of Google products including Google Mail, Google Drive, the creation and management of Google accounts for new Staff and Students Grades 6-12 ( 1,457 students), the maintenance of 75 Google Groups, and the addition and deletion of accounts from Google Postini email security and archiving service. This role maintains the School Web Interface BlackBoard Engage - formerly Edline. This requires spreadsheet data manipulation for creation of upload files for all teachers, students, class, and schedule data. This is approximately 10,000 rows of data and verification of the entire year's worth of data and create class pages for teachers. This person performs the summer maintenance (uploading files, creating logins, answering questions) for the summer reading program (800 students) and the summer math program (700 students). This person handles the promotion and addition of new students to Acuity, the Math and ELA assessment system for students in Grades 3-8. This includes handling data for 1,324 students, creating over 200 classes and class rosters in Acuity and the summer maintenance (uploading files, creating logins, answering questions) for the FASTTmath NextGeneration and FractionNation Programs (960 students; 100 classes).

### District Technician

The District Technician is responsible for the maintenance and inventory of the schools technology equipment: desktops, laptops, netbooks, Macs, iPads, printers, SMARTBoards, projectors, document cameras, and any associated software. Each summer all computers are reimaged with all necessary updates. Also, each summer 200-300 new computers are received and placed into the appropriate schools as existing computers become obsolete. These new computers need an image created with appropriate software and installed. Netbooks are repaired or rebuilt throughout the year, as many become worn. The technician also creates the configuration profiles for all iPads as well as enrolls each device into the mobile device management system (JAMF).

As part of day to day operations, the technician troubleshoots and helps resolves help desk requests particularly those that are hardware based. If the help desk personnel are unable to resolve an issue, the district technician assumes the case. This position works in close

coordination with the lead help desk to support the secondary schools on trouble tickets. Other responsibilities include working with outside vendors for warranty repairs, installations and filing insurance claims for iPad damages.

### Technology Integration

The schools have just one Technology Integrator to support kindergarten through grade 12. This position is primarily responsible for the support and training the teaching staff. There are some additional responsibilities that include support for all staff, students and parents to effectively facilitate the implementation of the District's Technology Plan District Professional Development Plan and District curriculum and assessment initiatives. This position requires knowledge of various devices (iPads, laptops, Netbooks, PCs) as well as a wide range of software and applications.

The position promotes, assists, and supports teachers in the process of integrating technology into the curriculum to meet current state standards, project-based learning strategies, and Internet safety guidelines, requires designing and conducting one-on-one and small group technology trainings, designing, developing, and implementing after-school workshops and credit courses based on staff needs, participating in the development of the district professional development plan, team teaching, modeling lessons with various technologies, support and planning with classroom and special area teachers, developing technology tools to enhance the learning process, locating, preparing, and distributing digital resources for instructional activities, articulating and demonstrating how technology resources can be used to meet specific curriculum objectives, assisting teachers in the development and maintenance of web-supported classrooms, designing and delivering customized workshops for departments and/or teams, disseminating professional development opportunities and information to the staff.

In addition, the Technology Integrator, researches, previews, tests and evaluates instructional software, provides "just-in-time" support and refers technical matters to appropriate personnel when necessary. As a member of the technology team, which provides complete technological support for the instructional process, the Technology Integrator works closely with the Technology Director to ensure deployed technology resources can be supported. The Technology Integrator provides training and support for teacher component of administrative software package including grading and attendance, supports district one-to-one initiatives, design and facilitate the district's New Teacher Technology Training, including comprehensive follow-up sessions, conduct student observations, consultations, and assistive technology recommendations, provide staff assistive technology training and support for students.

The schools provide a vast array of software and subscriptions in the elementary, middle and high schools to enhance teaching and learning. DPS has core software packages, which are used at every elementary school. These core software packages offer consistent and encompassing structure, rigor and support of common core and 21st century learning. Lexia, Acuity and FasttMath Next Generation are programs which are core and are used at the elementary level for all students. Acuity and Fractionation are programs which are used for all middle school students. Besides the core programs, Dedham Public Schools also offers supplemental programs teachers to enrich their curriculum as well as additional resources for struggling students and special needs student. Programs such as Reading A-Z, RAZ Kids and Bookshare are offered as an option to teachers to bridge the learning gap and increase student achievement and progress.

In addition to the applications listed above some of the additional software supported includes Smartboard Notebook, Follett's Destiny, Discovery Education, Apex, ActiveInspire, KeyTrain, MySkillsTutor, Everyday Math (EDM), Achieve3000, Treasures, Geometer's SketchPad, Reading Counts, Music Theory, Aurelia Ear Training, Type to Learn, Smart Moves, Animationish, eClickers, Writing with Symbols, Boardmaker, Kaufman program, Stationery Studio, Inspriation, Kidspiration, Earobics, Dragon Nationally Speaking, LEGO-WeDo, TampaReads, and DK I Love Math.