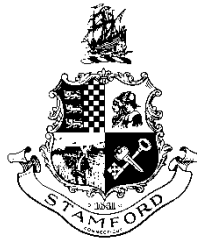MAYOR
CAROLINE SIMMONS

PURCHASING MANAGER
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CITY OF STAMFORD
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ADDENDUM NO. 1
(March 24, 2023)

Request for Proposals No. 900
Digital Transformation Advisory Services

Addendum No. 1 is being issued to all potential respondents to provide the items and attachments set forth herein which shall act to qualify, clarify, or otherwise modify the RFP Documents previously issued regarding the above referenced project. These items, whether of omission, addition, substitution, or clarification, shall be incorporated into the proposals submitted by all bidders, and receipt of this document and its attachments should be acknowledged in the space provided on the RESPONDENT'S INFORMATION AND ACKNOWLEDGEMENT FORM. Failure to do so may subject the Bidder to disqualification.

The proposal due date has been changed from March 30, 2023 to April 6, 2023.

The "Prebid Recording" which was be held on Thursday, March 16, 2023, 11 a.m. CT is accessible on ProcureWare – titled - Digital Transformation RFP-20230316_110057-Meeting Recording

Responses to inquiries received follows in the attached PDF.

All other terms and conditions of **RFP No. 900** remain the same.

Erik J. Larson
Purchasing Agent

Cc: Isidore Sobkowski, Chief Digital Officer
        Purchasing Department File

Questions	Answer
General Questions	
How does the City of Stamford govern transformation - specifically who are the stakeholders across the tenets, and where do decision rights lie?	We have ad hoc data governance done on a project-by-project basis. We are looking for advisory regarding overall technology governance notably data governance and cyber governance.
The digital transformation program has been running for 1 year already; what achievements have you realized and what challenges have you faced/are you facing?	Achievements: Oracle ERP, Azure pilots, O365 Migration-ongoing. Challenges: Legacy hardware/applications.
How does the City of Stamford currently manage key projects and associated decisions such as scope, investment, progress and stop/continue/pivot decisioning?	Designated project managers with checkpoint meetings.
What do you envisage your key barriers/blockers are that could prevent you achieving your digital transformation goals?	No foreseen blockers.
What functions/services/offices are in scope for this initiative?	City wide.
Is there a cohesive organization chart, that omits names, but identifies roles, responsibilities and reporting structure that includes the City of Stamford's Information Technology and Information Security teams?	Yes.
In terms of scalability, does the City of Stamford have a view on their growth projections and the impact this is expected to have on key services across the ecosystem (e.g., City hall, fire dept, police etc.)?	Reduce cost and increase efficiency and functionality across the city.
In terms of integration, would you be able to provide a list of all of the existing city systems & applications that you wish to integrate into the new ecosystem?	The information will be provided to the winning bidder.
From a customization standpoint, is there a point of view as to what percentage of a solution the City of Stamford is willing to extend customization to, bearing in mind the more customization the more potential cost impact associated to ongoing maintenance, support & upgrade processes and activities?	The city prefers COTS SaaS wherever possible.
Would you be able to share some of the partnerships you have formed with local community organizations, businesses, and universities as is relates to innovation-type experiences?	The information will be provided to the winning bidder.
How do you envision bringing local community members, entrepreneurs, and academics together to collaborate on future transformation initiatives within the City of Stamford?	The information will be provided to the winning bidder.

Are there existing activities such as open RFP's for other services that have an interlock with this RFP and if so, how is the interlock and potential dependencies being understood and managed?	Open RFPs include NIST score and DLT which neither are locked to this RFP.
What is the expected impact (and potential unintended consequences) on employee work and experience for each of the proposed solutions?	Expectation include that employees will become more efficient and have a greater holistic view of city operations.
Is employee adoption of and training for the proposed solutions, (i.e. up-skilling and org culture transformation), a component of the assessment and/or POC for each of the RFP categories?	POCs are not a requirement. If vendor provides POC, training is desirable as appropriate.
Will you accept responses to individual parts of this RFP or do vendors need to respond to all parts in total?	Preference will be given to complete presentations.
Is it possible that you will select more than one vendor for work laid out in this RFP?	Preference will be given to complete presentations.
Have you previously worked with a vendor to scope all or part of the work related to this RFP? If so, can the documentation related to that work be shared?	No.
Are there any workflows that are a priority or mission critical versus any others?	To be determined with the winning vendor.
For Digital Transformation opportunities, we recommend that we conduct a workflow analysis to: 1) identify workflows in scope; 2) Identify what system(s) support each workflow in scope; 3) Identify how information progresses through the workflows in scope - including any related approvals, etc.; 4) Identify pain points related to each workflow in scope; 5) Develop a proposal to address necessary requirements. Would CoS be interested in conducting such an analysis?"	Yes.
Will the pre-proposal conference video be made accessible to the bidders? (we could not access the video via the link you provided likely due to not being authorized by CoS)	All registered bidders have access to the video.
What are the top 5 priorities, which departments in the City, need transformation by way of Digital Payments and or Mobile Applications that provide engagement with City Services?	To be determined with the winning vendor.

Questions	Answer
Budget Questions	
Can a budget range for this engagement be provided?	No.

Questions	Answer
Support Questions	
In terms of support, are you looking for a full managed services support model or down to a specified level (e.g., 1st tier)?	RFP is advisory, no support is expected.
What are the specific SLAs required by and expected of the vendor as part of the "Support" requirement?	RFP is advisory, no support is expected.
Does the City feel that it currently has the right personnel with the proper skill sets in place to manage a future state D&A solution? If unsure, would an evaluation be part of the scope of this engagement? If needed, would the city like support with any training and/or hiring to ensure its staff can properly support future state solutions?	The skillsets will be determined with the winning vendor. (Note: we don't understand the meaning of "D&A")
Will you do onsite training or virtual ?	To be determined with the winning vendor.

Questions	Answer
Business Questions	
Would you be able to provide some additional details regarding how you support businesses today in terms of registration, licensing, and permitting? What is the process? Do you use any digital tools today?	We rolled out a new ERP system.
Can the City provide a list of potential integrations that would need to be integrated into the cloud-based ERP?	To be determined with the winning vendor.
Has the City created a backlog aligning integrations to business services use cases?	To be determined with the winning vendor.
Is there an API layer being used within the current technology landscape?	Currently, no common API layer exists.
Does the City have a current state enterprise architecture document that outlines current integration flows?	Not currently.
What is the nature/type of data within the ERP that is critical to enable business services?	We reserve the right to not disclose this information.
Are there success metrics from the perspective of the businesses that need to be realized with this initiative other than potential cost/time savings? Will businesses be involved in the development and testing of any future state solutions?	To be determined with the winning vendor.
Business services - Please provide additional detailed information regarding the current ERP system; does this system have an open API? Please outline it's current function and capabilities.	The system has an open API. To be determined with the winning vendor.
What ERP solution is the CoS using today?	Oracle Cloud ERP.

Questions	Answer
Citizen Services Questions	
What is the current level of engagement with your digital channels and what is your aspiration in terms of volumes and key services?	We aspire to have a higher level of engagement.
Do you have existing payment gateways services and are these expected to continue in the new environment?	Yes.
Has the City conducted research on what is important to citizens relative to what services they receive from the city today? This could be general needs or service specific needs across "digital channels for accessing city services, digital payments, and real-time information on city events, traffic, and public transportation" or more. If that research has been conducted, are there any gaps between services provided and defined needs which the core components of this RFP scope will address directly?	Departments across the city are continually looking to improve citizen services, gaps do exist.
Has the City conducted an assesment of what the City of Stamford Citizen Experience is today (both perceptions and actual interaction performance)?	Ad Hoc.
Does the City have other service areas under consideration beyond "digital channels for accessing city services, digital payments, and real-time information on city events, traffic, and public transportation?" Does this include any preliminary thinking on what Citizen Services should entail in the future?	To be determined with the winning vendor.
Have any services been researched and planned, but not implemented? If so, what services, and what were the primary drivers for not implementing them?	No.
Will referenced digital channels be manually triggered or will integration to existing systems be required to establish?	To be determined with the winning vendor.

Questions	Answer
Cloud Migration Questions	
Is there any existing Cloud IaaS, SaaS or PaaS that are currently in progress or in planning stages?	Yes.
Is current Data Center infrastructure within the City of Stamford's properties or a third party's facilities? Please provide physical locations, if any.	We reserve the right to not disclose this information.
Is the cloud migration limited to the core areas presented in this RFP (ie: Data Analytics, Citizen/Business Services, and Smart City), or will it include other City functions/entities?	To be determined with the winning vendor.
With regards to data analytics, what systems or databases does our solution need to integrate with?	To be determined with the winning vendor.
Hardware: -Operating System -In-house Applications -Current Database Technology	We reserve the right to not disclose this information.

Questions	Answer
Data & Analytics Questions	
What is the current data collection process amongst the different stakeholders throughout the City of Stamford (e.g., Technology team, Board of Education, etc.) ? Are they using SQL and XLS? Where is the data collection stored? What is the frequency of data collection? What is the volume of data?	Various including as enumerated.
Do you have any examples of the types of decisions and services (e.g., business use cases, types of end users, etc.). you are hoping to improve through enhanced data collection and analysis?	To be determined with the winning vendor.
Does the City of Stamford have a current end to end data process? Is their one data process across all stakeholder groups or is the variance across City entities?	Variance across city entities.
Does the City of Stamford currently have any predictive analytics capabilities? What types of information would the City of Stamford want to predict using predictive analytics?	-Yes. -To be determined with the winning vendor.
Is the City of Stamford currently using any Data Science tools? Also, are there any Data Scientists on staff?	Yes.
What is the volume of data (TB) which would need to be migrated?	To be determined with the winning vendor.
Will there be a need to replicate data in legacy systems during the cutover to new cloud environments?	To be determined with the winning vendor.
Where is data currently located and in what format (i.e. data lake, data warehouse, lakehouse, flat files, etc.)	We reserve the right to not disclose this information.
What are the source systems that are feeding the current data landing zones?	City wide systems from all departments.
Has a backlog been created for predictive analytics use cases? If not, would that be considered part of the scope of this engagement?	See above.
What are the number of data transformation/ETL jobs that are currently running today?	We reserve the right to not disclose this information.
Is there a desire for a data catalog or data marketplace solution as part of this endeavor, or will that need be evaluated during the project?	To be determined with the winning vendor.

Is there any PII data that will be part of the scope? Is the Board of Education and/or School system considered in scope?	-Yes. -Yes.
Is there a need for data enrichment (i.e. third party, external data sources)?	Likely.
It is understood that CoS has 300-400 existing applications. Can you provide a list of the applications and systems that should be prioritized for this transformation?	To be determined with the winning vendor.
what are the business rules that will predicate the predictive analytics?	To be determined with the winning vendor.
From which applications is the analytical data required to be collected from?	To be determined with the winning vendor.
What are some examples of "service delivery" processes targeted for optimization?	To be determined with the winning vendor.
What types of predictions are targeted to be derived from the data analytics?	To be determined with the winning vendor.

Questions	Answer
Security Questions	
How many full-time employees (FTE) does the City of Stamford have on their cybersecurity team?	We reserve the right to not disclose this information.
Does City of Stamford intend on using a particular cybersecurity risk framework (e.g., NIST 800-171, CIS) as part of the overall effort?	We reserve the right to not disclose this information.
Are there specific security restrictions or guidelines that the proposing vendor should be aware of when creating an architecture (there is a reference to "relevant data protection regulations")?	To be determined with the winning vendor.
What, if any, previous security assessments have been done that could shed light on areas of particular concern? Are any of these areas of concern directly connected to the RFP?	We reserve the right to not disclose this information.
How many "users" or "admins" will you have in the system?	We reserve the right to not disclose this information.

Questions	Answer
Smart City Questions	
Smart cities represents a very broad topic - Are there any primary scenarios you are looking to solve for, why these and to what extent are you looking to digitize over the next three (3) years?	To be determined with the winning vendor.
Mobility (e.g. Smart Traffic Management): Traffic lights & pedestrian safety, public parking, congestion analytics, traffic conditions, public transport analytics, and toll management. Which of these could be your top pain-points?	To be determined with the winning vendor.
Safety: Would you like to extend beyond emergency response connectiveness (e.g., Amber alerts, storm/disaster response) and add a layer of heightened awareness and notifications for citizens (e.g., Real-time interaction between city and citizen)? Location-based alerts and guidance, and ability for intelligent two-way communication between citizens and public safety can increase crisis response times.	To be determined with the winning vendor.
Utility: Do you have a pre-existing platform to visualize and monitor your citizen utility data? (E.g. Utility-based digital twin, dashboards)	Yes.
Sustainability: Are you on the path to more environmentally friendly and intelligent Smart public buildings with monitoring feeds, energy/thermal management, predictive maintenance, automated access, integrated with a building management system? Which of these are features implemented or under consideration already?	Yes. To be determined with the winning vendor.
Inclusivity: Do you have analytics/actionable insights today on inclusivity and sufficiency of ADA infrastructure (e.g., ADA parking, ramps, etc.)? Such measures allow you to ensure adequate infrastructure is provided for promoting social equity.	Yes.
Tourism: Are location-based services and wayfinding of interest to promote tourism and ensure a highly engaged citizen experience? What such measures do you have in place today? Do you have proximity based push notifications, landmark tours, kiosks, etc.?	Yes. To be determined with the winning vendor. -No.

Data Analytics: Is real-time monitoring and advanced analytics of overall city services to ensure citizen satisfaction and hyper-efficient usage of city resources in place today? What service areas in particular interest you (e.g., Public library, schools, food inspection, public safety, Department of Health, etc.)? Based on other smart city implementations, there is high scope to create a digital twin of as many attributes of the city as possible, unlocking previously obscured insights and proving out efficiencies/inefficiencies.	No. To be determined with the winning vendor.
Would you be able to share what types of investments the City of Stamford has made in IoT capabilities (e.g., Solar farm, 5G,Low Power Connectivity technologies, etc.)?	To be determined with the winning vendor.
You explain that the City is interested in "exploring solutions for smart city initiatives." Does this suggest you are open to piloting new technologies, or that a case needs to be made for introducing such new technology? If the former, does the City have prior experience piloting new smart city technologies? If so, which ones?	-Yes. -No.
There are several components of a Smart City initiative which require coordination and participation from multiple groups. Does the City have a process in place for managing these initiatives as they are in-flight and after launch?	In-flight.
What are the key environmental and sustainability initiatives that CoS is looking to monitor?	To be determined with the winning vendor.
What monitoring equipment does the city currently utilize? What additional infrastructure is the city looking to implement? Where does the data said equipment feed into? Will CoS have direct and free access to this data? Do the manufacturers allow external integrations/have open APIs?	Various.