

Technology Assessment and developing a Five-Year Strategic Technology Plan

Questions and Answers Addendum 1

Questions

Answers

(posted 9/12/22 as Addendum 1)

1	If a firm is selected to perform the assessment and strategic plan per this RFP, are they precluded from delivering any of the initiatives identified in the strategic plan and roadmap	No, the firm selected to perform the assessment and strategic plan per this RFP will not be precluded from delivering any of the initiatives identified in the strategic plan and roadmap.
2	Please confirm if it is only required assessment work, or we need to provide services after assessment is completed	Yes, this RFP is only for the assessment and strategic plan generation. The subsequent services will be separate bids and contracts
3	Is the IT organization centralized or decentralized?	The IT organization is centralized. There are two technology systems coordinators in our Scott Emergency Communications Center (SECC) who manage all technology systems for our 911 emergency dispatch system. These two team members are in frequent contact with the centralized Scott County IT team. There is no need to evaluate these two positions as part of this RFP.
4	What is County's budget for this project?	The budget for this project is flexible and dependent on the scope of services and implementation plan presented by the selected vendor.
5	Has a security control framework been adopted and if yes, which one?	No. A security framework has not yet been selected by Scott County. It is desired that the a review and recommendation of a security framework is part of this project.
6	How many documented IT policies, procedures, standards, and guidelines are in place?	There are approximately 25 documented IT policies, procedures, standards, and guidelines in place. Of these, 8 have been adopted.

7	How many controls are included in the scope of the assessment?	We are unsure as to what is being asked in this question, and are unable to provide a response at this time.
8	How many total enterprise applications are included in the scope for the technology assessment, including the 20 custom-developed apps?	The total number of enterprise applications is approximately 15. These applications are a mix of SaaS COTS and on-premise COTS. These multi-departmental applications also range in scope from daily business applications to technical hardware, software, and user management solutions.
9	How many data centers are in scope for testing?	The County has two data centers located within the County. Both data centers are in scope for testing.
10	Can County provide numbers for the following: Data Centers, Switches and Routers, Wi-Fi Access Points, Firewalls	Data Centers - 2; Wi-Fi Access Points - 225 (4 wireless LAN controllers); Firewalls - 2 (includes 2 physical, 2 firewall management servers, and 2 identity services servers); Switches and Routers - 105 edge switches, 2 campus switches, 2 data center switches, 2 voice gateway routers, 23 security routers)
11	Does County have a Disaster Recovery Plan in place?	Yes, however, the County is interested in the selected vendor providing a review and making recommendations to the current disaster recovery plan as part of this project.
12	What will be the estimated annual budget for this project?	Scott County is looking to develop a five-year capital spending plan based on the recommendations derived from this project. Annual budgets are variable and flexible based on the recommended projects identified.
13	Question 1.1: For any devices clarified in Question 1, how do they connect to county networks?	Unclear of the question this relates to.
14	How many leaders interviewed for the current in force strategic plan are still with Scott County?	23 of the 60 leaders who were interviewed for the current in-force plan are still with Scott County. Of the leaders who are no longer with the County, a large majority have retired rather than transitioning to new organizations.
15	What went well since the plan was implemented, what didn't go as well as expected?	The implementation of the County's ERP (Enterprise Resource Planning) software and ECM (Enterprise Content Management) were both considered very successful projects. The COOP/COG development plan at an organizational level was well done, but engagement with specific departments may not achieve desired results. Additionally, the County's security processes and procedures continue to be a place where improvements can be made.

16	How quickly will the strategic plan need to be developed this time around - is there a deadline related to budget or other milestone?	No, there is no set deadline for this project. The County anticipates being able to sign a contract in late 2022, with the plan development being complete 6 - 12 months after. Annual budgeting occurs in October, so there is a desire to have recommendations available for that planning process.
17	Which issues identified in the 2010 plan have not yet been remediated? Specifically, has a resource dedicated to security been hired, have bcp/drp plans been built and maintained, patch management, etc.	Yes, a resource has been dedicated to security and that position is housed within IT as an Information Security Analyst. All other projects that still achieved a high priority level were completed. There is still an interest in revisiting and implementing IT Project Management at a department and organizational level to help execute and manage large and small-scale technology projects.
18	Is there a PCI compliance program in place?	No, there is no PCI compliance program in place. Scott County does not directly accept credit cards unless through a PCI-compliant third party processor.
19	What documentation will be made available for our review (e.g., policies, standards, procedures, business continuity plans, network diagrams, data flow diagrams, etc.)	Any and all information necessary to facilitate development of the plan will be made available to the selected vendor. A Business Partnership Agreement or similar document will be executed prior to sharing these resources.
20	What is the board / leadership desired outcome - in terms of risk appetite?	Scott County Board and leadership looks to staff to minimize and quantify risk in reasonable and cost effective ways. Risk is dynamic and must be repeatedly reviewed. We hope that this assessment will identify areas of potential risk that could be addressed more effectively.
21	What sensitive data is in the environment, and how many records (e.g., PCI transaction count per year, number of customers under service - and the data type). 2020 census via Wikipedia states 174,669 residents - does that translate into the same number of records with personally identifiable information?	Scott County seeks to minimize the amount of sensitive data in its environment, but an approximate count of records is not known. This information is desired and would be beneficial to learn through this project. There are currently at least 4 departments (Juvenile Detention, Community Services, Health, and Sheriff's Office) that hold PII data for customers and residents.

22	What is the current staff size for programming and development?	As noted in the RFP details, the programming and development team includes 4 full time employees: a Programmer/Analyst Manager, 2 Programmer/Analysts, and a Technology Systems Coordinator.
23	Is there an ongoing cybersecurity awareness training program in place?	Yes. The County has utilized KnowB4 for several years to assist and manage cybersecurity awareness training.
24	Does Scott County send ongoing phishing simulation emails to employees?	Yes.
25	Please specify whether the format of this work is hybrid, fully on-premises, or a mix of both.	Scott County is open to all formats for executing this project. We would ask that proposed formats be detailed and documented as part of the RFP response.
26	Is there any specific component of the 2010 Scott County Strategic Plan that wasn't addressed that you still feel remains critical?	There is still an interest in revisiting and implementing IT Project Management at a department and organizational level to help execute and manage large and small-scale technology projects.
27	Please numerate or outline the specific departments and agencies in scope. What is the approximate staff count for each?	The departments and agencies in scope include: Administration (5.5 FTE), Auditor (14.50 FTE), Board of Supervisors (5 FTE), Conservation (66.08 FTE), County Attorney (39.5 FTE), Information Technology (17 FTE), Facilities and Support Services (30.12 FTE), Community Services (11 FTE), Health (49.01 FTE), Human Resources (4.5 FTE), Juvenile Detention (16.9 FTE), Planning and Development (5.25 FTE), Recorder (10.5 FTE), Secondary Roads (37.3 FTE), Sheriff (172.8 FTE), and Treasurer (30 FTE). Also included in scope is the Scott Emergency Communication Center (SECC) (54 FTE) and Emergency Management Agency (EMA) (3 FTE).
28	What are the chief motivators for performing these kinds of activities in general? Are you trying to reduce cost or identify gaps? If possible, please sort in terms of priority the County's motivators for getting this work.	Scott County has established a history of conducting technology assessments every 10 years to identify gaps, look for opportunities, and improve services and support to both internal and external customers.

29	What type of user training does the County currently perform?	Security training through KnowB4. Ad-hoc user training for organizational IT focused line of business applications. ERP, ECM, and HR specific trainings are managed by the responsible department(s).
30	What specific tools does the County currently use?	Additional information is required to properly answer this question. Scott County utilizes dozens of tools both from a technology perspective as well as a user line of business perspective.
31	Please indicate whether the listed policies are currently active and published or in draft?	There are approximately 25 documented IT policies, procedures, standards, and guidelines in place. Of these, 8 have been adopted.
32	What County staff (roles and count) would be assigned as assessment facilitators? Please indicate % FTE.	Please refer to the RFP for the names and titles of the Scott County project managers who will be assisting with facilitation of this project. The Scott County IT team is prepared to make additional resources available for the duration of the project. The number of staff, roles, and percent FTE are flexible and can be discussed with the selected vendor.
33	What deadline or timelines are required? (e.g., must assessment be completed prior to other scheduled audit activity, and/or has the County committed to a schedule in response to audit findings or similar)	No, there is no set deadline for this project. The County anticipates being able to sign a contract in late 2022, with the plan development being complete 6 - 12 months after. Annual budgeting occurs in October, so there is a desire to have recommendations available for that planning process.
34	In your inventory, you listed cameras for Body Cams and In-Car Cams. What additional technology (e.g., Connected Laptops / PCs / Chromebooks, printers, displays) exist in public safety vehicles?	Scott County Public Safety officers, in addition to body cameras and in-car cameras, utilize a total of 60 Toughbook's and 55 Public Safety gateways in vehicles.
35	On a scale of 1-10, 1 being the lowest, how satisfied was the County with the previous Strategic Plan, performed in 2010?	Scott County was very satisfied with the previous Strategic Plan. The level of detail and development of future strategic initiatives provide a clear plan for future capital planning in the technology field.
36	How much have you leveraged, and are you still leveraging, the previous report? Did it play a major part in your IT planning and execution over the last 12 years?	The previous report was a driving force behind many of the major technology projects over the last 12 years. All projects that were still considered high priority at the time of re-evaluation were successfully executed.

37	Based on our experience with assessment and roadmap development, we feel a deep grass-roots investigation & assessment of each application & each business process would be cost-prohibitive to the County. Therefore, our approach would be to utilize existing County data, along with key on-site validation workshops, that would constitute the bulk of the assessment phase. Would this be in-line with County expectations?	Yes, this approach would be in-line with County expectations.
38	Given that discovery of so many elements (applications, personnel, process, infrastructure, policy/procedure) take a considerable amount of time & budget, would the county be willing to perform some information gathering themselves, based on our guidance and framework? This would help yield a better analysis and plan, while significantly reducing cost.	Yes, the County would be willing and expect to assist with information gathering
39	We noticed that the previous Strategic Plan appeared to be developed in part from information initially supplied by the County. Could you briefly list what data the County already has for review? Possible examples: application department usage, application data elements, applications by process, help desk ticket system reports, application pain-point lists, departmental requests for improvement, etc...	Any and all information necessary to facilitate development of the plan will be made available to the selected vendor. A Business Partnership Agreement or similar document will be executed prior to sharing these resources.
40	Concerning "Software Licensing Options" evaluation: What exactly is the county expecting to learn/receive?	Scott County is looking to understand the best options moving forward for major software and hardware decisions. These options include, but are not limited to IaaS, SaaS, Hosted, On-Premise, etc.
41	What is the scope of Vendor Security Assessment and Management element? We are trying to figure out if you are aiming the assessment at the vendors themselves (network/policy/data security) or if you are aiming at the County itself (systems/policy/data) with regards to vendor access to County systems.	The scope would be County policies and security practices as it relates to vendor access and agreements.

42	With 65+ applications in the County's portfolio, who is supporting these applications within the county? We have looked at the 17 FTE's and cannot determine how many resources are engaged in application support.	Application support is provided by all members of the IT team. Each application has a primary IT team member who is responsible for ensuring the successful administration and support of the system. Several applications may also be supported from a user-perspective by the line of business department, with IT providing technical support only.
43	Concerning section D (LAN/WAN), what is meant by "Future Network Acquisition Recommendations"? Is this simply the selection and procurement of a different communication provider/method, if the current one is unsuitable?	Recommendations for future capital projects related to the County technology network.
44	Concerning section E (Internet Access / Development), bullet point "Identify methods & options for online payment". We noticed that the previous Strategic Report touched on this topic. Could you describe the current "Payment" landscape, if different from the previous report?	There is no PCI compliance program in place. Scott County does not directly accept credit cards unless through a PCI-compliant third party processor. We would like to understand the options available to the County if we were to create a policy for managing these transactions internally.
45	Concerning section F (Business Process & Application Evaluation), would you expand on what you expect from the deliverable? We have spent many months at some customers developing a complete BPML with process flows. Conversely, it sounds like you may just expect a "simple" list. Please clarify the expected depth of the process assessment and resulting list.	As part of the 2010 plan (Appendix E), Scott County had a summary listing developed of all applications in use within the county. For this plan, Scott County is seeking to update this listing, and include the major tasks that the application accomplishes for the team (ex: property tax allocation, HR functions, health inspections case management). A Business Partnership Agreement or similar document will be executed prior to sharing this information.
46	Will any county resources (project manager or similar) be available for assistance on this project, for items such as meeting coordination, documentation retrieval/sharing, follow up Q&A, requests for information, or other?	Yes. Please refer to the RFP for the names and titles of the Scott County project managers who will be assisting with facilitation of this project. The Scott County IT team is prepared to make additional resources available for the duration of the project. The number of staff, roles, and percent FTE are flexible and can be discussed with the selected vendor.

47	Regarding travel expenses for on-site work, will you be considering these as part of the total bid amount, or will you be treating separately?	Travel expenses will be considered as part of the total bid and should be included with pricing information provided to the County as part of the vendor response.
48	What is the trigger for initiating the IT Assessment at this time?	Scott County has established a history of conducting technology assessments every 10 years to identify gaps, look for opportunities, and improve services and support to both internal and external customers.
49	How many departments (outside of IT) do you anticipate being interviewed as part of this assessment?	Scott County anticipates key personnel from each department considered in scope to be interviewed as part of this assessment. The departments and agencies in scope include: Administration (5.5 FTE), Auditor (14.50 FTE), Board of Supervisors (5 FTE), Conservation (66.08 FTE), County Attorney (39.5 FTE), Information Technology (17 FTE), Facilities and Support Services (30.12 FTE), Community Services (11 FTE), Health (49.01 FTE), Human Resources (4.5 FTE), Juvenile Detention (16.9 FTE), Planning and Development (5.25 FTE), Recorder (10.5 FTE), Secondary Roads (37.3 FTE), Sheriff (172.8 FTE), and Treasurer (30 FTE). Also included in scope is the Scott Emergency Communication Center (SECC) (54 FTE) and Emergency Management Agency (EMA) (3 FTE).
50	Are there other staff within the County that perform IT functions or other IT units within the County and, if so, would they be part of this study?	The IT organization is centralized. There are two technology systems coordinators in our Scott Emergency Communications Center (SECC) who manage all technology systems for our 911 emergency dispatch system. These two team members are in frequent contact with the centralized Scott County IT team. There is no need to evaluate these two positions as part of this RFP.
51	Are you expecting a formal peer benchmarking to be performed?	Yes.
52	Has there been any prior IT assessments done by the County? If so, can the results of the assessment be shared?	Please refer to Section 1 of this RFP for details related to prior assessments and results.
53	Is there an overall budget that has been established for the project that you can share?	The budget for this project is flexible and dependent on the scope of services and implementation plan presented by the selected vendor.

54	Is one of the objectives of the 5-year plan to determine the correct mix of on-premise support vs using managed service providers?	No, the County is not evaluating on-premise support vs. managed services.
55	Can this assessment be conducted entirely remotely, or do you expect in-person and on-site performance? Would you prefer it?	Scott County is open to all formats for executing this project. We would ask that proposed formats be detailed and documented as part of the RFP response.
56	How many of the 40 strategic initiatives from 2010 were implemented? Can the County provide a list of which ones are outstanding?	All projects from the 2010 strategic plan that still achieved a high priority level when funding became available as part of the capital improvement budget plan, were completed. There is still an interest in revisiting and implementing IT Project Management at a department and organizational level to help execute and manage large and small-scale technology projects.
57	What are the 5 SaaS / Hosted applications referenced in the RFP? Is a list of the COTS and custom developed software products with the County department stakeholders/custodians available?	As part of the 2010 plan (Appendix E), Scott County had a summary listing developed of all applications in use within the county. For this 2022 plan update, Scott County is seeking to update this listing, and include the major tasks that the application accomplishes for the team (ex: property tax allocation, HR functions, health inspections case management). This information will be provided to the selected vendor. A Business Partnership Agreement or similar document will be executed prior to sharing this information.
58	The current budget lists a line item of \$100,000 for the technology assessment. Should we assume that the proposed scope of work should not exceed this amount?	The budget for this project is flexible and dependent on the scope of services and implementation plan presented by the selected vendor.
59	On Page 3 of the RFP, the County requests references and contact information for relevant projects completed in the past three years. Would the County accept contact information from a select sample (e.g., 3) of those clients rather than all clients?	Yes. A select sample of references will be appropriate. A minimum of three should be provided, but more may be submitted if those references will assist with providing a clear picture of the vendors previous work.

60	On Page 7 of the RFP, the County specifies that the consultant shall develop a comprehensive listing of business processes by department, including any countywide processes. Is the business process listing a required deliverable? If so, what information is the County expecting to be included for each business process? How many business processes does the County estimate will be in scope?	As part of the 2010 plan (Appendix E), Scott County had a summary listing developed of all applications in use within the county. For this plan, Scott County is seeking to update this listing, and include the major tasks that the application accomplishes for the team (ex: property tax allocation, HR functions, health inspections case management). A Business Partnership Agreement or similar document will be executed prior to sharing this information.
61	How many current IT and or Security staff do you have in place ?	Please refer to the RFP for a detailed listing of IT team members.
62	It seems like the current strategic plan was updated in 2010. Did county experienced any challenges with the last strategic plan i.e. accuracy, quality, scope etc.?	No. No challenges were experienced with the plan updated in 2010.
63	Is there is a fixed time-line to finish this assessment?	No, there is no set deadline for this project. The County anticipates being able to sign a contract in late 2022, with the plan development being complete 6 - 12 months after. Annual budgeting occurs in October, so there is a desire to have recommendations available for that planning process.
64	Are there any limitations to onsite interviews and discovery due to remote workers or COVID protocols?	Scott County is open to all formats for executing this project. We would ask that proposed formats be detailed and documented as part of the RFP response.
65	What is the preferred technology for online meetings? (Zoom, WebEx, Teams etc.)	There is no strong technology preference for online meetings, however, Scott County does utilize WebEx as an organizational online meeting tool and most users are comfortable with this platform.
66	Is remote access to the environment available? If yes, is MFA required?	Yes. All users requesting access must complete a remote access policy form before being given a county username and password to access our Citrix remote environment(s). MFA is being implemented and is required to access some of the County network resources.

67	Does the county currently use Office 365 and is there interest in including the features and functionality part of the IT roadmap? If Office 365 is in use, please provide an overview of the licensing?	Yes, the County utilizes Microsoft 365. There are currently three licenses types: M365 E3, M365 F1 and Exchange Online Plan 2G.
68	Can the county provide an organization chart of the IT Department? If this is not immediately available, could an approximate employee count and level be provided? (i.e. How many desktop support, engineers, managers)	Please refer to the RFP for a detailed listing of IT team members.
69	Pertaining to the section "Hosted Services" is the RFP referring to managed IT services, or the ability to host business applications in a cloud or software as a service environment	For this section, the county is not looking to understand managed IT services, but rather the ability to host business applications in a cloud or software as a service environment.
70	Can you provide an the number of business applications in use by the county that the IT department is responsible for maintaining?	Please refer to the RFP for a summary listing of business applications in use by the county that the IT department is responsible for maintaining.
71	How many Datacenters, MDF's, IDF's and wiring closets are in the environment?	Two datacenters and approximately twenty-one IDF's.
72	Is there an existing cloud infrastructure (IaaS) environment that is currently in use? (Development, Production, Lab etc.)	No.
73	What is the technology that is utilized for the backbone? (dark fiber, leased lines, MPLS) If there is a provider involved, who is it?	The County has a combination of fiber, leased lines and MPLS. Central Scott Telephone is our primary provider.
74	As it pertains to "acquisition", are you referring to off the shelf licensing such as Microsoft, Cisco, etc.?	Insufficient context to answer.

75	Can you provide a list of the software that is currently being used in the environment or an estimated count of these vendors? (a range will be sufficient)	Any and all information necessary to facilitate development of the plan will be made available to the selected vendor. A Business Partnership Agreement or similar document will be executed prior to sharing these resources.
76	How many applications that are in use have been custom developed?	Please refer to the RFP for a summary listing of business applications in use by the county that the IT department is responsible for maintaining.
77	Are you currently using a solution for managing development projects and source code? (i.e. Jira, Microsoft, GitHub)	Yes.
78	How many people are on the application development team?	Please refer to the RFP for a detailed listing of IT team members.
79	Is any development being performed offshore?	No.
80	How many user devices exist in the environment?	Please refer to the RFP for a summary listing of user devices that exist in the environment.
81	What is the software controlling the backups, and what hardware is being used as the backup targets?	Unitrends.
82	How much data is being protected?	~300 TB's.
83	Is there more than one backup solution in place?	Yes.
84	What manufacturer hardware is being used in the environment for networking, compute, virtualization, storage, wireless etc.? (i.e. Cisco, HP, Dell)	Primarily Cisco and HP.
85	Can you provide a full inventory or a count of each type of device?	Please refer to the RFP for a summary listing of devices in use by County.
86	How many servers are physical versus virtual?	Please refer to the RFP for a listing of the physical versus virtual servers in the Scott County environment.
87	Can you provide an inventory of the servers and the services they provide?	This information will be provided to the selected vendor. A Business Partnership Agreement or similar document will be executed prior to sharing this information.

88	What hypervisor is used for virtualization and what hardware are the virtual servers stored on?	Please refer to the RFP for information regarding the hypervisor being used for virtualization.
89	Are virtual desktops or thin clients leveraged in the environment? If yes, what software is used? (Citrix, VMware, Microsoft etc.)	Citrix virtual application deliver and desktops are utilized to support remote access functions. Typically county employees are not utilizing a virtual environment for daily business activities.
90	Is the county leveraging any public cloud solutions such as Amazon, Google or Azure?	Yes. Scott County GIS teams are leveraging Amazon cloud solutions for public facing GIS applications and functionality.
91	Are there policies preventing the storage of any in a third party cloud environment?	No.
92	What type of data is currently being stored and accessed publicly?	Public record.
93	Is the RFP referring to internal collaboration amongst employees, or external collaboration with the community?	Internal collaboration amongst employees.
94	How many departments will need to be analyzed? Can you provide an estimated of the number of processes (a range would be sufficient)	See answer to question #49 for a Departments in scope listing. Processes TBD.
95	* Security Regulatory compliance requirements and procedures regarding sensitive data (PII) 3.1.G Is there documentation available about the authorized locations to store sensitive data, or will a discovery need to be performed?	Documentation is not available.
96	* Security Risk Management and Information Protection	see following 7 lines
	3.1.G Do you currently align to a defined security framework (E.g., ISO, NIST)?	No.

	3.1.G "Is there currently a cybersecurity risk management program in place? If yes;	Adhoc.
	Does the cybersecurity risk management program roll into enterprise risk management?	No.
	Is there a cybersecurity risk management charter/program document in place?	No.
	Is there a defined team with established roles and responsibilities for cybersecurity risk management? "	Yes.
	3.1.G Are there supporting procedures in place to a cybersecurity risk management program? If yes, will these be included as a component of this work?	No.
	3.1.G Do you conduct a risk assessment at a defined interval to support a cybersecurity risk management program? If yes, at what interval is the risk assessment conducted?	No.
97	* Vendor Security Assessment and Management	see following 3 lines
	3.1.G Does a wholistic vendor management program policy exist today, or is the policy focused on the vendor security assessment/due diligence?	No.
	3.1.G Pertaining to vendor security assessment, is there a procedural-level document in scope for review, in addition to the policy?	A document no. A procedure-level process, yes.
	3.1.G Is your vendor security assessment program currently mapped to a particular framework?	No.
98	Is there a service management application currently being utilized? (ServiceNow, Jira, etc.)	Yes, BMC Footprints.