

# Wireless Network Strategic Plan for the City of West Hollywood



## **Request for Proposals (RFP)**

**Release Date:** August 10, 2016

**Deadline for Submissions:** 8 AM (PT) on September 19, 2016.

**Submit to:** Please use the City's website to submit your proposals  
<http://www.weho.org/city-hall/city-departments/public-works/bids>

NOTICE REGARDING DISCLOSURE  
OF  
CONTENTS OF DOCUMENT

All proposals, inquires, responses, or correspondence related to or in reference to this request for proposals, and all reports, charts, displays, schedules, exhibits, and other documentation submitted by the Vendor will become the property of the City when received. The City of West Hollywood is subject to California law regarding the disclosure of public records. Proposers must clearly identify any information they regard as proprietary in the proposal. Any such information should be marked "Proprietary" or "Confidential." Information that is proprietary within the meaning of California law will be withheld from any public records requests. All other information is subject to disclosure.

# **REQUEST FOR PROPOSALS FOR Wireless Network Strategic Plan for the City of West Hollywood**

## **1. INVITATION FOR PROPOSALS**

The City of West Hollywood (the “City”) is soliciting proposals from qualified consulting firms to develop a Wireless Network Strategic Plan (Plan) with a near-term focus on Wi-Fi deployment and a long-term consideration of other wireless technologies. The preferred consultant must demonstrate prior experience working with government agencies developing plans to build wireless broadband networks. The Plan would be used to strategically develop the City’s wireless telecommunication infrastructure to meet the needs of the City. The successful Responder should also be able to utilize the Plan and work on the City’s behalf to develop agreements to construct, manage, and leverage certain City assets and telecommunication infrastructure with third parties in later stages of the plan.

The ideal responder would demonstrate expertise in several areas including:

- Park, Campus or Citywide Wi-Fi design and planning;
- Similar strategic plans in other jurisdictions;
- Outdoor Distributed Antenna System (“oDAS”) and small cell design and lease agreements;

An important aspect in the development of the Plan is to determine if the City’s existing telecommunication conduit and dark fiber optic backbone system can be fully leveraged for the deployment of Wi-Fi in certain high traffic commercial zones and City parks, or for a more ambitious citywide multi-use wireless network (“wireless network”) with the capability of supporting mobile broadband for public safety staff and other field-based staff, wireless communications support for the implementation of future Smart Grid applications, in addition to providing some level of Wi-Fi broadband connectivity for the general public and businesses.

Parties interested in responding are required to submit their proposals using an electronic bid management system. The link to the system is below. The responder is solely responsible for “on time” submission of their electronic proposal. The City will only consider proposals that have been transmitted successfully and have been issued an e-bid confirmation number with a time stamp from the Bid Management System indicating that bid was submitted successfully. All proposals have to be successfully submitted no later than 8 AM (PT) on September 19, 2016.

<http://www.weho.org/city-hall/city-departments/public-works/bids>

If the link above does not work please use the link below.

<http://www.planetbids.com/portal/portal.cfm?CompanyID=22761>

There will be a no pre-bid Conference. All questions concerning this solicitation must be submitted online via the Q&A section of the bid management software. The official responses

to questions or requests for interpretation to this solicitation will be posted on the Q&A section of the bid management software. The cut-off date for submission of questions or deviations shall be on the August 24, 2016. Any information resulting from questions that causes a material change in the solicitation will be posted on the Addenda & Emails section of the bid management system as an addendum.

Responding parties and the winning proposal will not be disqualified from bidding on future projects that may arise as part of the recommendations made in the resulting strategic plan.

Proposal close date is 8 AM (PT) on September 19, 2016. The City will not be responsible for late submissions of any kind.

## **2. BACKGROUND**

### **THE CITY OF WEST HOLLYWOOD**

The City of West Hollywood is a mid-size city located in Los Angeles County. Incorporated in 1984, the City serves an area of approximately 1.9 square miles and a population of approximately 35,000 with approximately 25,000 residential units. The City's fiscal year begins July 1st and ends June 30th.

The City is a general-law city under California law which contracts for many of its major services, such as police and fire, as well as employing approximately 210 FTE employees. The City operates under a Council/Manager form of government. The five members of the Council serve 4 year terms and are elected in staggered elections every 2 years.

The City has an annual operating budget of eighty million dollars. West Hollywood is a place that's proud to stand out. The progressive spirit and creativity of the people who live, work and play here has put West Hollywood at the leading edge of culture, entertainment and design. The City is home to the world famous Sunset Strip and hosts the annual Halloween Carnival in October, and the Christopher Street West Gay, Lesbian and Transgender Pride Parade and Festival in June, as well as dozens of visitor attractions that include a wide variety of restaurants and entertainment venues that cater to local residents, visitors and tourists.

#### **Mission Statement:**

As a premiere City, we are proactive in responding to the unique needs of our diverse community, creative in finding solutions to managing our urban environment, and dedicated to preserving and enhancing its well being. We strive for quality in all our actions, setting the highest goals and standards.

For more information on the City's Mission Statement or our Primary Strategic Goals or Ongoing Strategic Programs, you can request a copy of the Vision 2020 Strategic Plan from the City Clerk's office by calling (323) 848-6400 or electronically by clicking West Hollywood Strategic Plan on City Services and Information pages of [www.weho.org](http://www.weho.org).

### **CITY'S CURRENT NETWORK**

In 2001, as part of the Santa Monica Boulevard Reconstruction project the City of West Hollywood installed 4" underground conduits along Santa Monica Boulevard between La Brea Avenue and Doheny Drive (approximately 2.8 miles). In 2011, the City also installed a 4" underground conduit as part of the West Hollywood Library Phase 1 project. This conduit runs along San Vicente Blvd from Melrose Avenue to Santa Monica Blvd where it connects to the conduit that runs along Santa Monica Boulevard. Currently the City has 6 pairs of fiber connecting City Hall to its Plummer Park facility and another 6 pairs of fiber connecting West Hollywood Library to City Hall. The existing fiber provides City staff at these facilities with access to the City's network as well as internet connectivity. The majority of the conduit capacity is empty and is available for future expansion. In the near future, the City will be installing 288 strands of fiber in the existing conduit along Santa Monica Boulevard from Doheny Drive to La Brea Avenue to support ALPR cameras at the La Brea intersection.

The City's Department of Public Works also has conduit installed throughout the City but it is largely filled to capacity with legacy copper cable, which is used to administer the traffic management systems.

The City's goal is to integrate and expand its fiber network footprint in order to provide robust infrastructure for the City's internal services as well as other community needs. The City is currently working on a Fiber Network Infrastructure and Services Strategic Plan which will make recommendations about the future expansion and utilization of conduit and fiber optic cable.

A map of the City's existing conduit is available as EXHIBIT B.

The City has a small Cisco based indoor Wi-Fi Infrastructure at City Hall, Plummer Park Community Center, City Council Chambers, and West Hollywood Pool as well as a small (4 AP) outdoor Meraki based pilot Wi-Fi at West Hollywood Park, Santa Monica Blvd and San Vicente Blvd and Santa Monica Blvd and Robertson Blvd.

### **3. GOALS OF THE WIRELESS NETWORK STRATEGIC PLAN**

The City seeks to develop a ten year strategic plan and related implementation roadmap to guide Wireless network infrastructure deployment and service offerings. The strategic plan will:

- Identify the wireless-related business/operational requirements for the City and the public
- Provide recommendations regarding effective use and integration of City fiber and wireless assets to meet those needs, including (but not limited to) recommendations to address and resolve constraints or challenges
- Recommend a viable operating, business and financial options for the build out and use of the City's wireless network to meet the City's and community needs
- Propose guidelines for wireless network deployment and service expansion that the City will pursue in the future – providing a framework for determining what projects/service

offerings would be undertaken – and a process the City can follow to evaluate areas of potential build-out

- Provide a guideline document that the City can use as a conditional requirement for new developments in the City. This document would require developers whose projects are encompassed by the conditions to include fiber conduit runs to designated City trenches and/or pull-boxes as a part of said projects
- Identify resource requirements, for both capital investment (order of magnitude funding) and staffing levels and expertise to implement and operationalize the recommended wireless network development and service provision role, including ongoing lifecycle management
- Provide an implementation roadmap for the wireless network build-out and services plan based on the recommendations

#### **4. SCOPE OF WORK**

The City is soliciting proposals from consulting firms to develop a Wireless Network Strategic Plan that will provide the best path and business model to deploy a municipal network to support the City and community needs. The Plan will address the City's objective to evaluate the following:

1. Wi-Fi broadband connectivity for the general public and businesses to ensure economic development, increased access to broadband and digital inclusion for all members of the community;
2. Improved wireless broadband connectivity to support public safety and the delivery of municipal services by field-based staff using a wide variety of mobile government applications over tablets, laptops and smartphones;

#### **Deliverables**

The following tasks describe the City's expectations regarding the areas that should be addressed to assist the City in developing a Wireless Network Strategic Plan:

**Task 1:** Define the fundamental action steps required to develop a wireless broadband initiative for the City, including an assessment of how the existing Fiber and other supporting municipal infrastructure can be leveraged and maximized to deploy Wi-Fi and/or a citywide wireless network as well as be leased to cellular providers. This task should provide examples of communities with demographics similar to the City that have developed effective municipal wireless networks and how these networks are used to enhance the delivery of municipal services, in addition to providing the general public and businesses with some level of wireless broadband connectivity, either as an "amenity grade" Wi-Fi service in certain areas of the community or as a citywide service that may be subscription-based.

**Task 2:** Conduct a user group “needs assessment” for a wireless network among all City departments and also assess the need for an amenity-grade or subscription-based Wi-Fi service for the general public and businesses. The primary purpose of the needs assessment is to define the City’s strategic priorities and operational needs driving the overall design standards for either a multi-use network for public safety, municipal service delivery and public access, or a network with a more limited scope. Examples of City departments with field-based staff who may benefit from access to a multi-use municipal wireless network include:

- Planning and Building (Building Inspectors)
- Recreation and Event Services (Parking, Event Services, and Recreation Staff)
- Public Works (Engineers, Inspectors, Code Enforcement Officers, Transportation, and Field Services)
- Public Safety department (LA County Sheriff and Fire)

The needs assessment should take into account an evaluation of the communication approaches to implement Smart Grid applications such as Advanced Metering Infrastructure (AMI) and Traffic Management.

Task 2 should also include an assessment of the commercial cellular networks currently operating in the City for mobile voice and broadband access. The objective is to meet the community’s long term needs for a high data rate mobile broadband connectivity. This assessment should compare and contrast current as well as anticipated near-term commercial cellular network strengths and weaknesses against those of a citywide multi-use Wi-Fi WAN.

**Task 3:** Based on the user group needs assessment, recommend wireless technology options and design considerations for either a multi-use network (municipal, public safety and public access), or a network with a more limited scope. Design considerations should include an assessment and recommendations of the following:

- a) Review available City-owned assets and infrastructure to support the mounting of antennas and equipment for a Wi-Fi and/or wireless network. Assets and infrastructure include the potential use of City-controlled public rights-of-way, availability of spare dark fiber for wireless access points to support network backhaul, space on utility poles and streetlight poles, and available space in conduit. The City also has approximately 60 copper connected traffic signals, in addition to multiple City-owned properties and buildings;
- b) Evaluate and recommend network architecture and technology choices (e.g., Wi-Fi, 2.4/5.8 GHz Wi-Fi system, WiMAX, 4.9 GHz public safety band and 4G/5G cellular) based on the City’s overall wireless goals and the findings identified in the user group needs assessment;
- c) Evaluate and recommend wireless technology and network architecture that is flexible and scalable to meet the City’s short term objectives and also able to adapt to emerging services and applications over time;

- d) Evaluate network topology based on the scope of the network and integration with the fiber system, internal data networks, and the various applications used by field-based staff;
- e) Evaluate and recommend network hardware and software components required to support end users;
- f) Identify potential project vendors based on network technology choices and design priorities. Examples of these vendors include: network designers, field installation contractors, application developers, systems integrators and Internet Service Providers (ISPs);
- g) Define network security criteria and features and make appropriate policy and/or configuration recommendations;
- h) Develop network cost estimates based on the results of the user needs assessment, technology choices and the scope of the project;
- i) Define operational Information Technology items such as the need for a Subscriber Management System and ongoing support structures, including customer Service Level Agreements;
- j) Identify the skill sets required by the City's Information Technology division to implement and operate the wireless network;
- k) Define and evaluate network resilience and survivability design goals, including solar power and other emergency back-up power and network architecture operability for at least seven (7) days with no grid power, with prioritization to public safety, critical infrastructure and lifeline services. To complete the evaluation, interview the Public Safety Department Director.

**Task 4:** Analyze the advantages and disadvantages of the various business models used to deploy municipal wireless networks and make a recommendation based on the needs of the City and various potential users of the network. This analysis should include a municipal wireless program review of networks deployed in other cities. Potential business models would include, but would not be limited to the following:

- a) *City-owned wholesale model:* the wireless network is owned and operated by the City.
- b) *Privately-owned managed services model:* the wireless network is owned and operated by a service provider, but the City is an "anchor tenant" for the network.
- c) *Hybrid model (public-private partnership):* the City owns the network, but outsources operation and maintenance to a service provider.

Task 4 should also include an assessment of the legal responsibilities under the various business models and general policy development such as VLAN strategies or QoS restrictions and opportunities.

**Task 5:** Upon completion of the Wireless Network Strategic Plan, in consultation with City staff, present the findings and recommendations to the City Council and the executive City staff.

**Task 6 (Priced Separately):** Based on the findings and recommendations established in the final Wireless Network Strategic Plan, and contingent upon City's approval, develop a RFP for a vendor to build a wireless network based on the strategic plan recommendations. The Proposer must consider previous, current, and future planned wireless-related evaluation efforts by the



City in order to avoid repeating or duplicating efforts. The City's Project Manager will assist in identifying and understanding these efforts at the outset of this consulting engagement. Task 6 should be priced separately in the event that the City decides not to pursue this task.

## **5. CONTENTS OF PROPOSAL**

Proposals must include but need not be limited to the content identified below, and should be organized according to the following sections. All pages should be numbered. Marketing information will not be accepted in lieu of direct response to all requirements and questions.

### **SECTION 1 – EXECUTIVE SUMMARY**

Provide a letter of introduction signed by an authorized representative of the firm (2-3 pages maximum) that provides an executive summary of the firm's experience relevant to the scope of work described in the RFP and describes why the firm would be of service to the City of West Hollywood on this project.

### **SECTION 2 – TABLE OF CONTENTS**

### **SECTION 3 – VENDOR INFORMATION**

- a) Experience with providing information technology strategic plans and services of similar type, size and scope, for comparably sized government agencies.
- b) Size (national and regional/local), and financial condition of the firm.
- c) Short descriptions of three (3) recent projects of similar scope performed for communities/municipalities similar in size to the City of West Hollywood.
- d) Sample reports from similar projects performed including the cost-benefit analysis and business plans.
- e) Include a list of three (3) references, including names of persons, with telephone and email addresses, the City may contact in order to ascertain the quality of performance of recent Wireless Network Strategic planning for similarly sized governmental agencies.
- f) Fully completed copy of the Summary Sheet (EXHIBIT D) included with this RFP

### **SECTION 4 – STAFF QUALIFICATIONS AND EXPERIENCE**

- a) Identify the project manager and key staff who would be assigned to this project.
- b) Provide information on the Wireless Network Strategic planning experience of the project manager and key staff, including background and experience of each person relevant to this project.

- c) Describe the project staff's experience consulting on municipal wireless network needs/solutions
- d) Indicate how the quality of work of the project staff will be assured over the term of the engagement.

#### **SECTION 5 – PROJECT APPROACH AND METHODOLOGY**

State in your own words your understanding of the objectives of the Wireless Network Strategic Planning process and how you will accomplish them.

- a) Describe the method proposed to develop the Wireless Network Strategic Plan, and include a detailed project plan and timeline.
- b) Discuss the rationale for the proposed approach.
- c) Indicate how you will complete the scope of work within the time specified and with the same team members.

#### **SECTION 6 – COST PROPOSAL**

Provide a budget for the proposed project based on the Scope of Work requirements for the Wireless Network Strategic Plan, showing the cost for each part of the scope of work and any additional costs. This information shall be followed by a budget narrative which shall describe and justify the proposed budget, and include an estimate of staff allocations, estimated hours, rates per assigned staff and an estimate of total billable hours. Also identify any assumptions you have built into your costs (e.g., City performance of any work elements, availability, etc.). The cost proposal must provide a guarantee that no additional fees beyond those proposed will be charged to the City of West Hollywood without the City's prior written consent. The City cannot accept contract clauses that include payment terms within 30 days of the invoice issuance. The City cannot accept contract clauses where the City would be required to pay any late fees, interest charges or penalties.

#### **SECTION 7 – ACKNOWLEDGEMENTS, ADDITIONS AND EXCEPTIONS**

- a) Acknowledge your ability to meet or not meet all of the requirements as stated in the scope of work.
- b) Compile and include all other information you deem pertinent, but not specifically requested elsewhere.
- c) Indicate any exceptions to the terms and conditions of this request for proposal, or any qualifications/clarifications regarding the proposal response.

### **6. PROCEDURES AND CRITERIA**

The selection of a proposal will not be based solely on a monetary evaluation. There will also be an evaluation of each proposer's understanding of the work required and approach to this project with considerable weight being given to experience in the areas required and the track record of the proposer.

Additionally, an independent checking of references may be used to assist in selecting the finalist(s). Finalists will make a presentation of their proposal to the City. Contract negotiations will take place with the finalist.

Award will be made to the Firm offering the most advantageous proposal after consideration of all evaluation criteria set forth in this RFP. The City shall not be obligated to accept the lowest priced proposal, but will make an award in the best interest of the City after all factors have been evaluated.

Firms selected as the finalists will be required to make a presentation of their proposal to the City during the RFP evaluation period. This presentation will provide Firms the opportunity to clarify their proposals to ensure thorough and mutual understanding. The presentations can either be done remotely or at West Hollywood City Hall.

A Notification of Intent to Award may be sent to any Firm selected. Award is contingent upon the successful negotiation of final contract terms. Negotiations shall be confidential and not subject to disclosure to competing Firms unless an agreement is reached. If contract negotiations cannot be concluded successfully, the City may negotiate a contract with the next highest scoring Firm or withdraw the RFP.

The competitive selection evaluation criteria are as follows:

<b>Evaluation Criteria</b>	<b>Portion</b>
1. Understanding of the objectives in the RFP and the proposed approach and method to developing the Wireless Network Strategic Plan	25%
2. Recent experience with projects of this size and scope for an agency of similar size. Reference information will be taken into consideration	30%
3. Personnel assigned to the project and their experience with similar projects	16%
4. Cost Proposal	25%
5. Local West Hollywood Business	4%
<b>Total</b>	<b>100%</b>

## TIMELINE

The City's estimated timeline to review proposals is as follows:

<b>Event</b>	<b>Date</b>
Release of RFP	August 10, 2016
Deadline to Submit Vendor RFP Inquiries	August 24, 2016
Proposal Due Date	September 19 , 2016
Vendor Selection	September 19 to October 14, 2016
Project Kick-Off	October 14, 2016

## 7. PAYMENTS AND DELIVERABLES

The City requires a payment schedule based on defined and measurable deliverables as outlined below. Under no circumstances will payments be made in advance of work performed.

<b>Deliverable</b>	<b>Payment Schedule</b>
1. Project Kick-off and delivery of approved project plan and timeline (Task 1 of scope of work)	25% of Total Cost
2. Assessment and documentation of City needs completed (Task 2 of scope of work)	20% of Total Cost
3. Recommendations and Analysis (Tasks 3 and 4 of scope of work)	20% of Total Cost
4. Final Draft of the strategic plan and presentation (Part 5 of scope of work)	20% of Total Cost
5. Final version of Strategic Plan Accepted	15% of Total Cost
6. Development of RFP for Wi-Fi implementation (Task 6)	Priced separately

No payment for extra services (items not included in the total cost) shall be made unless such services and their costs have been previously authorized in writing and approved by the City.

## **8. CERTIFICATE OF INSURANCE**

Proof of insurance is not required to be submitted with your proposal, but will be required prior to the City's award of the contract. A copy of the City's standard contract has been attached (EXHIBIT A).

## **9. STANDARD TERMS AND CONDITIONS**

Prior to the award of any work hereunder, City and contractor shall enter into the written contract attached hereto as EXHIBIT A. Proposers responding to this RFP are strongly advised to review all the terms and conditions of the contract. The City maintains various policies related to contractual service providers. Among these are an anti-discrimination, a living wage, and equal benefits policy. In submitting proposals, vendors must indicate that they are prepared to comply with City ordinances and policies. As part of the contract or during contract negotiations, the City may request that the selected firm sign a statement affirming its compliance with these policies.

## **10. DEFINITIONS**

The words (A) "City", (B) "Department", or (C) "Contractor", as used in this RFP, shall be understood to refer respectively to (A) the City of West Hollywood, California; (B) the several departments therein; and (C) the person, firm or corporation with whom the contract is made by said City or the agent or legal representative who may be appointed to represent such person, firm or corporation in the signing and performance of said contract.

## **11. INSTRUCTIONS AND QUESTIONS**

City representative from whom the proposer will receive instructions:

Eugene Tsipis  
Information Technology Division  
8300 Santa Monica Blvd  
West Hollywood, CA 90069  
Email: [etsipis@weho.org](mailto:etsipis@weho.org)

Questions regarding this Request for Proposals should be directed only to the person designated above and only using the [Q&A tool on the bid management system website](#). All questions need to be submitted as described in section 1 INVITATION FOR PROPOSAL. Communication or solicitation with other City of West Hollywood Officials or Employees regarding any aspect of this RFP is expressly prohibited and may result in disqualification.

## **12. RFP AMENDMENTS**

The City reserves the right to change the RFP schedule or issue amendments to the RFP at any time. In the event the City amends the RFP, the City will extend the Proposal Due Date commensurately. The City also reserves the right to cancel or reissue the RFP.

### **13. WITHDRAWAL OF PROPOSAL**

Firms may withdraw their proposals, without prejudice, prior to the date and time specified for proposal submission, by sending a written request or email to [Eugene Tsipis](#), Information Technology Manager.

### **14. FIRM COMMITMENT OF AVAILABILITY OF SERVICE**

Once a proposal is opened, a proposer is expected to maintain an availability of service as set forth in its proposal for at least 180 days after date for opening proposals. All proposers must return a copy of the entire completed and properly executed Certification of Proposal to the City properly as provided for in EXHIBIT C (Certification of Proposal to the City)

### **15. RESERVATIONS**

The City reserves the right to reject any or all proposals, to waive technicalities or formalities, and to accept any proposal deemed to be in the best interest of the City. Where two or more firms are deemed equal, the City reserves the right to make the award to one of the two firms.

### **16. ERRORS AND OMISSIONS**

Proposer and/or the Contractor shall not be allowed to take advantage of any errors in or omissions from the Request for Proposals. Full instructions will be given if such error or omission is discovered and timely called to the attention of the City.

### **17. RFP NOT CONTRACTUAL**

Nothing contained in this Request for Proposals shall create any contractual relationship between the proposer and the City. The City accepts no financial responsibility for costs incurred by any proposer regarding this RFP. Each proposal prepared in response to this RFP shall be done at the sole cost and expense of each proposing firm and with the express understanding that no claims against the City for reimbursement will be accepted.

### **18. TAXES**

Price of the proposal shall include all federal, state, local and other taxes.

### **19. EXHIBITS**

EXHIBIT A	Sample City Contract
EXHIBIT B	Map of City's existing conduit
EXHIBIT C	Certification of Proposal to the City
EXHIBIT D	Summary Sheet