



**REQUEST FOR PROPOSALS (RFP) FOR PROFESSIONAL SERVICES
FOR PREPARATION OF TECHNOLOGY MASTER PLAN
PROJECT NO. 24-06
ADDENDUM NO. 2**

This Addendum forms a part of the Contract Documents and modifies the original Bidding Documents. **Acknowledge receipt of this Addendum in the space provided on the Bid Form.** Failure to do so may subject Bidder to disqualification.

The following changes are made to the original Bidding Documents. All other provisions remain the same.

Questions asked by potential proposers will be addressed in this Addendum.

1. On Page 6 of the District's RFP, under the Cybersecurity verbiage, the second bullet states "Assess system penetration vulnerabilities of the IT and OT environments and make recommendations for improvement". Is the District requesting a formal penetration test as a part of this project, or simply a cursory review of cybersecurity protocols?
 - a. The District would like internal and external network vulnerability penetration tests to be conducted on the IT systems.
 - b. The District operates OT systems that cannot be interrupted. The consultant must provide a plan to perform external network vulnerability penetration testing on the OT network in a way that will not interrupt operations.
2. To ensure our proposal is aligned with your needs, we kindly request additional details on Exhibit F – Scope of Work referenced on page 10 of your Technology Master Plan. Specifically, could you provide additional information about what should be included in this section of the RFP?
 - a. Please refer to Section 2.2 Scope of Services of the RFP for a Technology Master Plan. There is no page requirement for this section of the proposal.
3. Is the District wanting an IT security gap analysis done as part of this task/scope with part of the deliverable being a remediation plan?
 - a. Yes, this should be included in the Technology Vision Road Map deliverable.

4. Does the District currently have a cybersecurity standard/framework it uses?
 - a. This information will be shared with the firm that is awarded the contract for the Technology Master Plan.
5. Does the District want internal and external network vulnerability penetration tests done as part of this scope?
 - a. The District would like internal and external network vulnerability penetration tests to be conducted on the IT systems.
 - b. The District operates OT systems that cannot be interrupted. The consultant must provide a plan to perform external network vulnerability penetration testing on the OT network in a way that will not interrupt operations.
6. What are the number of IP addresses for internal vs. external for IT and OT? Please provide count for each (IT internal, IT external, OT internal, OT external).
 - a. This information will be shared with the firm that is awarded the contract for the Technology Master Plan.
7. How many IP hosts?
 - a. This information will be shared with the firm that is awarded the contract for the Technology Master Plan.
8. To address the “self-sustainable and transparent” need/want of the District, is the District looking to integrate AI or revenue generating data analytics to work towards self-sustainability?
 - a. Self-sustainable systems, processes and/or technology should work and maintain themselves without external support or resources. They are designed to be energy efficient and resource efficient.
9. Does the District currently utilize any cloud infrastructure or applications?
 - a. Yes, this information will be shared with the firm that is awarded the contract for the Technology Master Plan.
10. Does the District envision that this work will be done on site or remote? If both, what percentage of each?
 - a. A combination of onsite and remote work is expected. An in-person kick off meeting is recommended.
11. How many department or division meetings does the District expect?
 - a. The kick off meeting will be held with department heads and executive management. The consultant should expect up to two additional virtual meetings with each department.
12. Is there a Contact Center? If so, is it included in this scope?
 - a. The District does not have a contact center. All customer interactions are handled manually by telephone and email.

13. Does the consulting firm need specific past performance with waste water treatment facilities?
 - a. No, it is not necessary that the consulting firm have past performance with wastewater treatment facilities. However, it would be helpful if the consulting firm had experience working with special districts. This would provide insight into the Public Contract Code that governs how special districts execute contracts for projects.
14. Has Ironhouse completed a previous IT Master Plan? If yes, is the old plan available for our review?
 - a. No
15. What regulatory compliance laws is Ironhouse required to comply with?
 - a. Ironhouse must comply with Public Contract Code when executing contracts for projects.
 - b. Ironhouse must comply with the US EPA's Clean Water Act of 1972 which establishes the basis for setting wastewater industry standards. The State of California also sets standards for the wastewater industry operating in the state through the Regional Water Quality Control Board.
16. Is the IT Master Plan a 5-year or 10-year plan? There's a statement regarding a 10-year cost estimate and schedule in Section 2.2.1 but in the remaining Sections it references 5 years.
 - a. The Technology Master Plan shall be a 5-year plan. Section 2.2.1 should reflect a 5-year action plan that includes specific recommended actions with budgetary cost estimates and a schedule of recommended deployment or activities.
17. Can you tell us the format of your budget cost estimate (CAPEX, OPEX, etc.)? Can you share the template for us to follow the same spreadsheet?
 - a. Ironhouse does not have a standard budget cost estimate template for projects.
18. Do you have an existing cybersecurity plan now? If so, can you share the table of contents?
 - a. This information will be shared with the firm that is awarded the contract for the Technology Master Plan.
19. Are the 27 full time employees total? Or in the IT/OT department?
 - a. There are 27 full-time employees in the District. All IT/OT resources are outsourced.
20. How many physical locations are in the IP WAN? Please list.
 - a. This information will be shared with the firm that is awarded the contract for the Technology Master Plan.
21. Does "assess system penetration vulnerabilities of IT and OT environments" mean you desire a penetration test? If so, does that include wireless, internal network, and web applications? If so, how many web applications?
 - a. The District would like internal and external network vulnerability penetration tests to be conducted on the IT systems.
 - b. The District operates OT systems that cannot be interrupted. The consultant must provide a plan to perform external network vulnerability penetration testing on the OT network in a way that will not interrupt operations.

22. What is the expected duration of the visioning and planning workshops? Are they expected to be in-person, during business hours, or in the evening with District stakeholders?
- a. Visioning and planning workshops may be conducted virtually during normal District business hours (M-Th, 8 am – 4:40 pm PST, excluding District holidays). A list of District holidays will be available to the awarded firm.
23. What is the expected duration of the Follow Up meeting? Is it expected to be in-person?
- a. The expectation of the follow-up meeting is to observe outcomes of the action plan implemented in Year 1. This meeting can be conducted virtually.
24. Section 10.2.1 General Liability has limits of \$5M. Will bid be allowed if max approved is at \$3M per occurrence?
- a. Section 10.2.1 General Liability should be replaced with the Technology Professional Liability Errors and Omissions Insurance specified in Addendum No. 1.
25. Section 10.2.3 Professional Liability, usually ENO, has limits of \$5M per occurrence but Addendum No 1 has ENO limits of \$2M per occurrence requested. Want to confirm limits of \$2M per occurrence is what is required, not \$5M?
- a. Section 10.2.3 Professional Liability should be replaced with the Technology Professional Liability Errors and Omissions Insurance specified in Addendum No. 1.
26. Has the district established specific priority goals, such as efficiency, security, scalability, or specific technology alignment?
- a. No, please provide these goals as part of your proposal.
27. What is the expected level of detail for the recommended action plan? Can the district give a few examples of “specific recommended actions with budgetary estimates and a deployment schedule” so we can better understand the level of granularity expected for tasks and budget estimates (e.g., detailed costs vs. high-level budgeting).
- a. The District is looking for a roadmap with high-level budgeting estimates and proposed scheduling for tasks. These tasks should be prioritized with rationale describing the prioritization. The District will use the roadmap to develop future projects at which time the more precise budgets and schedules will be developed.
28. Besides already mentioned network diagrams, what resources or access will the respondent have access to? Are there staff that will be dedicating time for interviews? Will the respondent have access to networks or systems?
- a. The awarded consultant will have access to staff for interviews and to the District’s networks and systems.
29. What success criteria (expected metrics or indicators) of the Technology Master Plan does the district envision that would be evaluated over the five-year implementation period?
- a. This is a difficult question to answer because the District does not have an existing Technology Master Plan to compare to the new Technology Master Plan.

30. The RFP indicates that there are currently 27 full-time staff employed by the District. Please confirm that none are dedicated to IT or OT support.
- a. None of the 27 full time staff of the District are dedicated to IT or OT support. These services are currently outsourced.
31. As noted, all IT and OT (Operational Technology) support services are currently outsourced to outside consultants and no in-house resources support these functions. Will the outside consultants be available for interviews, meetings, and other information gathering and meetings? Will there be any limitations on the number of hours or meetings?
- a. Interviews and meetings with outsourced support services may likely be arranged and will be negotiated with the awarded consultant.
32. There is mention of “future technology environments should be self-sustainable” are these long-term goals and are they focused on 0-carbon footprint, service optimization, services renewal or other goals?
- a. The proposed technology environments should be designed to be energy efficient, resource efficient and maximize their useful service life.
33. Does the district intend to in-source some or all IT and OT support functions?
- a. Not at current staffing levels. However, this could change in the future.
34. Is “transparent to most users in the District?” referring to California Government Code 54950 / Ralph M. Brown Act California Public Records Act or is it about citizen engagement? Or does the term “users” refer to the District’s employees and staff?
- a. Please refer to the answer to Question 32.
35. Are there or will there be any ongoing and planned projects that might overlap with or impact the master plan, such as smart city initiatives, infrastructure upgrades, or green energy projects?
- a. Not at this time. The District is currently researching the feasibility of green energy projects.
36. Section 4.3 outlines the required content and page limitation, then in Section 8 I found additional content requirements. Should we create additional sections AFTER the content required under 4.3?
- a. Section 4.3 and Section 8 are meant to be complimentary for the organization of the proposal and the content of each section. Create content outlined in Section 4.3 first and then follow with additional content from Section 8.

END OF ADDENDUM NO. 2