

**RE: ELECTRONIC INFORMATION SYSTEMS AUDIT**

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

**PURPOSE:** This report is to advise that a Request for Proposal has gone out to some twelve firms inviting them to bid on a project that would be an "audit" of electronic information systems at Burnaby in accordance with terms of reference as specified and attached.

**MUNICIPAL MANAGER'S RECOMMENDATION:**

1. THAT this report be received for information purposes.

\* \* \* \*

**R E P O R T**

**Background and Summary:**

In late 1984, Burnaby issued its first Strategic Plan for Information Management. That document was reviewed and adopted by Council and established an ambitious program to improve public service through improved information processing. A revised Strategic Plan was prepared in late 1985 and this was subsequently updated in March of 1987 with the issuance of a 1987 Strategic Plan. March of 1988 saw a further update.

It was intended at the outset that a review of progress against the Strategic Plan(s) and a review of the appropriateness of the Plan(s) be carried out within 3 to 5 years of the first Plan. The 1987 plan called for "an audit of the Information Services functions during 1987 giving particular attention to ensuring the plan still provides a direction compatible with the business environment, and is being implemented effectively."

The 1988 update to the Strategic Plan notes, "This was not done. Staff changes in Information Services led to substantial changes in the methods being used and it was felt advisable to delay this project until these changes were implemented. This activity has been rescheduled for 1988."

It is now appropriate that the audit be carried out and to that end the services of Robert Liley and Associates were contracted to assist in developing the terms of reference and the proposal call for the audit. Robert Liley was the individual most directly responsible for developing Burnaby's first (1984) Strategic Plan for Information Management and as such will be precluded from bidding on the audit.

It should be noted that the proposal call is issued by the Municipal Manager rather than by the Information Services Director or the Director Administrative & Community Services. The need for a significant level of objectivity in the audit process required that it be managed at the highest level in the organization. However, the Manager will be assisted by a selection committee with a member representing each of the five directorships. Further, it should be noted that the audit terms of reference make specific reference to the Human Resources Management System (HRMS). This system involved significant, Burnaby-specific modifications to purchased package software and resulted in a project that ran considerably over time and budget from initial estimates. Thus a specific review of that project has been included as part of the audit process. A complete listing of the objectives of the audit is found in Section II.C. of the Terms of Reference (attached).

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

-2-

A two stage process is being used to select the successful firm. Expressions of interest are being sought from twelve selected companies - those with considerable reputations in the information management area who have not been significantly involved in developing systems for Burnaby. Expressions of interest are expected by 1988 December 9 and subsequently consultants will submit a full proposal by 1988 December 23. It is intended to select the successful consultant by 1989 January 13 and that consultant is expected to report within two months of selection. Discussions with the consultant will follow which will lead to a report to Council and the commencement of work on a new/updated Strategic Plan for Information Management in Burnaby.

232

This is for the information of Council.

\* \* \* \* \*

Attachment

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

REQUEST FOR PROPOSAL  
FOR AN  
ELECTRONIC INFORMATION SYSTEMS AUDIT  
FOR THE  
DISTRICT OF BURNABY

233

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

REQUEST FOR PROPOSAL  
TABLE OF CONTENTS

I. ADMINISTRATIVE INFORMATION	PAGE NO.	
A. Purpose	1	234
B. Timing Considerations	1	
C. Other Provisions	2	
D. Contacts	3	
II. BACKGROUND INFORMATION		
A. Introduction	4	
B. Current Data Processing Environment	5	
C. Objectives	5	
D. Scope	6	
III. AUDIT REQUIREMENTS		
A. Results Anticipated	8	
B. General Areas of Study	9	
C. Constraints	10	
D. Deliverables	10	
IV. PROPOSAL REQUIREMENTS	12	
V. SELECTION CRITERIA	13	

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

-1-

I. ADMINISTRATIVE INFORMATION

A. Purpose

This Request for Proposal (RFP) describes The Corporation of the District of Burnaby's requirements for a qualified management consulting firm to undertake an Electronic Information systems Audit.

B. Timing Considerations

It is necessary that the consultant selection process be completed as quickly as possible in order to effect improvements in the provision of electronic information systems and information technology to the Corporation.

1. Issue Date of this RFP

1988 November 30.

Copies of this RFP can be obtained from the office of Mr. Melvin J. Shelley, Municipal Manager at The Corporation of the District of Burnaby, 4949 Canada Way, Burnaby, B.C. V5G 1M2. After that time, if specifically requested, the document will be mailed to the consultants' offices.

2. Consultant's Intent to Submit a Proposal

All consultants must acknowledge, in writing, receipt of this RFP and indicate to Mr. Shelley, The Corporation of the District of Burnaby, 4949 Canada Way, Burnaby, B.C., V5G 1M2, by 1988 December 9, if they intend to submit a proposal.

3. Proposal Submittal Date

On or before 3:00 p.m., on 1988 December 23, eight (8) copies of the proposal must be submitted in a sealed package, or packages, to Mr. Shelley at the address specified in Section B2. above.

4. Proposals

Consultants must submit a complete response to this RFP in the format described in Section IV in order to be evaluated. All proposals must provide a simple, concise description of the consultant's capability to satisfy the requirements of this RFP.

All items in the RFP must be responded to by the consultant clearly and concisely. Incomplete proposals may be disqualified at the discretion of the Corporation.

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

5. Short List

Based on an evaluation of the submissions, a short list of likely consultants warranting further consideration will be established.

6. Selection Target Date

The Corporation expects to select the successful consultant on or before January 13, 1989. However, the right is reserved to extend the selection date if so desired. Therefore, all proposals must be valid for 90 days from the proposal submittal date. The name of the selected consultant will be furnished to all unsuccessful consultants.

C. Other Provisions

1. Proposal Signature

Every proposal must be signed by an official authorized to bind the consulting firm.

2. Acceptance of Proposal

If any proposal is accepted, the successful consultant will be notified in writing of the terms of the acceptance of his proposal and the provisions of the successful consultant's proposal will provide the basis for a contract.

Consultants are advised that price is only one of several factors which will be considered in the evaluation of these proposals. Preference will be given to fixed-price proposals.

3. Oral Management Presentation

If requested, prospective short-listed consultants must be prepared to present their proposal and approach to Corporation management at no charge and introduce the key consultants participating in the Audit.

This oral presentation must not be looked on as the only means of defining a point in the proposal. The proposal must contain a clear presentation and enough detail to evaluate all features of it directly without further explanation.

Each consultant will be notified of the exact time and place of his presentation and must submit a presentation agenda to Mr. Shelley at least 48 hours before the presentation.

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

4. Rejection of Proposals

The Corporation reserves the right to reject any or all proposals received in response to this RFP for any reason.

5. Proprietary Information

Information contained in this RFP is confidential to the Corporation. A consultant will not provide any of this information to any other consultant, or any other individual or organization unless authorized by the Corporation. Unauthorized release of information may be cause for disqualification.

The Corporation stipulates that all information contained within the body of this RFP is accurate to the best of its knowledge and that the Corporation is not liable for any inaccuracies which may be contained therein.

6. Proposal Costs

Any and all costs incurred by the consultant in preparing proposals, presentations, or any other activity in responding to this RFP are the sole responsibility of the consultant and will not be reimbursed by the Corporation.

7. Amendments

The Corporation reserves the right to amend the contents of this Request for Proposal without altering the timing requirements specified in section B. of this chapter.

D. **Contacts**

For purposes of this RFP, clarification of requirements may be obtained from:

Mr. Melvin J. Shelley  
Municipal Manager  
The Corporation of the District of Burnaby  
604 - 294-7103

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

II. BACKGROUND INFORMATION

A. Introduction

238

In April of 1984, a "Strategic Plan for Information Management" was produced for the Corporation. That Plan made some substantial recommendations in terms of: new integrated electronic information systems; a new computer processing environment encompassing an extensive electronic information network; a new organization structure for managing, controlling and providing information services to the organization; policies and guidelines for ensuring the successful implementation of the recommendations; and a systems implementation plan and action plan for moving the implementation of the recommendations forward as expeditiously as possible. This Plan set the general direction for information technology within the Corporation and provided a "roadmap" for systems development activities over the next five years.

In the intervening period, much has happened: the organization structure for delivering information services to the Corporation has been implemented; new computing facilities to support business systems and geographic information processing have been selected and installed; an extensive electronic information network to serve the needs of the Corporation has been put into place; and several new systems have been implemented, many replacing systems previously utilizing the Corporation's Sperry 90/30 computer which is being retired.

A revised Plan was issued in 1985, which refined some of the recommendations contained in the 1984 Plan. In particular, this document reflected more accurate information with respect to implementation costs than was available in the original Plan. A subsequent Plan reflecting progress since 1985 was issued in 1987; this was most recently updated in 1988.

The 1987 Plan contained a recommendation to conduct an audit of the Information Services function during 1987, paying particular attention to ensuring that the Plan still provides a direction compatible with the current business environment, and is being implemented effectively. This Request for Proposal is reflective of that recommendation, as well as reflecting current problems with respect to geo-based systems integration and the delivery of timely, cost-effective results for the Corporation.



ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

-5-

## B. Current Data Processing Environment

The Corporation has implemented a DEC VAX Cluster system under Ethernet, utilizing three VAX 11/750's and one VAX 8350, with 6 Gb of disk storage. A wide-area network connects the decentralized operations with the Municipal Hall. There are presently some 200 workstations/terminals connected to the networks. DBMS is utilized for data management with some small systems using RDB. As well, the Corporation is using DEC'S All-in-One office systems products with WPS-Plus for word processing. Cobol is used for systems development, with Datatrieve used as a high level development tool, principally for inquiries.

Further, the Corporation has utilized Synercom's Informat geo-based systems product to support computerized mapping for over ten years.

Most of the current operational systems support financial and administrative functions, with a Property Tax System and Licence and Permits System under development. As well, the Corporation utilizes a heavily-customized Human Resources Management System applications package from Information Associates.

Current data processing is centralized under Information Services, with a professional staff of nineteen, augmented by contract programmers and analysts. As well, some of the development work is contracted out to system development houses.

## C. Objectives

The Corporation is seeking to engage the services of a qualified management consultant firm to undertake an overall review and assessment of the overall effectiveness of information management activities within the Corporation. In meeting this overall objective, the Corporation is seeking to determine:

- o The value the Corporation receives from its investment in information systems and information technology.
- o The soundness of the direction being followed with respect to information systems and information technology.
- o Progress against the original Strategic Plan of 1984 and subsequent updates.
- o Factors which have inhibited progress and which have negatively impacted systems implementation.

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

-6-

240

- o The suitability of the present computer facilities and processing environment to support future municipal growth and planned business direction.
- o The realistic opportunities that exist within the Corporation for effecting tangible improvements in current and planned Information Services support.
- o The appropriateness of the Information Services organization and the allocation of responsibilities among Information Services, users, Task Forces, the Computer Advisory Committee and the Computer Steering Committee (Management Committee).
- o The effectiveness and efficiency of computer operations in meeting organizational needs.
- o The appropriateness and effectiveness of management policies and controls in monitoring and managing the delivery of information services to the organization.
- o The extent to which integration has occurred with respect to operations support and administrative systems and geographic systems.
- o The appropriateness of Information Services policies, standards and system development methodologies and practices, as well as the tools and techniques employed, including user tools and data base management systems.
- o The effectiveness of the Information Services/user interface.

A specific area of concentration should focus on the current HRMS package from Information Associates, with a view towards determining:

- o The effectiveness of the current system in satisfying the needs of the Corporation.
- o The long-term viability of the system for the Corporation.
- o Steps that can be taken to resolve outstanding issues with respect to the system.

**D. Scope**

This Audit will encompass all of the electronic information systems supporting municipal operations and will include:

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

-7-

- o Administrative and Community Services including Fire, Health, and the RCMP.
- o Engineering and Works.
- o Finance, including Tax Collection and Business Licences.
- o Information Services.
- o Municipal Manager's office.
- o Planning and Building Inspection.
- o Recreation and Cultural Services, including the Public Library and the Museum.

The total number of interviewees is expected to be approximately thirty.

### III. AUDIT REQUIREMENTS

#### A. Results Anticipated

The Corporation is seeking to utilize this Electronic Information Systems Audit to produce valid answers to questions being asked by management:

242

- o Are we getting value from our investment in information systems and information technology? Are we effective in applying technology to the solution of business problems?
- o Are Information Services being provided in an efficient manner? How can we improve our overall systems effectiveness and efficiency?
- o How well are we performing compared to other organizations? How can we know how well we're performing?
- o Is the direction for information systems and information technology appropriate? How have we performed against planned direction? What has influenced this performance? What should we do differently?
- o Are we spending the right amount of money on information systems/technology? How should it change? Are we spending it in the most effective ways?
- o How can management be provided with the right kind of timely information with which to monitor Information Services activities and performance in a way which allows management to initiate the necessary actions in order to avoid latent problems?
- o Are we using the tools and techniques our size and structure calls for? Are we appropriately organized to provide information services to the organization? Do we have the right number and kinds of skills? Do we make effective use of purchased application packages?
- o Do we have the right equipment and facilities in the right place? Are we using them effectively?
- o How do we improve the overall responsiveness and cost-effectiveness of Information Services? How do we produce better, more timely results for the Corporation?
- o How do we integrate geo-based processing into our basic information systems infrastructure? What has impeded integration to date?

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

-9-

- o How do we improve the efficiencies with respect to HRMS? How do we make our installed version of the package more responsive to changing user requirements and new system releases from Information Associates? Does the HRMS package remain a viable decision? What are the implications of changing?

**B. General Areas of Study**

These general study areas are not meant to limit the consultants but, rather, to identify a minimum base requirement.

The consultants will briefly review the impact of information systems and information technology on the Corporation. This will be accomplished via interviews with senior management and key staff.

Further, the consultants will review existing information systems and work processes, and assess plans for future systems implementation. Specific attention will be paid to the Human Resources Management System in terms of program and system structures and the nature and extent of Corporation-sponsored modifications.

The consultants will review relevant background material and documentation, including the Strategic Plan of 1984 and subsequent revisions. Interviews will be held with the management and senior staff of Information Services in order to develop a profile of the Information Services function and its ability to meet the Corporation's requirements. The ability to effectively communicate with users, as well as the ability to effectively manage outside contractors in the performance of contracted activities should be examined. In addition, the use of appropriate development tools and languages, as well as effective development methodologies, policies, practices and guidelines should be reviewed. Particular attention should be paid to project management capabilities, structures and practices. Training needs and leadership style should also be addressed in light of continuing high turnover.

Spatial systems should be reviewed as to integration capabilities, and the Library system should be reviewed in terms of longer term viability and in the context of moving the Library processor into the central municipal complex.

Costs of providing information services should also be reviewed, along with the real or anticipated benefits.

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

**C. Constraints**

There are several constraints related to this undertaking:

- o It is anticipated that the Audit will take no more than two months, with work commencing in January, 1989.
- o There is a spatial system review presently underway which should be completed in December, 1988. This document will be made available to the consultants. It is not the Corporation's intention to duplicate that work by undertaking this Audit.
- o There is no intention of doing individual assessments of Information Services personnel and observations must relate to the function as a whole.
- o The anticipated budget for this Audit is \$50,000.
- o It is the Corporation's intention to interview key members of the consultant's project team, particularly the project manager, in advance of awarding the contract.
- o All Corporation-supplied materials remain the property of the Corporation and are protected by copyright. They must be returned at the completion of the engagement.
- o Failure to complete the engagement within 30 days of the agreed completion date could result in financial penalties being levied.
- o A detailed project plan must be submitted and agreed prior to commencing the engagement.
- o The Corporation anticipates receiving a proposal specifying a fixed professional fee for the Audit, exclusive of out-of-pocket expenses.

**D. Deliverables**

As a result of this Audit, the Corporation anticipates receiving the following consulting products, at a minimum:

- o A written and oral presentation to management of the consultant's findings, conclusions and recommendations.
- o A final written report encompassing findings, conclusions and recommendations, including an assessment of current hardware and software, organizational approach and strategic direction, areas of opportunity for improvement, creative solutions to current problems, the financial

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

-11-

implications associated with implementing the recommendations, and a detailed Action Plan which will allow the Corporation to implement the recommendations pragmatically, cost-effectively and expeditiously.

- o A follow-up discussion with respect to any questions stemming from the Audit Report.

ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	88/12/12

-12-

246

#### IV. PROPOSAL REQUIREMENTS

Submissions are being invited from qualified management consulting firms who have not been involved in prior project work for the Corporation and who did not have input into the original Strategic Plan. These stipulations are designed to ensure objectivity in the Audit and in assessing performance against Plan.

Submissions should include the following:

- o A statement of the consultant's understanding of the issues, scope of the project and results expected, including any refinements deemed appropriate.
- o The approach that the consultant will use to deliver valid results and the specific areas of study that will be encompassed within this.
- o A detailed work plan describing activities, dates and personnel assignments, as well as the requirement for, and demands upon, Corporation management and staff.
- o A description of the firm's relevant experience and expertise along with specific references for similar engagements.
- o A detailed description of the experience and expertise of those individuals that your firm proposes assigning to undertake this Audit.
- o A fee schedule along with any associated terms and conditions. Potential out-of-pocket expenses should also be identified and estimated.



ITEM	32
MANAGER'S REPORT NO.	77
COUNCIL MEETING	98/12/12

-13-

V. SELECTION CRITERIA

Consultant selection will be based on criteria which includes, but is not limited to, the following (in no order of importance):

- o The consultant's understanding of the project.
- o The completeness of the proposal.
- o The experience of the firm in conducting similar engagements.
- o The experience of the engagement team in undertaking similar work and the team's composition.
- o Experience with VAX and related technologies, as well as with local government and geographic information systems.
- o The approach to be employed.
- o A successful track record for the engagement team based on valid references.
- o The ability to deliver proposed results within proposed time frames.
- o Overall cost.

The Corporation reserves the right to reject any or all proposals without cause.

