



A V E N U
INSIGHTS & ANALYTICS

CITY OF COVINGTON, LA

REQUEST FOR PROPOSAL FOR

INFORMATION TECHNOLOGY (IT) SUPPORT SERVICES

June 2, 2022

Submitted By:

Avenu Insights & Analytics, LLC
5860 Trinity Parkway, Suite 110
Centreville VA 20120
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1 COVER LETTER

June 2, 2022

Stacey Sharp - Purchasing Agent
City of Covington
317 N. Jefferson Avenue
Covington, LA 70433

RE: Proposal for Information Technology Support Services

Dear Stacey Sharp:

Avenu Insights & Analytics, LLC ("Avenu") is pleased to respond to the City of Covington's ("the City") Request for Proposals (RFP) for Information Technology (IT) Support Services. Avenu brings decades of experience in providing IT Services to county and city governments, an established relationship with the City of Covington, an established presence in the State of Louisiana, and a team of experts ready to provide support to the city.

Avenu offers the City the requested information:

Submitting Proposer: Avenu Insights & Analytics, LLC

Federal Tax ID: 34-2050121

Persons Authorized to Contractually Obligate Avenu: Name: Paul Colangelo, Chief Executive Officer
Address: 5860 Trinity Parkway, Suite 120, Centreville, VA 20120
E-Mail: Paul.Colangelo@avenuinsights.com

Carl Kumpf, Chief Financial Officer
Address: 5860 Trinity Parkway, Suite 120, Centreville, VA 20120
E-Mail: Carl.Kumpf@avenuinsights.com

Contact Person for Technical and Contractual Clarifications: Name: Roger Murphy, Director
Address: 5860 Trinity Parkway, Suite 120, Centreville, VA 20120
Phone: (858) 245-8245
E-Mail: Roger.Murphy@avenuinsights.com

Avenu offers the City:

- 1. Avenu Understands the City.** Having worked with the city since 2011, and several local governments with similar computer/network systems, Avenu understands the business of IT Services and the unique challenges local jurisdictions face. Additionally, Avenu has institutional knowledge surrounding the City's requirements and operations given our existing partnership.
- 2. IT Services Experts.** Avenu has been providing Information Technology Support Services for over 35 years. We offer the City the support of our experts that have been providing these services for decades and Avenu currently supports cities and counties across the nation, with several client jurisdictions being of the same size or similar to the City of Covington.

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- 3. Corporate Capability.** Avenu has invested substantial resources into its Information Technology Managed Services offerings because it is at the core of what we do. Avenu's experts take pride in getting the job done and have a strong and demonstrated track record of successful systems integration and service delivery to customers. Avenu has long-term partnerships with local government clients in all 50 states, and has integrated proven practices through standardized process, tools, and methodologies.

Avenu is confident that with our experienced staff, institutional knowledge of the City, established expertise, and national footprint, we are well equipped to assist and manage the City's technology support needs.

For over 35 years, Avenu has supported mission-critical government operations with our IT managed solutions that are backed by our public sector expertise and corporate capability. Many of our customers have similar infrastructure and applications. As the following pages describe, our IT Services offer the flexibility, comprehensive support, and reduced risk that the City needs. Avenu's team has the necessary credentials for program management, technology infrastructure expertise, security and disaster recovery, and capabilities for migrating systems or optimizing them. Team members stay current with regular professional education programs, so you are assured that our technical and management expertise is well prepared and will successfully deliver high quality results as desired.

Avenu has a substantial footprint in the State of Louisiana with clients throughout the State, including the City of Covington. Avenu is proud to be a partner with LaMATs, which galvanizes our relationships with municipalities in the state through our Occupational License program. We are also members of the Louisiana Association of Tax Administrators, which we attend quarterly continuing education conferences. We provide a number of technology solutions for our clients in Louisiana, in addition to IT managed services. Avenu hosts the three state filing portals for sales tax, OLT, short term rentals, alcohol tax as well as many other tax types. We also developed and currently host the remote seller's portal, recently established through legislative measures to ensure a more streamlined filing system in Louisiana. We also host and maintain systems of record for multiple cities and parishes in the state.

We are also proud of the relationship we have had with the City of New Orleans Sewer and Water Board providing complete IT managed services for the last 25 years. We have provided solutions for the Board that have improved the customer experience and ensured the infrastructure and applications environments are providing the best possible performance and functionality. We have a collaborate working relationship with them that is built on trust and built on a history of meeting expectations.

As a current partner with the City since 2011, Avenu has processed the occupational license renewals for Covington each year, also providing a payment portal for your citizens and a system of record for the city staff. Additionally, Avenu is contracted with the collector for the city of Covington's sales tax (The St Tammany Parish Sheriff's Office) to perform regular sales and use tax examinations, resulting in additional funds for the city of Covington. We also provide Occupational License Tax Administration to your neighboring cities, including Mandeville, Madisonville, and Abita Springs and we provide support software to the city of Slidell. Our presence in St Tammany parish is vast and our commitment to the parish and the city of Covington is accompanied by a proven track record of success and client satisfaction.

Avenu has reviewed all requirements stated in the City's RFP and we have the requisite skills and capabilities to confidently provide the services as specified. You have my personal commitment that our solution meets or exceeds the RFP requirements. We have earned the right to continue as the City's partner and we intend to make the City a great example of partnership and excellence in local government services through a strong IT Managed Services program.

Conflict of Interest Statement and Pending Lawsuits

Avenu has no direct or indirect conflicts of interest that would affect our performance on the services required. Nor does Avenu have any pending lawsuits.

The undersigned is authorized to represent Avenu and has the authority to bind Avenu to this proposal and cost proposal. Avenu's offer will remain valid for 120 days from the due date of this proposal.

Avenu acknowledges receipt of all 3 addenda.

Sincerely,



Carl Kumpf
Chief Financial Officer
Avenu Insights & Analytics, LLC

2 APPROACH AND METHODOLOGY

2.1 INTRODUCTION

Founded in 1978, Avenu Insights & Analytics, LLC is a privately-owned Information Technology services company, headquartered in the Washington D.C Metro area, with 12 offices across the United States and two in Canada. We provide a full suite of innovative IT solutions that are specifically designed for state and local governments. Over our 40-year history our national footprint has grown to include over 700 employees actively supporting over 3,000 clients in all 50 states.

Avenu provides public sector expertise and comprehensive Managed Services. Avenu was honored and recognized for the last 4 consecutive years (2019 - 2022) as a GovTech 100 Company representing “the top 100 companies focused on making a difference in and selling to state and local government agencies across the United States.” The Government Technology magazine stated that, “In a year that asked more of government than ever before, the growing and dynamic market of companies working to serve the public sector were partners in innovation and grew their businesses in the process.” Today’s heightened awareness to IT security threats around the globe, coupled with the demand for remote and instant access to information, makes the GovTech list vital resource for local governments to know which companies are adequately prepared to help jurisdictions prepare for the demands they face.



Unlike some of our competitors, Avenu has consistently supported local governments with a full range of IT outsourcing services for more than 35 years and has held many of these contracts for 10, 15 and even 20 years—a testament to our record of service delivery excellence and our commitment to local government. For several of our local government clients, we provide similar or same IT support services such as those requested in the City’s solicitation. Additionally, Avenu’s client base is almost exclusively state and local governments and Avenu’s experience in providing IT support services involves governmental agencies with similar network/computer systems as the City. Avenu is offering the city the opportunity to continue to partner with a firm with substantial resources and a full range of corporate capability.

Able to support clients from strategically placed offices, Avenu ensures that geographic reach is sufficient for customers to receive expected service levels. This is especially true for IT Managed Services where Avenu taps expertise from across the company and applies it toward a client’s needs. The company has used this approach for small clients such as Franklin, AL (population 150) to larger jurisdictions such as Houston, TX (population 2,242,193).

Avenu has U.S. offices in:

- | | |
|-------------------------|--------------------|
| 1. Centreville, VA (HQ) | 8. Birmingham, AL |
| 2. Mandeville, LA | 9. Dallas, TX |
| 3. El Dorado, CA | 10. Houston, TX |
| 4. Fresno, CA | 11. Quincy, MA |
| 5. Pleasanton, CA | 12. Waite Park, MN |
| 6. Sacramento, CA | |
| 7. Westlake Village, CA | |

Avenu is a strong and stable company with solid fundamentals which allow us to implement reliable, value-added services for our clients. Avenu Insights is a recognized leader in delivering business value through innovative services to state and local governments and we have helped governments manage large, complex programs for more than 35 years. Our corporate strength and depth of resources ensures continuous fulfillment of all contractual obligations, and that we will be here as your partner of choice throughout the duration of the contract.

2.1.1 WHAT SETS AVENU APART

Avenu believes that we are the right partner to help the City achieve its vision regarding the alignment of IT to support the strategic goals of the City. Our proposed solution will provide the appropriate staff, and proven tools and services that are described in this proposal. Avenu recognizes the importance of adding value to the present and future business needs of our client's environment. We understand that the benefit of innovation over the term of the contract should be passed to the City and will do so.

Avenu is technology agnostic. As technology evolves, Avenu will continue to evaluate emerging technologies that are present in the market to identify solutions that will meet the needs of the City and their constituency.

With over 30 years of experience supporting Louisiana clients, Avenu recognizes the ever-present fiscal challenges facing the City and other municipalities throughout Louisiana and will continue to support efforts that lead to hardware, software, and managed services cost-savings through business partnerships and peer relationships across other Avenu business units. Additionally, Avenu is focused on outcomes. We will meet the stated requirements contained in the Statement of Work and will continue to leverage emerging technologies, relationships, and economies of scale to deliver new value-added services to meet the unanticipated challenges facing the City over the life of the new contract.

Avenu is committed to the Covington community. When possible and when in the best interest of the City, we will provide vendors working within the City an opportunity to perform IT services under this contract. We will work cooperatively with the City to review potential vendors and determine which ones best meet mutual technical services needs and requirements.

2.2 APPROACH

To best meet the needs and requirements of the City, Avenu is proposing two (2) FTE resources:

1. Desktop Support
2. System Administrator

As experts in these services and to best meet the needs of the City, Avenu designed these roles in a very consumable manner. Avenu understands that service delivery is more than just policy and procedures. In order for delivery to be truly effective, Avenu's proposed resources must be dedicated, loyal, and committed to each task at hand. Avenu is proposing a City based delivery team and we stand ready to continue our tradition of Best-In-Class support where our people make the difference. Our solution will implement the Information Technology Infrastructure Library (ITIL) processes, use tools to automate and report service level performance, and offer project management capabilities to promote increased collaboration between IT and the City's departments

Avenu recognizes the importance of adding value to the present and future business needs of our client's business environment. As technology evolves, Avenu will continue to evaluate emerging technologies that are present in the market to identify solutions that will meet the needs of the City and their constituency.

Avenu has extensive experience providing the services requested in this RFP.

IT is charged with establishing the technology architecture, implementing and managing systems, applications, communications, and the overall management and security of the City's information assets. IT is further charged as the steward of our partner's information systems and data, and are responsible to adhere to IT policy and standards and coordinate their requirements with IT.

IT's goals are designed to promote innovation, support local services and energize overall technology investments' performance, and support IT's work in developing and maintaining information technology systems, and providing secure, agile and sustainable technology infrastructure and customer service support to our customers.

Avenu embraces the following goals:

1. Deliver timely and effective response to customer requirements through teamwork.
2. Provide vision, leadership, and a framework for evaluating emerging technologies and implementing proven information technology solutions.
3. Provide our customers and local staff with convenient access to appropriate information and services through technology.
4. Work with the City to improve business operations by thoroughly understanding business needs and by planning, implementing and managing the best information technology solutions available.
5. Guarantee a reliable communication and computer infrastructure foundation on which to efficiently conduct business operations today and in the future.
6. Effectively communicate information about plans, projects, and achievements to City staff and customers.
7. Develop and maintain technically skilled staff competent in current and emerging information technology and a user community that understands and can employ modern technologies to maximize business benefits.
8. Ensure effective technical and fiscal management of the department's operations, resources, technology projects and contracts.

ITIL Integration

ITIL is a framework in which to manage IT organizations. However, for smaller, more nimble organizations, attempting to implement the entire suite is difficult at best and causes organizations to focus more on the process than actual outcomes. This can be very disadvantageous if the process needlessly delays progress.

Decades ago, when there was less standardization, frameworks such as BS15000, ISO20000, and now ITIL made sense, especially for larger organizations. It was these frameworks that began the process of standardization, by grouping incidents into problems, and ultimately into changes. Many of those changes culminated into a more common and standard environment which has resulted in the technological landscape today.

Avenu will use components of ITIL where it makes sense such as incident management, problem management, and change management. Due to the standardization of technology and continued convergence which eventually leads to the Cloud, using a more hybrid approach increases effectiveness, reduces churn, and ultimately provides for relevant outcomes.

Operations

Operations will be focused on delivering exceptional customer service. Avenu will ensure regular meetings are held with management to discuss and evaluate performance, projects, and needs. Avenu will provide On-Site as well as Remote Support specifically focused on quick resolution of the immediate needs and technical issues. The Avenu team will provide help desk and technical coverage Monday through Friday from 8:00am to 4:30pm with after-hours support coverage in case of emergencies or mission critical problems. Furthermore, the staff on site that are responsible for public safety related support are available 24 hours a day, 7 days a week.

2.2.1 ON-SITE SUPPORT

We are proposing 2 FTEs onsite to support the City's infrastructure, a Desktop Support and a System Administrator.

Avenu has extensive experience providing Infrastructure Services for Data Center, Desktop, Network, Security, and Service Desk. This includes experience in:

- ▶ Network engineering, design, and administration of network devices and resources;
- ▶ Security Policy, Architecture, and Operations - Application of security best practices for logical and physical security.
- ▶ Virtualization – Migration of physical servers to virtual servers, managing and monitoring performance, system optimization, capacity planning, and SLA reporting.
- ▶ Storage and Backup – Management of the storage environment and data backups.
- ▶ System Monitoring and Administration – Monitoring and alerting of systems to ensure high availability and performance.
- ▶ System Software and Database Support – Software installations, configurations updates, and database monitoring.

Avenu also understands that workstations provide the interface between your employees and the data they need to do their job. The Avenu Team understands the critical impact workstations have on the operation. We are proposing 1 FTE onsite to support the desktop environment. This individual will be supported by the larger Avenu Team for issues that require escalation, and to ensure that they have access to a peer group for training, knowledge sharing, and additional technical support.

2.2.2 AFTER-HOURS SUPPORT

To ensure coverage 7x24, Calls received outside of the primary support hours will be routed to Avenu's on-call staff member to determine the issue and provide resolution.

2.2.3 OFF SITE SUPPORT

Offsite resources include but are not limited to Stephen Tucker who provides advanced programming language and program scripting support, and Francisco Lu who provides network management support as well as back up end user help desk support.

2.3 RESPONSE TO SCOPE OF SERVICES

Avenu has included our responses to the items listed in the Scope of Services below:

2.3.1 DESKTOP APPLICATIONS AND END USER AND INFRASTRUCTURE SUPPORT [Scope Item # 1]

Avenu's experts have decades of experience and have all resources and skills needed to meet and exceed the City's requirements. The Avenu Team understands that workstations provide the interface between your employees and the data they need to do their job. The Avenu Team understands the critical impact workstations have on the operation. The onsite Avenu team member will be supported by the larger Avenu Team for issues that require escalation, and to ensure that they have access to a peer group for training, knowledge sharing, and additional technical support.

As the largest component in your environment, your workstation fleet is the most important area to service correctly. Workstations provide the interface between your employees and the data they need to do their job. But they also are the least managed component by the traditional service provider. Avenu understands the critical impact workstations have on the operation. From not being patched correctly or regularly, to being the primary points of entry for ransomware, workstations are the main points of entry for malicious actors. Avenu has extensive experience administering system, infrastructure, and device life cycles, roll outs, and repair/retire.

Effectively managing and monitoring this environment will include:

1. Providing a refresh plan, guidance, and support as mutually agreed upon with the City.
2. Completing IMACs as required
3. Standardizing the desktop environment (hardware and software) and support technical currency
4. Supporting City asset management and control by conducting hardware and software inventories
5. Responding to all service and trouble calls
6. Setting up and configuring new PCs
7. Maintaining current version levels of desktop software
8. Install, upgrade and troubleshoot software
9. Perform minor hardware installations and modifications on existing PCs.

2.3.2 SERVER ADMINISTRATION SERVICES [Scope Item # 2]

Avenu has extensive experience providing Infrastructure Services including Network engineering, design, and administration of network devices and resources; Data Center Security Administration – Security best practices for logical and physical security; Virtualization – Migration of physical servers to virtual servers, manage and monitor performance, system optimization, capacity planning, and SLA reporting; Storage and Backup – Management of storage environment and data backups; System Monitoring and Administration – Monitoring and alerting of systems to ensure high availability and performance; System Software and Database Support – Software installations, configurations updates, and database monitoring.

A secure, controlled environment is essential to support critical City services reliant upon software applications residing in the Data Center. Avenu's comprehensive Data Center support services model consists of three functional areas: Data Center management, server management, and storage management. These areas provide operational support of the physical and virtual components of the Data Center at the various City buildings. In meeting the RFP goal to provide 24/7/365 support, our on-site experts maintain "high touch" support during the City's business operating hours, and mission critical support for public safety domains 24 hours a day, 7 days a week.

In maintaining business continuity for the City, a comprehensive backup and restore process is performed by the team. Our skilled staff, providing support for the server and storage systems, is vigilant in monitoring system uptime and storage capacity to optimize system efficiencies.

Virtualization and Consolidation

Virtualization and Cloud Computing technologies serve as the fundamental foundation for this strategic direction. Avenu established virtualization as the primary means to deliver server based (hardware & OS) infrastructure services. The virtualization of server-based infrastructure services introduced technologies such as VMware, Symmetric/Asymmetric multiprocessing, enterprise-class server hardware, data replication, etc. The virtualization of server-based infrastructure not only provided a means to securely and efficiently share server resources (“do more with less”), but Avenu utilized virtualization to consolidate and standardize the overall server landscape. By implementing virtualization for server infrastructure platform, Avenu eliminated and/or consolidated server hardware which not only increased total cost of ownership (i.e. predictable costs, streamline of upgrades), but also reduced power, cooling, and physical server hardware footprint in the data center, thereby contributing to nationwide “Going Green Initiatives”. These resource efficiencies also allowed Avenu to optimize management of resources, maximize data throughput, increase control over delivery of IT services, simplify administration, and ultimately has established a foundation for the virtualization and standardization of other infrastructure components and cloud technology.

2.3.3 NETWORK ADMINISTRATIONS SERVICES [Scope Item # 3]

Avenu has reviewed all requirements for network administration services stated in the City’s RFP and we have the requisite skills and capabilities to confidently provide the services as specified. Most importantly, Avenu provides services to customers today within Law and Justice, and Public Safety organizations.

Avenu has been performing both data and voice network, and firewall upgrades for numerous clients. Upgrades are performed with rollback plans in place in the event of unforeseen consequences due to the upgrade. Upgrades help protect the environment from known vulnerabilities as well as providing additional stability, performance, and functionality.

The Avenu solution for the City includes on-site skilled, specialized technicians to provide expertise in key areas including, but not limited to, network infrastructure, network security, and physical security.

We have taken an innovative approach to enhancing the performance of the network infrastructure tasks related to troubleshooting, problem verification, pre-deployment network assessments, and proactive monitoring. We will work with the City to deploy tools that provide in-depth diagnostics of data networks and network infrastructures. With these tools in place on the City’s network, we have the ability to quickly identify and resolve network problems, thus ensuring the integrity of the City’s underlying network. Alerts from these tools are monitored 24/7/365 and acted upon based on their severity.

2.3.4 AUDIO VISUAL EQUIPMENT SUPPORT [Scope Item # 4]

As part of our support model, Avenu provides this type of assistance to our customers today. Avenu will:

1. Work with third party vendors required to maintain the Council Chambers audio visual system.
2. AV set up for meetings and special events in Council Chambers.
3. Provide quality check of Council Chambers audio visual systems prior to scheduled meetings.
4. Provide on-site support during City Council Meetings
5. Provide assistance with PC / projector compatibility.

6. Provide support with Recalibration of settings.
7. Provide operational assistance for audio/visual systems.

2.3.5 SECURITY [Scope Item # 5]

Avenu has reviewed all Email, Security, and Backup Effort requirements outlined in the City's RFP and we have the requisite skills, staff, and capabilities to confidently provide the services proposed.

Avenu is well adept at the development, design, implementation, administration, and maintenance of security policies and procedures, and the monitoring and management of security tools. We will utilize Avenu resources to accomplish audits of the City systems in place necessary for the health and security of data and data management throughout the City.

According to Cybersecurity experts, there has been an 800% increase in cybercrime since the beginning of the COVID-19 pandemic. There are approximately 4000 Ransomware attacks each day.

We believe this is critically important to the City and are eager to discuss the specifics of the project at your convenience.

2.3.6 TELEPHONE SYSTEM AND BUILDING ACCESS CONTROLS [Scope Item # 6]

The Avenu Service Desk provides end-to-end management of any and all issues – from notification through to resolution and closure. We will work with your other 3rd party providers to ensure that the phone system is effectively managed, backed up and functioning properly. We will also make recommendations regarding feature/function upgrades and enhancements. Avenu does provide support to building management systems. This is usually done in collaboration with one of the city departments such as the Police Department. We will control the permissions as requested, and coordinate with 3rd party providers the necessary access to the appropriate hardware panels. Our proposed System Administrator will provide oversight to the access controls, as well as support for the voicemail to email functionality.

2.3.7 INFORMATION TECHNOLOGY STRATEGIC PLANNING [Scope Item # 7]

Avenu will work with the City to provide input into the strategic, long-range plan and will provide the technical leadership the City needs to be successful. Avenu will continue to deliver the highest quality, most cost-effective technology services available to meet the City's short-term needs and long-term strategic technology goals. Avenu understands the unique nature of providing IT to government agencies and we use this to differentiate ourselves from staffing firms and other IT consulting, business process outsourcing, and IT services companies. Our methodology and approach are focused on the following:

1. Focused on outcomes
2. In-depth understanding of your business
3. Delivery of proven recommendations and services that drive cost savings
4. Provision of Avenu resources beyond our proposed onsite personnel
5. Your staff's access to our experience, and resources in local cities & counties
6. Full dedication to providing leading edge, low-risk, and responsive IT outsourcing services that offer the best value to the City
7. Provide the value of technology throughout the term of the contract as it becomes available

2.3.8 HELP DESK SUPPORT [Scope Item # 8]

Avenu's experts are friendly, professional, and knowledgeable. Avenu has decades of experience providing Help Desk and Desktop services to state and local governments across the nation. Avenu currently provides these services to several clients and has all the personnel and capabilities to support the City in Technical and Remote User Support. Avenu's Service Desk will be the City's single point of contact that will accept, record, and track the incidents to resolution using **SysAid**.

The value of SysAid is that SysAid is a multi-layered IT and enterprise service management solution with built-in asset management and advanced reporting capabilities. It will be hosted in a secure AWS cloud. It will be used for Service Request tracking; Problem management; Call Escalation management; Dispatch; Knowledge management; and Self-help. It will also be used to promote increased collaboration between IT and the various City departments.

Avenu will maintain ownership of incidents whether they are resolved by the service desk, escalated to Level 2, or to a third party.

1. **Support Availability.** Avenu understands the importance of adequate support. We will provide support availability during primary support hours, Monday through Friday, 8AM through 4:30PM. Avenu will provide all staff with cell phones and will field calls as they come in. Should a call ever be missed, Avenu staff will return the call within 30 minutes or less. Calls received outside of the primary support hours will be routed to Avenu's on-call staff member to determine the issue and provide resolution.
2. **Problem Escalation.** We will escalate incidents and problems according to an established procedure, based on timeframes, severity, and level of management. Severity levels, notification, and escalation paths will be defined. Our preference is to work directly with you on defining the appropriate Service Levels rather than to tell you to do it our way. A 1-hour SLA for problem resolution may be appropriate for Public Safety, but unnecessary for the rest of the organization. There is a direct costs impact to SLAs. We have found that our approach to talking with our customers about what makes sense, and then implementing an agreed upon solution works best, and aligns IT to the City's needs. This approach is also better for the employees of the City as well as the Citizens. It ensures that expectations are met.
3. **Problem closeout and reporting.** As problems are resolved, either temporarily or permanently, we will update tickets to reflect the associated activities. Root Cause Analysis (RCA) is performed for incidents and problems of high severity and for all service level requirement (SLR) defaults. The person or group working the ticket provides periodic updates regarding resolution status until service is restored; tickets are not designated as resolved until the technician confirms and documents resolution with City staff. We will review all tickets before closure to ensure the information is complete and appropriate.
4. **Response time.** Services will be provided subject to (i) availability of resources at any time during the Term. The City acknowledges that Avenu is providing a set level of effort based on defined Avenu personnel resources; (ii) the priorities and direction provided by the City; and (iii) the availability of program funding. Any changes in scope, direction, or budget that limit or impair Avenu's ability to provide some or all Services will result in a reduction in the level of Services.
5. **Request for Change.** Request(s) for change must be closely managed, making a formal process to control changes a necessity. Avenu will deliver a Change Management Plan within 30 days following the start of Transition.

2.3.9 END USER TRAINING [Scope Item # 9]

Avenu's Account Manager will consult with the City to determine the annual requirement for training plans to develop employees and incorporate future technologies. The implementation of a professional development program for staff members supporting the City is critical to achieving the City's future goals for IT service delivery

2.3.10 PUBLIC RECORDS REQUEST [Scope Item # 10]

Avenu will assist as needed with the completion of Public Records Requests, in accordance with Louisiana State Laws.

2.3.11 COMPUTER INVENTORY AND PERMISSIONS [Scope Item # 11]

Avenu currently manages the asset inventory for numerous clients. As the entirety of the environment is modeled, monitored, & managed, you will have a complete view of your assets within the Sysaid system. Avenu will make this accessible to the City's CAO and HR.

3 PRICING

Avenu offers the City the following pricing for the services described in our proposal. These rates are based on 40 hours per week.

Position	Hourly Rate	Afterhours Emergency Rate
Desktop Support	\$70.00	\$105.00
System Administrator	\$95.00	\$142.50

4 ADDITIONAL SERVICES

Avenu offers a full suite of products and services to state and local governments. We offer compliance auditing on several tax types, all aimed at recovering revenue to which the City is entitled. Similar to the services we already offer to the City (OLT). These include:

1. Sales Tax
2. Business Tax
3. Hotel/Motel Tax
4. Franchise Fee Tax

In addition to IT services, Avenu provides digitization services. We have included a brochure on the following pages.



Digital Processing Services

BY AVENU INSIGHTS & ANALYTICS

DIGITIZE AND PRESERVE YOUR JURISDICTION'S HISTORICAL DOCUMENTS

The demand for digital access to current and historical information has never been greater. Citizens are demanding new ways to connect and transact with government and they want a streamlined experience, transparency, and better quality of service to match the consumer experience they get when searching, shopping and communicating online.

The challenge of providing a digital government experience to your constituents is prevalent across all levels of government – limited or slow access for citizens, storage limitations, security concerns, costs of archiving, and maintaining levels of compliance with legislative/regulatory requirements.

Avenu's **Digital Processing Services** enable jurisdictions to **preserve, modernize, and safely store** all types of records while providing **secure digital access** for public consumption. Our hands-on approach is configurable to any of your document needs including:

- Scanning
- Indexing
- Transcription
- Re-creation
- Preservation
- Film Duplication
- Image-to-Film
- Film-to-Image
- Archival Storage
- Redaction
- Digital Magic



HISTORICAL RECORDS

Records created, filed, or used by local governments in the course of their business that are worthy of preservation and special care. These records may have continuing importance because the information they contain is useful for administrative purposes or for historical or other research.

VITAL RECORDS

Records of life events kept under governmental authority such as Birth, Death, Marriage, Divorce, Etc.

PUBLIC RECORDS

Records made by a public officer or a government agency including Mortgages, Court, Deeds, Liens, Land, Maps, Plats, Etc.

Your Complete Suite of Digital Processing Services

Digitize, Organize, Automate, Streamline, Transform

We help clerks and recorders gain a better understanding of how to tackle the overwhelming task of where to begin or meet current demands to do more. Our experts help evaluate your current inventory, identify types of documents, current condition of records, and evaluate size and scope. More importantly, **we help develop a pathway forward that is cost-effective and feasible.**

DIGITAL IMAGING

Protect your records against fire, water damage, and theft while preserving your jurisdiction's history with secure scanning back to sovereignty. Without harming the original documents – digital imaging provides greatly reduced record handling cost, improved operational efficiency, and increased information-processing effectiveness. On-site or off-site scanning options available to meet your jurisdictional needs.

BOOK PRESERVATION/ RE-CREATION

Maintain and preserve valuable historical books that have broken or been damaged. Replace damaged book volumes via scanning, printing, and insertion into binders.

IMAGE TO MICROFILM

While storing documents digitally provides many benefits, the cost to maintain “inactive” records in a digital state can be very costly. Protect your originals by using our low-cost and long-term microfilm conversion solution and extend your record's life expectancy for hundreds of years.

ARCHIVAL STORAGE

Maximize your disaster recovery planning through our secure archival storage options. Set up and use a functional record retention schedule, meet regulatory requirements, maintain low document storage cost, and if applicable routinely destroy records at the end of their lifecycle.

INDEXING

Streamline your constituent experience through our powerful search and find indexing process. Match the consumer experience your citizens are adept to by giving them the ability to quickly find and retrieve valuable historical or public records.

FILM DUPLICATION

Preserve original film via retrievable archives while providing working copy for public use. Transfer from acetate-based material to modern polyester that eliminates deterioration.

REDACTION

Protect your confidential information through our document redaction process. Our team will securely store original documents, make redacted copies by removing sensitive information, and save the altered document as the new standard.

TRANSCRIPTION

Preserve the understanding of history through our word for word rendering of original cursive to computer text.

From the Experts Trusted by Jurisdictions Nationwide

Ready to see how Avenu can support you? Request more information at succeed@avenuinsights.com.

5 REFERENCES

Avenu offers the City the following four (4) references:

Reference # 1: New Orleans Sewerage and Water Board

Point of Contact:	Name: Melinda Nelson / Guy Lombard Title: Administrator Address: 625 St. Joseph Street, Computer Center Room 222 Phone: (504) 585-2214 E-Mail: mnelson@swbno.org
Services Provided:	For over 20 years, Avenu has provided the City of New Orleans, LA Sewerage and Water Board (SWBNO) with IT Managed Services, support, and Information Systems Facilities Management services. Avenu provides SWBNO, with over 1,400 users) with IT Managed services that involves operations, maintenance, new development, PC's, PC Support, Network Administration, Applications, Help Desk, SCADA Application support, Account Management, Training, and other support.
Dates of Services:	2000 - Ongoing

Reference # 2: City of Hayward, CA - Area Recreation and Parks District

Point of Contact:	Name: James Wheeler Title: General Manager Address: 1099 E. Street, Hayward, CA 94541 Phone: (510) 881-6710 E-Mail: whej@haywardrec.org
Services Provided:	Since 2019, Avenu has provided the Hayward Area Recreation and Parks District (HARD) with Information Technology Managed Services. Avenu provides HARD with 24x7x365 On-Site and remote support services, desktop hardware and software maintenance and support, creation and maintenance of technology documentation, account administration, management, and reporting. Avenu has assisted HARD with a full hardware refresh and is assisting HARD with executing action items on their IT Security assessment.
Dates of Services:	2019 - Ongoing

Reference # 3: Solano County, CA

Point of Contact:	Name: Tim Flanagan Title: Chief Information Officer Address: 675 Texas Street, Suite 3700 Phone: (707) 784-2703 E-Mail: tflanagan@solanocounty.com
Services Provided:	Since 2006, Avenu has provided Solano County several IT managed and support services. Avenu provides Solano County (with over 3,200 users) with Networking WAN/LAN, Help Desk, Computer Operations, Desktop, and VoIP services.
Dates of Services:	2006 - Ongoing

Reference # 4: Monroe County, PA

Point of Contact:	Name: Greg Christine Title: Clerk Address: 1 Quaker Plaza, Rm 201, Stroudsburg, PA 18360 Phone: (570) 517-3400 E-Mail: gchristine@monroecountypa.gov
Services Provided:	Avenu has provided all IT Managed Services to Monroe County since 1998. In this contract, Avenu provides all IT Services for all 850 users including: LAN/WAN, VPN, Remote Access, Network Security and Administration, Infrastructure support, applications support, desktop services, and after-hours support.
Number of Users:	850
Dates of Services:	1998 - Ongoing

6 STAFFING

Avenu understands the City's need for an experienced, knowledgeable, and cohesive team to support this contract. Avenu will dedicate personnel to the City that are highly experienced and adept in all aspects of these services. These personnel will be supported by a fully staffed Project Management Office (PMO) that have decades of experience in IT managed services and IT support services.

Avenu's executive and senior management leadership pride themselves in making themselves available and being deeply involved in Avenu's day-to-day activities. Our Chief Executive Officer, Paul Colangelo, devotes time each day to speaking with clients personally and understands the vital importance of communication and transparency.

Avenu's team provides the same services to several clients, including The City of New Orleans. We have earned our clients trust through our hard work and dedication to making our clients successful. Ann Ambrose, the IT Director of the City of Palmdale stated about Avenu's IT Team, "This is the Best IT Team the City has had in 24 years of outsourcing". Avenu has included below the summary biographies of our Information Technology Service Leadership.

"This is the BEST IT Team the City has had in 24 years of Outsourcing"

- Ann Ambrose, Director
City of Palmdale, CA

6.1 KEY STAFF



Greg Graham, Chief Technology Officer (CTO) & EVP, Product. As Avenu's Chief Technology Officer, Greg's primary responsibility to evaluate and ensure Avenu's overall Technology goals and objects are in alignment with the Company's business goals in meeting our customers' needs. As CTO, Greg has direct oversight over Roger Murphy, Avenu's Director of IT Managed Services. Prior to joining Avenu last year, Mr. Graham served Slalom as a Technology Consulting Leader, where he was responsible for the delivery of technical strategy and solution implementation. He lead all cloud transformation within the company. Prior to this, Greg served as Director of Strategic Accounts for Smartronix and Cloud Practice Lead for InfoZen, where for both companies Greg served as the leader of Cloud Practices. Greg has his Masters of Business Administration (MBA) in Entrepreneurship and Innovation Management from James Madison University and his Bachelors of Science in Public Administration and Political Science.



Roger Murphy, Director of IT Managed Services. As Director of IT Managed Services, Roger will provide direction to all staff assigned to the City of Covington. Roger has extensive experience specifically in large IT Managed Services and IT Outsourcing projects with specific expertise in cyber security. As an expert in these specific services, Roger offers the City the skills, expertise, and leadership necessary to ensure services are successfully delivered. His experience includes managing the largest IT outsourcing contract to local government in the United States and managing the Global PMO for a large service provider. Roger served as Vice President of Hosting and Managed Services for Conduent, where he led a team of over 185 full-time and 40 contract staff. Roger also worked in IT Managed Services under Xerox, specifically supporting the City of San Diego, CA, a \$66M contract. Additionally, Roger is a former Project Management Professional (PMP) certified and has served as a Transition Manager for a large, complex project that included help desk, applications, network, data center, and cross-functional frameworks.



Johan Milbrink, Vice President of Technology. As Avenu's VP of Technology, Johan has direct oversight over Avenu's IT business unit and strategy. Johan started with Avenu as a Director of IT Services and Strategy in 2018. Johan has extensive knowledge and experience in Managed Services and Professional Services. Johan offers to the City his experience in overseeing performance and implementing improvement initiatives. Johan has designed, implemented, and executed strategic campaigns across multiple organizations. Before joining Avenu, Johan was Senior Director of Pre-Sales and Portfolio Development and Senior Director of Managed Cloud Services for Presidio. Additionally, Johan has direct experience in managing data center professional services, where he oversaw three (3) delivery teams in

networking, cloud, and server/storage/virtualization.

6.1.1 Additional Support

Stephen Tucker, Senior DBA and Team Lead. As Avenu's Senior DBA and Team Lead, Mr. Tucker administers SQL Server/Oracle databases, including Backup, Upgrades, Mirroring and DR procedures. Stephen has over 32 years of experience in the development and implementation of software applications to meet client needs. He has strong technical expertise in systems programming and design, in combination with solid project management experience. Stephen has excellent technical writing capabilities, project planning and implementation skills. Prior to joining Avenu in 2016, Mr. Tucker served as a senior DBA for Xerox Corporation for the Housing Authority of the County of Los Angeles (HACLA). Mr. Tucker has his Bachelor of Science in Computing and Operations Research from University of Kent in Canterbury, United Kingdom.

Francisco Lu, Infrastructure Support Specialist. As Avenu's Infrastructure Support Specialist, Francisco Lu is responsible for the day-to-day IT support and IT operations, including but not limited to Desktop Support and Project Support. With over 25 years of direct experience in IT, Mr. Lu is responsible for deploying, maintaining, and repairing the computer and network infrastructure. Prior to joining Avenu in 2020, Mr. Lu served a variety of roles in Advanced Computer Systems (ACS) where he maintained all computers in a workgroup network, installed, set up, and supported all Windows services and VMs, and also assisted in troubleshooting network issues and other PC issues for staff. Additionally, Francisco served as a Systems Administrator and Desktop Support Specialist for Rubicon Programs, Inc. Mr. Lu is a Microsoft Certified Professional and Novell Administrator. Francisco has his Bachelors of Science in Mechanical Engineering.

6.1.2 Project Management Office (PMO)

As an additional layer of support, Avenu has a dedicated, in-house, Project Management Office (PMO) with a fully staffed team of Project Managers (PMs) that can be leveraged to the benefit of the City, that are solely dedicated to supporting Avenu customers.

Avenu's Project Management team develop a thorough understanding of the City's operations. Then, the PMO will employ its approach for managing quality, schedules, and costs, ensuring maximum value for the City. Avenu's PMO has executed on hundreds of project plans for its various government and commercial customers over the years. Our strong project management methodologies are based on industry standards, allowing project managers to maintain control of the project, identify pending milestones, assess risk, and implement mitigation strategies.



Figure 1 - Avenu has a fully staffed in-house PMO that supports our clients

Our project management methodology is constantly refined to leverage best practices and lessons learned from other implementations. We utilize a single project management methodology to manage all aspects of the project including project initiation, functional training, data conversion, go live, and postproduction, ensuring consistency from start to finish.

7 ATTACHMENTS

Avenu has included the following as an attachment:

- ▶ Avenu's IT Security Newsletter



A V E N U

INSIGHTS & ANALYTICS

Cybersecurity Resiliency

**Safeguarding
Government
Agencies**



Cybersecurity is a topic that affects every organization around the world. In 2020, experts reported an 800% surge in cybercrime, with approximately 4,000 cyberattacks occurring every day. Atlanta and New Orleans were well-publicized ransomware events spending \$17M and \$7M respectively to recover. The reality is that this has become commonplace.

Preventative measures are necessary, but nothing will provide you with 100% protection.

Most organizations have taken reasonable measures to prevent cyber-attacks such as having employee policies in place to ensure acceptable behavior occurs. In addition, the IT infrastructure and applications that support the business are usually in a supported state with protections in place.

Unfortunately, **roughly 70% of Ransomware occurs via Phishing meaning that one person on your staff can innocently click on the wrong link or attachment in an email or text and put an entire organization at risk.** You will not know this has occurred until the moment you cannot access your files and you receive a ransom note informing you that your files have been encrypted.

Protecting your infrastructure means staying vigilant against threats by being prepared with the right plan to quickly get back online.

This guide will delve into **3 key areas that every security plan should consider: Assessment & Monitoring, Prevention, and Recovery.**



ASSESSMENT AND MONITORING

One of the first steps to defend against potential threats is to have a neutral third-party assessment to determine what your organization's risk is. A key recommendation from the assessment will be to implement a continuous monitoring strategy. That strategy will require you to choose the **best tools to put in place to monitor and alarm for threats**. If not, an organization will not know if it is attacked...and then it's too late.



Assessment & Monitoring strategies should incorporate:

- ✓ **Policy** – This must corporate policy enhances security. Be sure to include a number of employee policies, security policies, hiring practices, etc
- ✓ **Design and Architecture** – Review the overall system and design to determine if it is susceptible to threats
- ✓ **Gap Review** – based on the framework (NIST, ISO, etc.) determine what gaps exist in the current design or the current implementation. Identify areas of significant variance from establish standards. Comparisons to both standards (i.e. NIST) and/or best IT practices
- ✓ **Monitoring** – Determine best tools and strategies to put in place to monitor and alarm for threats
- ✓ **Physical Security** – Audit and monitor barriers to entry, authority, and security process controls.
- ✓ **Topology and Discovery** – Gain full understanding of server, network, storage topology and how it contributes to security posture.
- ✓ **Governance** – Fine-tune or develop processes and procedures to manage and govern the environment, including reporting, metrics, approvals, and oversight



PREVENTION

While cyber-attacks and threats are an ongoing fight, they can be prevented by being aware of the various types of protocols, exploits, tools, and resources used by malicious actors. Knowing where and how to expect attacks ensure you're creating preventative measures to protect your systems.



Prevention focuses on the ability to stop, disable, or minimize damage of a threat, and include:

STAFF EDUCATION

Having staff educated to recognize the signs of phishing attempts and to NOT open links or attachments is a critical aspect to prevention

IDS/IPS

Intrusion detection, intrusion penetration and routine testing for access, ports, vulnerabilities

ACCESS/DENIAL

Place mechanisms to identify and manage attempts to access resources

APPLICATIONS

Review each application for its security, configuration, threat and risk profile

AUDITABILITY

The capture of logs and related security measurement and monitoring. The collection and analysis of events and activity



RECOVERY

Put yourself in a position to safely restore and recover if you have undergone an attack. It is critical that the backup policies that are put in place address how frequently you want to take backups (Recovery Point Objective or RPO). RPO is concerned with the amount of data that is lost following the event.



Losing citizen transactions can be catastrophic so the more frequent the environment is backed up means that if there is an event you will lose less data.

Recovery deals with the return to normal operations quickly and completely. Our solutions include:

- ✓ Various endpoint and device recovery strategies and tools
- ✓ **Encryption & Recovery** – Provide the ability to manage encryption keys and recover within encrypted environments
- ✓ **Access Control** – Determine how quickly and easily an organization can recover its authentication and privileged access and permissions
- ✓ **On/Off Site** – Test effectiveness of offsite repositories and how quickly offsite data can be reapplied
- ✓ **Data Protection Strategies** – Ensure critical data is protected by overlapping tools (snaps, backups, replication, Fault Tolerance)



AVENU INSIGHTS & ANALYTICS OFFERS A FULL RANGE OF IT MANAGED SOLUTIONS:



CYBERSECURITY RESILIENCY



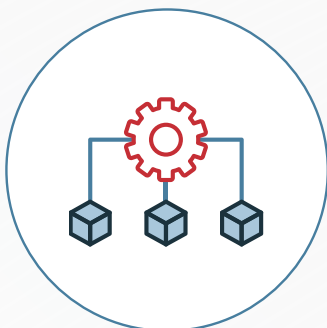
SECURITY, BACKUP & DISASTER RECOVERY



PROGRAM AND PROJECT MANAGEMENT



HOSTING/CLOUD SERVICES



INFRASTRUCTURE MANAGEMENT



LIBRARY MANAGEMENT SERVICES

Learn more about Avenu's Cybersecurity Resiliency Solutions, by reaching out to us at succeed@avenuinsights.com.