

95734 Enterprise Data Governance (EDG) Program

Appendix A – Technical Specifications

The corporate vision and goals within this scope include:

1. Deliver a sustainable Enterprise Data Governance program. [Data Governance]
2. Data Governance program will be multi-layered operating model to ensure organizational accountability is present and effective in managing structured and unstructured data. [Data Governance]
3. Implement principles, policies, and procedures, metrics and tools for structured and unstructured data management. [Data Governance, Data Quality Management]
4. Enable JEA's organization to define, classify, manage, and steward its structured and unstructured data and within regulatory compliance. [Data Classification, Document & Content Management, Data Lifecycle Management, Metadata Management]
5. Ensure data can be used effectively to add value to the enterprise. [Data Quality Management]
6. Ensure all structured and unstructured data management activities are guided by an effective data governance program strategy that is driven by the business and IT strategies. [Data Lifecycle Management]
7. Effectively provision all related data to business users for unified customer view, analytics, and visualizations. [Metadata Management, Data Analytics]
8. Integrate with JEA's culture.
9. Create a "critical mass" of internal expertise to support data governance implementation and maintenance through training and knowledge transfer.

1. Requirements

1.1 High Level Requirements:

- Ability to establish a sustainable data governance program.
- Ability to define organizational hierarchical roles and responsibility around the ownership of data.
- Ability to design trust in data.
- Ability to develop business catalog and make it available to all.
- Ability to gain 360-degree view of information.
- Ability to identify sensitive information.
- Ability to know data footprint and prove data lineage.
- Ability to classify and categorize content.

2. Deliverables

JEA seeks the following comprehensive and detailed deliverables and/or artifacts:

2.1 Data Governance Program

JEA seeks a comprehensive and detailed Data Governance program for implementing an enterprise-wide data governance program via (but not limited to) the following deliverables and/or artifacts:

2.1.1 Organizational Definition of Data Governance (Organizational Aspect)

- i. Develop Data Governance Program Strategy and Roadmap.
- ii. Perform Readiness Assessment, Data Governance/Management Maturity and Collaborative Assessment.
- iii. Develop Data Governance Organizational Touchpoint integrative plan & process.

2.1.2 Data Governance Strategy Definition

- i. Define the Data Governance Operating Framework
- ii. Develop Data Governance Goals, Principles and Policies
- iii. Develop a plan and process to underwrite data management projects.
- iv. Assess Regulatory Compliance Requirements

2.1.3 Definition and Development of a Data Governance Communications, Socialization, Training Plan

2.2 Data Governance Roadmap and Implementation Strategy

JEA seeks a data governance roadmap and implementation strategy for delivering a comprehensive to-be state (includes business, data governance, data architecture, data stewardship and technology).

1.2.1 Data Governance Execution Plan

- i. Detailed execution plan that provides the sequencing for implementation along with budgetary costs and typical timeframes.

2.3 Data Stewardship Program

JEA seeks a comprehensive Data Stewardship plan and approach and detailed execution plan for implementing the data stewardship program by (but not limited) to the following:

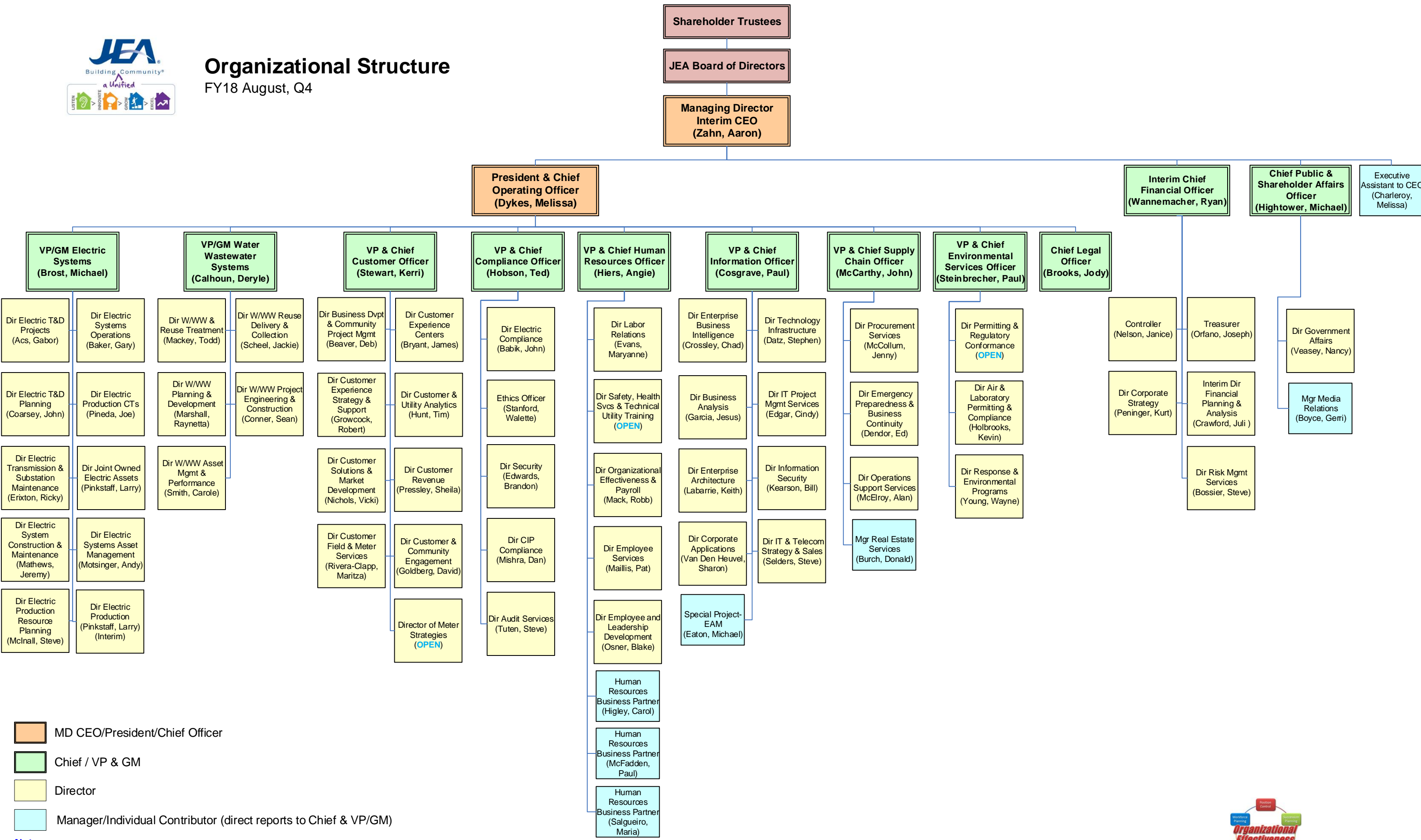
2.3.1 Data Stewardship Program Definition (Operational Aspect)

- i. Develop Data Stewardship Strategy and Roadmap.
- ii. Perform Readiness Assessment based on selected candidate data domain.
 - a. Data Readiness Assessment.
 - b. Metadata Readiness Assessment
 - c. Data Quality Readiness Assessment
 - d. Processes for Managing Data Readiness Assessment
 - e. Governance/Quality Tools Readiness Assessment
- iii. Define and develop a repeatable process for data stewardship that involves:
 - Formal process for identifying key business data elements.
 - Formal business data steward roles and responsibilities.
 - Formal process for defining business definitions and derivations.
- iv. Develop plan, identification process and artifacts for data classification.
- v. Develop plan and artifacts to support data stewardship for business glossary and metadata repository to capture data and metadata.



Organizational Structure

FY18 August, Q4



- MD CEO/President/Chief Officer
- Chief / VP & GM
- Director
- Manager/Individual Contributor (direct reports to Chief & VP/GM)

Notes:

1. This is a functional structure diagram of the business unit. It illustrates the formal processes, the corresponding cost center to support it, and the assigned owners.
2. Other employees not shown are assigned to one of these processes as directed by the business unit leadership.



**Appendix B - Minimum Qualification Form
95734 Enterprise Data Governance (EDP) Program**

GENERAL

THE MINIMUM QUALIFICATIONS SHALL BE SUBMITTED ON THIS FORM. IN ORDER TO BE CONSIDERED A QUALIFIED RESPONDENT BY JEA YOU MUST MEET THE MINIMUM QUALIFICATIONS LISTED BELOW, AND BE ABLE TO PROVIDE ALL THE SERVICES LISTED IN THIS SOLICITATION/TECHNICAL SPECIFICATION.

THE RESPONDENT MUST COMPLETE THE RESPONDENT INFORMATION SECTION BELOW AND PROVIDE ANY OTHER INFORMATION OR REFERENCE REQUESTED. THE RESPONDENT MUST ALSO PROVIDE ANY ATTACHMENTS REQUESTED WITH THIS MINIMUM QUALIFICATIONS FORM.

PLEASE SUBMIT THE ORIGINAL AND TWO (2) COPIES AND ONE (1) CD OF THIS FORM AND ANY REQUESTED ADDITIONAL DOCUMENTATION WITH THE BID SUBMISSION.

RESPONDENT INFORMATION

COMPANY NAME: _____

BUSINESS ADDRESS: _____

CITY, STATE, ZIP CODE: _____

TELEPHONE: _____

FAX: _____

E-MAIL: _____

PRINT NAME OF AUTHORIZED REPRESENTATIVE: _____

SIGNATURE OF AUTHORIZED REPRESENTATIVE: _____

NAME AND TITLE OF AUTHORIZED REPRESENTATIVE: _____

MINIMUM QUALIFICATIONS:

- Respondent shall provide client references to demonstrate the successful completion of two (2) similar Enterprise Data Governance contracts similar to the scope and complexity as contained in this Solicitation within the last five (5) years of the Solicitation due date.
 - o One of the two similar Enterprise Data Governance contracts shall demonstrate expertise in a regulatory environment that includes any one of the following: Critical Infrastructure Protection (CIP), FACTA, HIPAA or PII.

Respondent shall provide reference using the space indicated below.

SIMILAR CONTRACT 1

Client Name _____

Client Address _____

Client Contact Person Name _____

Client Contact Person Telephone Number _____

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95734 Enterprise Data Governance (EDP) Program

Client Contact Person Email Address _____

Contract Completion Date _____

Description of Services _____

Does this Contract demonstrate expertise in a regulatory environment that includes any one of the following: Critical Infrastructure Protection (CIP), FACTA, HIPAA or PII? ☐ Yes ☐ No

SIMILAR CONTRACT 2

Client Name _____

Client Address _____

Client Contact Person Name _____

Client Contact Person Telephone Number _____

Client Contact Person Email Address _____

Contract Completion Date _____

Description of Services _____

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Does this Contract demonstrate expertise in a regulatory environment that includes any one of the following: Critical Infrastructure Protection (CIP), FACTA, HIPAA or PII? ☐ Yes ☐ No

APPENDIX B - RESPONSE FORM
#95734 Enterprise Data Governance (EDP) Program

The Respondent shall submit one (1) original Proposal, three (3) duplicates (hardcopies), and one (1) CD. If there is a discrepancy between the electronic copy and hard copy, the hard copy will prevail. JEA will not accept Proposals transmitted via email.

RESPONDENT INFORMATION:

RESPONDENT'S COMPANY NAME: _____

BUSINESS ADDRESS: _____

CITY, STATE, ZIP CODE: _____

TELEPHONE: _____

FAX: _____

EMAIL OF CONTACT: _____

WEBSITE: _____

1.4.1 QUOTATION OF RATES

Maximum points for this criterion: 35 points

Respondent shall provide a firm-fixed price quote for all Work in this ITN by completing the enclosed Appendix B Response Form and Response Workbook. The prices shall include all profit, taxes, benefits, travel, and all other overhead items.

Please note, the prices quoted by Respondent on the Response Form must be firm-fixed prices, not estimates.

This Amount Should Be Transferred From Appendix B – Response Workbook

Item No.	Description	Enterprise Data Governance (EDP) Program
3.4	TOTAL BID PRICE	<Insert "TOTAL BID PRICE" from "Appendix B – Response Workbook" here>

1.4.2 PROFESSIONAL STAFF EXPERIENCE

Maximum points for this criterion: 15 points

Professional Staff Resumes:

The firm shall provide two (2) resumes of the professional staff to be assigned to this engagement. The professional staff shall include one (1) Senior Partner or Engagement Manager, and one (1) Principle/Senior Consultant to be assigned to this engagement. Please clearly indicate which of the two persons correspond to the two professional staff roles. Persons whose resumes are submitted as professional staff to be assigned to this engagement must be able to perform the Work unless Company receives prior approval by the JEA Project Manager to use an alternate Team Member. Describe their primary responsibilities in brief paragraph.

Resumes are limited to two (2) pages, 8 ½" by 11" single sided. Resumes provided greater than two (2) pages will not be evaluated. At a minimum, the resume shall present the employee's name, location, title, years of service with the company, applicable professional registrations, education, and work experience. The resumes must identify experience conducting Enterprise Data Governance services. The resumes shall be no more than two (2) pages in length.

Respondent may provide this information in its own format.

1.4.3 PAST PERFORMANCE/COMPANY EXPERIENCE

Maximum score for this criterion: 15 points

JEA shall evaluate the reference information submitted in Section 1.2.1 MINIMUM QUALIFICATIONS to score points for this Section.

- Respondent shall provide client references to demonstrate the successful completion of two (2) similar Enterprise Data Governance contracts similar to the scope and complexity as contained in this Solicitation within the last five (5) years of the Solicitation due date.
 - One of the two similar Enterprise Data Governance contracts shall demonstrate expertise in a regulatory environment that includes any one of the following: Critical Infrastructure Protection (CIP), FACTA, HIPAA or PII.

For maximum scoring, the provided reference(s) should demonstrate the capabilities seen below:

- Successful demonstration of successful knowledge, content, and artifact transfer
- Successful demonstration of a formal Enterprise Data Governance methodology and framework
- Successful demonstration of an Enterprise Data Stewardship methodology and framework

To demonstrate the Respondent's ability to successfully complete the capabilities above, the Respondent may also submit a third reference to be evaluated in this Section. The submission of a third reference is optional if the Respondent's ability is adequately contained within the Section 1.2.1 MINIMUM QUALIFICATION references.

SIMILAR CONTRACT 1

Client Name_____

Client Address_____

Client Contact Person Name_____

Client Contact Person Telephone Number_____

Client Contact Person Email Address_____

Contract Completion Date_____

Description of Services _____

SIMILAR CONTRACT 2

Description of Services _____

SIMILAR CONTRACT 3 (OPTIONAL)

Client Contact Person Email Address _____

Contract Completion Date_____

Description of Services _____

Does this Contract demonstrate expertise in a regulatory environment that includes any one of the following: Critical Infrastructure Protection (CIP), FACTA, HIPAA or PII? ☐ Yes ☐ No

1.4.4 ABILITY TO DESIGN AN APPROACH AND WORK PLAN TO MEET THE PROJECT REQUIREMENTS

Maximum score for this criterion: 35 Points

All requirements must be addressed in the Company's Response that are listed in Appendix A – Technical Specifications. In addition, the Respondent shall describe the capabilities in the following areas

Strategy Overview

JEA expects to leverage industry best practices and your experience in data governance and data stewardship. How will you work with JEA to create a custom strategy for JEA data governance initiative.

- a) Please describe the methodology you use to develop a vision and scope to define the boundaries of a data governance strategy.
- b) What is your differentiating factor in data governance strategy development? How does it separate you from the competition?
- c) Describe how you define and implement a successful data governance strategy program for your clients. What metrics do you use? Give examples from at least two (2) previous clients.
- d) Do you align other domains in the DAMA-DMBOK® framework and Enterprise Information Management with data governance in the development of a data governance strategy? Why or why not? Please explain.
- e) Describe your approach to conducting assessments including your approach and applied standards to determine data maturity and foundation for a governance program.

Data Governance Program Client History

It is critical that JEA understands the successes you have had with similar programs and client organizations.

- a) How many Data Governance strategy and program development clients have you had? Please name them.

- b) How many other strategy initiatives in enterprise data governance have you completed over the last ten (10) years?

Requirements, Data Governance Methodology, and Documentation

JEA wants to engage our business colleagues to gather their requirements and obtain active support for the enterprise data governance initiative. In this section, we would like to gather insights into the methodology that your firm uses in this effort.

- a) Do you have a formal data governance methodology? If so, please describe it and attach examples of artifacts to this response. If you do not have a formal data governance methodology, please explain the process you use to approach your data governance initiatives at each client.
- b) Please describe your requirements gathering strategy for data governance.
- c) Describe the composition of your data governance program team, both internal (your organization) and from JEA.
- d) Describe your interview flow process (high level) and how you will approach this task at JEA for data governance.
- e) Describe your post-interview documentation style and the artifacts you produce
- f) Describe your method for aligning requirements gathered from different business areas, and for rationalizing them.

Stakeholder Management and Prioritization

Since this initiative has a wide scope of requirements and stakeholders, it is critical that JEA be able to review the ways each candidate vendor approaches stakeholder management and requirements prioritization.

- a) Describe the framework you will use to develop prioritization for requirements in a data governance initiative.
- b) Describe how your data governance methodology identifies and manages the variety of stakeholders across the organization.
- c) Describe the way you manage differences in stakeholders' requirements for data governance capabilities in an established environment.
- d) Describe your method for gaining consensus with stakeholders and outline common challenges encountered in managing stakeholders in a data governance program's development.
- e) Describe the artifacts you create as an output of this activity, and provide some examples.

Data Stewardship

The JEA Data Governance initiative will include a complete data stewardship program. It is essential that JEA be able to evaluate each candidate vendor's data stewardship approach in addition to its data governance processes.

- a) Do you have a formal data stewardship methodology? If so, please describe it and attach examples of artifacts to this response.
 - a. Is it aligned with your formal data governance methodology?
 - b. Is it separate from your formal data governance methodology?
 - c. If it is separate, please explain the reason for the separation.
 - d. If you do not have a formal data stewardship methodology, please explain the process you use to approach your data stewardship initiatives at each client.
 - e. Describe how you have integrated data stewardship with data governance at no less than two (2) clients.
- b) Describe your viewpoint, history and successes in leveraging and customizing industry standard data stewardship approaches into your organization's approach to data stewardship.
- c) Describe how you bring metadata management into your design of a data stewardship program.
- d) Please describe the various approaches to organizing the data stewardship roles you have designed and implemented successfully at clients.

- a. Please give specific examples of these structures and describe their value to the specific client organization.
- e) Please describe the major challenges to successful data stewardship you have encountered while designing and implementing programs in various complex environments.
- f) Describe your views on the use of software to support the functions of data stewardship, and the reasons to use or not use technology to augment or replace one or more responsibilities of data stewardship in a program.

Alignment with Metadata Management

Data Governance and metadata management have many connections. JEA would like to understand how its new data governance program will be aligned with its metadata management efforts, and support our business and information technology needs.

- a) Describe your overall strategy for metadata management.
- b) Do you have a metadata management methodology, and if so, is it formally aligned with your formal data governance methodology?
- c) If you do not have a formal metadata management methodology, please describe how you align metadata management and data governance in your engagements.
- d) Describe how your metadata management methodology supports Data Quality.
- e) Describe the role of standardized metrics development in your metadata management methodology.
- f) Describe how data stewardship interacts with metadata in your approach to data governance.
- g) Describe your approach to aligning data governance and metadata management in existing operations.
- h) Describe your views on the use of software to support the functions of metadata management, and the reasons to use or not use technology to augment or replace one or more responsibilities of metadata management in an organization.

Marketing Data Governance

JEA understands that the Data Governance program must be visible and accessible to the organization since data and information affect every staff member, customer, executive, etc. It is critical to the success of the initiative that the consulting vendor have demonstrated experience in all aspects of marketing data governance across an enterprise.

Communication

Please describe your approach to marketing data governance programs. In your data governance methodology, how does your organization design a data governance marketing effort?

- a) Describe the team / resources needed for a successful data governance marketing effort. Give examples from actual client organizations.
- b) List and define the major steps of your data governance communications plan, referring to examples from actual client organizations.
- c) List the major artifacts produced for communicating data governance to an organization. Provide some examples used at actual client organizations.
- d) Describe the critical success factors and metrics for measuring success in communicating data governance to an organization.
- e) Describe the biggest challenges faced when marketing and communicating data governance to an organization. How do you recommend, from experience, that each challenge be addressed?
- f) Describe the steps for communicating data stewardship to the organization, and the differences between the data governance communications plan and the data stewardship communications plan.
- g) List the major artifacts produced for communicating data stewardship to an organization. Provide some examples used at actual client organizations.
- h) What is your differentiating factor in marketing / communications?

Socialization

- a) What is the role of communication and socialization in data governance?

- b) List and define the major steps of your data governance socialization plan, referring to examples from actual client organizations, if you have described a difference between communication and socialization.
- c) Describe how change management can be developed and implemented.
- d) Describe the approach in how the data governance program can adapt to organizational changes.
- e) List the major artifacts produced for socializing data governance to an organization. Provide some examples used at actual client organizations.
- f) Describe the steps for socializing data stewardship to the organization, and the differences between the data governance socialization plan and the data stewardship socialization plan – if there is a difference.
- g) List the major artifacts produced for socializing data stewardship to an organization. Provide some examples used at actual client organizations.
- h) Describe the biggest challenges faced when socializing data governance and data stewardship to an organization. Based on your experience, how do you recommend that each challenge be addressed?

Team Management and Training

JEA understands that the Data Governance program will be a large, cross-functional initiative with internal and external resources, and that it will require several years to complete fully. In addition, JEA insists that the knowledge from the consulting vendor partner be transferred to the JEA staff, formally and informally. It is critical to the success of the initiative that the consulting vendor have demonstrated experience in all aspects of team management, data governance training, and data management knowledge transfer.

- a) What resources are essential, which are desirable, and what skills should come from the client organization?
- b) Describe your approach to enterprise data management and data governance training: formal (courses, seminars, etc.), and informal. Provide specific examples from client organizations where you trained staff during a data governance strategy and program development engagement.
- c) Describe your approach to data stewardship training: formal (courses, seminars, etc.), and informal. Provide specific examples from client organizations where you trained staff during a data stewardship program development engagement.
- d) What is your experience in managing cross-functional teams, on-site and remote?
 - a. What are the major challenges that you have encountered and how should each be addressed?
- e) Describe your organization's ability to support continuing education for data governance team member staff and data stewards, once the program has been launched.
- f) What is your differentiating factor in team management, and in training / education?

Respondent may provide this information in its own format.

☐ **I have read and understood the Sunshine Law/Public Records clauses contained within this solicitation. I understand that in the absence of a redacted copy my proposal will be disclosed to the public "as-is".**

Respondent's Certification

By submitting this Response, the Respondent certifies (1) that it has read and reviewed all of the documents pertaining to this ITN and agrees to abide by the terms and conditions set forth therein, (2) that the person signing below is an authorized representative of the Respondent, and (3) that the Respondent is legally authorized to do business and maintains an active status in the State of Florida. The Respondent certifies that its recent, current, and projected workload will not interfere with the Respondent's ability to work in a professional, diligent and timely manner.

The Respondent certifies, under penalty of perjury, that it holds all licenses, permits, certifications, insurances, bonds, and other credentials required by law, contract or practice to perform the Work. The Respondent also certifies that, upon the prospect of any change in the status of applicable licenses,

permits, certifications, insurances, bonds or other credentials, the Respondent shall immediately notify JEA of status change.

We have received addenda _____through_____

Signature of Authorize Officer of Respondent or Agent

Date

Printed Name & Title

Phone Number