



AGENDA REPORT

TO: HENRY L. GARDNER
Interim City Administrator

FROM: Bryan M. Sastokas
Sean Whent

SUBJECT: Implementation of OPD IPAS2

DATE: September 15, 2014

City Administrator
Approval

Date

9.29.14

COUNCIL DISTRICT: City-Wide

RECOMMENDATION

Staff recommends that the Council authorize:

A resolution authorizing the City Administrator to enter into an agreement with Sierra-Cedar, Inc. (formerly Sierra Systems, Inc.) in the amount of five hundred forty thousand dollars (\$540,000) for Phase 2 as-needed technical and project management services for a Second Generation Early Warning System for the Oakland Police Department (the "IPAS2 project"),

And

A resolution

1. Awarding a contract to Microsoft Corporation in an amount of two million two hundred thousand dollars (\$2,200,000) for the design, development, and implementation of the Oakland Police Department's Second Generation Early Warning System and technology platform ("IPAS2") project, and
2. Authorizing:
 - (a) The City Administrator to award contracts up to a total amount of one million, forty-five thousand dollars (\$1,045,000) to purchase hardware, software and professional services to build the IPAS2 project infrastructure without return to Council, contingent on Council authorization of the appropriation described below; and
 - (b) The appropriation of an additional amount of eight hundred and eighty seven thousand five hundred dollars (\$887,500) to be used to purchase hardware, software and professional services for the IPAS2 project; and
 - (c) Waiving the City's advertising, bid and request for proposal (RFP) requirements for the above purchases, provided that prior to expenditure of any funds staff will award contracts and establish contract amounts for the Controller's Bureau

Item: _____
Public Safety Committee
October 14, 2014

EXECUTIVE SUMMARY

In December 2012, the City Council approved the selection and awarding of a contract to Sierra Systems, Inc. for as-needed technical and project management services in the implementation of a Second Generation Early Warning System (now known as IPAS2) for the Oakland Police Department (OPD). Sierra's selection was based on the outcome of a competitive Request for Qualifications (RFQ) solicitation process earlier in 2012. Phase 1 of this project – to conduct and document an IPAS2 functional needs assessment and to develop a corresponding RFP and to manage the process of releasing the RFP, evaluating respondents and selecting a vendor – has now been completed. Approximately \$360,000 of the \$900,000 authorized by the City Council, Resolution No. 84120 C.M.S. has now been spent or committed. Prior to commencing work on Phase 2, the City Council asked in the original resolution that the City Administrator bring an informational report to the City Council summarizing the findings of Sierra Systems' comprehensive needs assessment and recommended technology platforms (*Provided in Attachment A*).

In 2013, with Sierra's support, the City conducted a competitive Request for Proposal (RFP) solicitation process for the creation and implementation of IPAS2. The multi-phase RFP evaluation process included, at various times, representatives from the Oakland Police Department, Information Technology Department (ITD), City Administrator Office of Contracts and Compliance, the Court-appointed Independent Monitoring Team (IMT) and the Plaintiff's attorney. This in-depth evaluation process resulted in the recommendation that Microsoft be selected as the vendor to fully design, develop and support IPAS2.

Once an IPAS2 contract with Microsoft has been authorized and executed, they will commence project implementation. Under the direction of ITD and OPD and with project management and implementation support from Sierra-Cedar (formerly Sierra Systems), Microsoft will conduct a comprehensive discovery process including creating detailed functional design specifications, conducting a risk assessment, developing, installing, configuring, documenting and testing various software components and/or products and related interfaces as specified in a Statement of Work to be developed and approved by ITD, OPD and Sierra-Cedar.

Microsoft will work with ITD, OPD and Sierra-Cedar to develop the IPAS2 solution for near real-time risk management purposes. The solution will be developed along with written procedures for accessing, reading, and analyzing the information for managing risk. Microsoft Corporation's expertise in this area, coupled with the deficiencies identified in the City Auditor's, "Police Technology Performance Audit: FY 2006-07 Through FY 2010-11" audit report, further justify the need for the City to enter into an agreement with Microsoft Corporation for the creation and implementation of IPAS2.

In conclusion, staff is recommending that Microsoft Corporation be awarded the contract to create and implement IPAS2. This recommendation is informed in large part by the following:

- The comprehensive nature of the needs analysis process that solicited input from all the major stakeholders in the development of detailed IPAS2 functional requirements,

- The subsequent development of a comprehensive IPAS2 RFP and an evaluation process that was methodical and in-depth and that included representatives from every stakeholder group – all culminating in the RFP Evaluation Committee’s recommendation to proceed with Microsoft’s proposed solution, and
- Microsoft’s experience in implementation large-scale software systems for other law enforcement agencies.

OUTCOME

1. Sierra-Cedar will provide OPD and ITD with comprehensive project and vendor management services for the implementation of IPAS2. In addition to project management, Sierra will work closely with OPD, ITD, and Microsoft to utilize their in-depth knowledge of project requirements they helped develop during Phase 1 to ensure effective and thorough design, implementation and testing of IPAS2 by utilizing their perspective from having implemented other early warning systems such as the one for the Los Angeles Police Department.
2. Microsoft Corporation will design, develop, implement and support IPAS2 - a sustainable technology solution, used by OPD and maintained by ITD that satisfies the requirements of the Negotiated Settlement Agreement (NSA) and meets the long-term needs of OPD in its efforts to manage risk.

BACKGROUND / LEGISLATIVE HISTORY

The Negotiated Settlement Agreement (NSA), entered into by the City of Oakland in 2003 to resolve allegations of police misconduct, requires the Oakland Police Department (OPD) to “fully implement a computerized relational database for maintaining, integrating, and retrieving data necessary for supervision and management of OPD and its personnel.” The City originally hired Motorola to build an early warning system, but it never materialized because Motorola’s efforts failed to meet the expectations of OPD. Instead, the City’s own Information Technology Department (ITD) built a system for OPD – the Internal Personnel Assessment System (IPAS) - which has been in use since 2006.

Although IPAS has been a successful interim system, it was never intended to be a long-term solution and the increased demands for functionality have strained the capabilities of this now antiquated system. The current version of IPAS is presenting OPD and ITD with significant technical, operational, and managerial challenges that potentially jeopardize OPD’s compliance with the NSA. OPD is in dire need of a more structured and scalable system that meets the evolving needs of the Department, and improves on its operational effectiveness and organizational efficiency.

The City Auditor’s “Police Technology Performance Audit: FY 2006-07 Through FY 2010-11” audit report concluded that the City lacks professional training and staff required to manage a project of the size, scope, and complexity necessary to create and implement a second generation early warning system. This assessment subsequently resulted in the RFQ and RFP processes that brought in Sierra-Cedar and Microsoft to build this new system.

ANALYSIS

Sierra-Cedar: Sierra-Cedar has created a comprehensive approach to early warning systems, which includes the development of a model framework for analysis and implementation across large law enforcement agencies. Their model framework includes a comprehensive review of

- 1) Existing systems architecture,
- 2) Database analysis, and
- 3) Functionality and implementation strategies.

Their selection to complete the RFP and provide project management services came after a joint panel of staff representing OPD, ITD, and the City Administrator Office of Contracts and Compliance, held several comprehensive review and analysis sessions of all vendor responses and presentations to the RFQ for the replacement of IPAS.

Sierra Systems (now Sierra-Cedar) was determined by panel members to be the overwhelming favorite to be awarded the contract. The company has a proven track record of successfully deploying early warning systems in large complex environments (e.g., the Los Angeles Police Department) that includes intricate database architectures and technological challenges similar to those required by OPD.

As detailed in the attached report (*See Appendix A*), Sierra conducted 23 different needs analysis workshops with all IPAS2 stakeholders to ensure that the RFP functional requirements were comprehensive and complete. Depending on the particular workshop, stakeholders providing input to the needs analysis included the OPD Chief's Office, the Office of Inspector General, Bureau Field Operations, Internal Affairs Department (IAD), Records Division, OPD Bureau of Services (BOS), Personnel, Training, Bureau of Risk Management, OPD Personnel Assessment System (PAS) Unit, City Administrator, City Attorney, Compliance Director, Monitor, Oakland Police Officers Association (OPOA), Plaintiff Attorney, OPD Fiscal, Project Sponsors, and City ITD.

Having completed the needs analysis, Sierra Systems drafted an IPAS2 RFP that included detailed functional requirements reflecting the output of the 23 workshops along with various other business and technical requirements. They developed and documented the entire RFP process – from release to evaluation scoring (*see "IPAS2 Team Evaluation Approach" in Attachment B*) and worked closely with the ITD and OPD evaluation team to complete the RFP, release it, collect any vendor responses and, finally, to score and select the most responsive vendor (*see the IPAS2 RFP Evaluation Team Results report in Attachment C*).

Given Sierra-Cedar's expertise in the area of early warning systems and their performance in completing Phase 1 of their contract (i.e., conducting the needs analysis, completing the RFP and providing assistance with vendor selection), OPD and ITD ask that they be authorized to commence Phase 2 of their contract to provide project management and as-needed technical assistance to ensure proper system implementation, quality control, and cost control in creation and implementation of the IPAS2 by the selected vendor, Microsoft Corporation.

Microsoft: Microsoft Corporation provided a comprehensive and robust proposed solution addressing the requirements of the 2013 RFP for a Second Generation Early Warning System (IPAS2) and was recommended by the OPD and ITD evaluation team (*see Attachment C*).

The Microsoft solution is based on Microsoft's proven Aware and JPS Connection solution components and will leverage OPD's existing investments in Microsoft SQL Server (which Microsoft will upgrade with the JPS Connect Data Store), Microsoft SharePoint (which Microsoft will upgrade with appropriate Aware user experiences, reports and business intelligence capabilities) and Microsoft Windows Server (which they will upgrade with the JPS Connect Integration Hub).

The IPAS2 solution itself can be divided into the following key functional components:

- **Forms Input** – Delivers OPD the capability to capture data from officers and supervisors and route the captured information to the data store.
- **Analytics** – Provides authorized OPD agency management the ability to review and analyze officers' performance and the events they have been involved in through the use of ad-hoc and scheduled reports.
- **Workflow Services** – Gives OPD the capability to route both input forms as well as unexpected analysis outcomes (i.e., policy violations or unusual behaviors) to the appropriate supervisors and internal affairs personnel for review.
- **Rules Service** – Automates and standardizes OPD's identification and processing of unusual or unexpected activities and data relationships.
- **Data Store** – Facilitates the means by which OPD data is consistently captured and analyzed in a consolidated data mart/warehouse across disparate data sources both internal and external to the core IPAS2 application.
- **Data Load Services** – Enables OPD the capability to access and load relevant data from external systems into IPAS2 for use in performing analysis.
- **Administration** – Offers OPD a user interface mechanism by which agency administrators can manage rules and follow-up actions surrounding those rules.

As part of both the Forms Input and Data Load Services components, Microsoft will be replacing several of the current disparate systems in OPD that reside on various separate databases. The replacement systems will be incorporated into the central data store. These include systems to track the following:

- Canine Deployment
- Use of Force Investigations/Reporting
- Oleoresin Capsicum (OC) Checkout & OC Inventory
- Vehicle Pursuit
- Vehicle Collision
- Internal Affairs Division (IAD) Referrals/Complaints

In conclusion, staff is recommending that Microsoft Corporation be awarded the contract to create and implement IPAS2. This recommendation is informed in large part by the following:

- The comprehensive nature of the needs analysis process that solicited input from all the major stakeholders in the development of detailed IPAS2 functional requirements,
- The subsequent development of a comprehensive IPAS2 RFP and evaluation process culminating in the RFP Evaluation Committee's recommendation to proceed with Microsoft's proposed solution, and
- Microsoft's experience in implementation large-scale software systems for other law enforcement agencies.

OPD IPAS2 Project Cost Estimate & Sources of Funding:

Project Entity/Item	Type	Required Amount \$	Funding Source
Sierra-Cedar	As-needed Technical and Project Management Services	\$540,000	From funding previously approved – IPAS Phase 1 Coding Block General Purpose Fund (1010), ITD (Organization 46241), Contract (Account 54919), Project (P467910) and Program (PS01)
Microsoft	Professional Services Contract for the OPD IPAS2 Design, Build and Maintenance Services – future Annual Maintenance Cost is not included	\$2,200,000	From \$8 million surety reserve of the 2008B bonds, from Capital Reserve Fund (5510), ITD (Organization 94461), Contract (Account 54919) - project number and program to be determined
Third Party Vendors	Hardware, Software & Professional Services	\$1,045,000	\$672,500 from \$8 million surety reserve of the 2008B bonds, from Capital Reserve Fund (5510), ITD (Organization 94461), Contract (Account 54919) - project number and program to be determined AND \$372,500 to be funded from FY 2013-14 available General Purpose Fund balance.
Contingency Funds	Primarily for Change Order Requests requiring additional Professional Services	\$515,000	To be funded from FY 2013-14 available General Purpose Fund balance.
TOTAL		\$4,300,000	

Procurement Urgency: Given that this project is critical to fulfilling the City's obligations related to the Negotiated Settlement Agreement, it is important to accomplish the project as expeditiously and cost effectively as possible. The City has already negotiated a Master Services Agreement with Microsoft through which their software can be acquired at a substantial discount and ITD has already standardized on Hewlett-Packard hardware, so going through a lengthy procurement process would add little savings while introducing unnecessary delays to this very critical project.

By way of background, Oakland Municipal Code ("OMC") Section 2.04.050 requires advertising and bidding for contracts for the purchase of supplies, equipment, and computer software and the award to the lowest responsible, responsive bidder if award is made, but Section 2.04.050 I. 5 provides an

exception to the advertising and competitive bidding requirement of the OMC upon a finding and determination by the Council that it is in the best interests of the City to do so.

Similarly, OMC Section 2.04.051 A. requires that a competitive Request For Proposal ("RFP") or Request For Qualifications ("RFQ") selection process for award of contracts that exceed \$25,000 for professional service contracts and which are exempt from bidding under Section 2.04.050.1.1, but OMC Section 2.04.051 B provides that the Council can waive the RFP/RFQ requirement if it finds that it is in the best interests of the City to do so.

Staff recommends that the City Council finds and determines that it is in the best interests of the City to waive formal advertising and bidding requirements for the purchase of the hardware, software and professional services (i.e., the \$1,045,000 and \$515,000 amounts) and also to waive the RFP/RFQ selection requirement for the professional services aspects of this project. Doing so will enable the expeditious completion of this project – a project that is instrumental to satisfying the requirements of the Negotiated Settlement Agreement.

PUBLIC OUTREACH/INTEREST

This item did not require any additional public outreach.

COORDINATION

OPD and ITD have been active participants in Sierra Systems' Phase 1 work on the IPAS2 RFP and subsequent vendor selection of Microsoft Corporation to fulfill the requirements of the RFP and will continue as active participants in the Phase 2 work of managing the implementation of IPAS2. Additional members participating in the RFP proposal process included individuals from the Office of Contracts and Compliance, the OPOA, the Monitor and the Plaintiff's Attorney. Once the system is built and rolled out, it will be maintained and supported by the same ITD staff maintaining the current IPAS system.

In the preparation of this staff report, OPD and ITD coordinated with the City Attorney's Office and the Budget Office.

COST SUMMARY/IMPLICATIONS

SIERRA-CEDAR PROJECT: PHASE 2 – NO ADDITIONAL FUNDS ARE REQUESTED

Phase 2 of the project includes project management and as-needed technical assistance in working with the selected vendor on the creation and implementation of IPAS2. As part of Phase 1 work, approximately \$360,000 has been spent or committed and the remaining amount of \$540,000 will be used to complete the Phase 2 work. No additional funds beyond \$900,000 already authorized by the City Council for the Sierra Systems contract will be required. The cost of actually building IPAS2 is not a part of the Sierra Systems contract.

MICROSOFT CORPORATION PROJECT IMPLEMENTATION: \$2,200,000

This project is for the actual design, development and implementation of the Second Generation Early Warning System (IPAS2) referenced in the 2013 RFP of the same name and includes conducting a discovery process, creating detailed specifications, conducting a risk assessment, developing, installing, configuring, documenting and testing various software components and/or products and related interfaces and conducting training on same as specified in a detailed Statement of Work to be approved by ITD, OPD and Sierra-Cedar.

HARDWARE, SOFTWARE LICENSES & RELATED RESOURCES: \$1,045,000

The implementation and roll-out of IPAS2 will require the establishment of a technical infrastructure including computer servers and other hardware, operating system software licenses, database server software licenses, other software and related professional services.

ADDITIONAL HARDWARE, SOFTWARE AND PROFESSIONAL SERVICES IN FISCAL YEAR 2015-2016 AND 2016-2017: \$515,000

As IPAS2 is deployed and becomes increasingly adopted, there will likely be a need to expand the infrastructure and provide professional services both to maintain IPAS2 and to provide for minor modification and enhancements during Fiscal year 2015-16 through 2016-17.

\$3,412,500 of a total project cost of \$4,300,000 is available in the current budget and is sufficient to address immediate project needs. This translates into an unfunded total project amount of \$887,500. As of the release of this report, preliminary figures show that the General Purpose Fund will have a positive fund balance from FY 2013-14, but the exact amount cannot be calculated using the data available at this time. Due the importance of this project, staff recommends that the funding shortfall of \$887,500 be appropriated from the FY2013-14 General Purpose Fund year-end fund balance, the amount which will be identified in the Fourth Quarter FY 2013-14 Revenue and Expenditures (Q4 R&E) report that is expected to be heard at the October 28, 2014 Finance and Management Committee Meeting. Staff will be presenting a report to accompany the Q4 R&E report that will request this appropriation along with other needs.

SUSTAINABLE OPPORTUNITIES

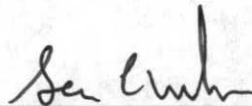
Economic: The implementation of a new early warning system on a new, more robust technology platform will undoubtedly lead to cost savings through improved electronic workflow, database consolidation, and near real time dissemination of information to OPD supervisors and managers for improved decision making and faster response times.

Environmental: There are no known environmental issues associated with this report.

Social Equity: The use of these funds will lead to more productive supervision and monitoring of OPD and its staff, and compliance with the requirements of the NSA.

For questions regarding this report, please contact Ahsan Baig at 510-238-3010 or Deputy Chief Eric Breshears at 510-238-7048.

Respectfully submitted,



Sean Whent
Chief of Police
Oakland Police Department



Bryan M. Sastokas
Chief Information Officer
Information Technology Department

Attachments (3):

Attachment A – Sierra Systems IPAS2 Phase 1 Project Report

Attachment B – Sierra Systems IPAS2 RFP Evaluation Approach

Attachment C – Sierra Systems IPAS2 Evaluation Team Results

Executive Summary

The IPAS2 project was initiated in 2011 to replace the existing IPAS1 system. The project was managed by the City of Oakland Police Department, with Sierra Systems as the primary contractor. The project was completed in 2013 and is now in full operation.

Attachment A – Sierra Systems IPAS2 Phase 1 Project Report

In total, 27 workshops were conducted with project staff, stakeholders, and end users. The workshops were designed to gather requirements, provide training, and ensure user acceptance. The project was completed on April 1, 2013.

Summary of Activities

On July 17, the lead PM for Project Kick-off meeting was held with all project stakeholders. The meeting identified the project goals, objectives, and roles. The project was then divided into three phases: Planning, Execution, and Closure. The project was completed on April 1, 2013.

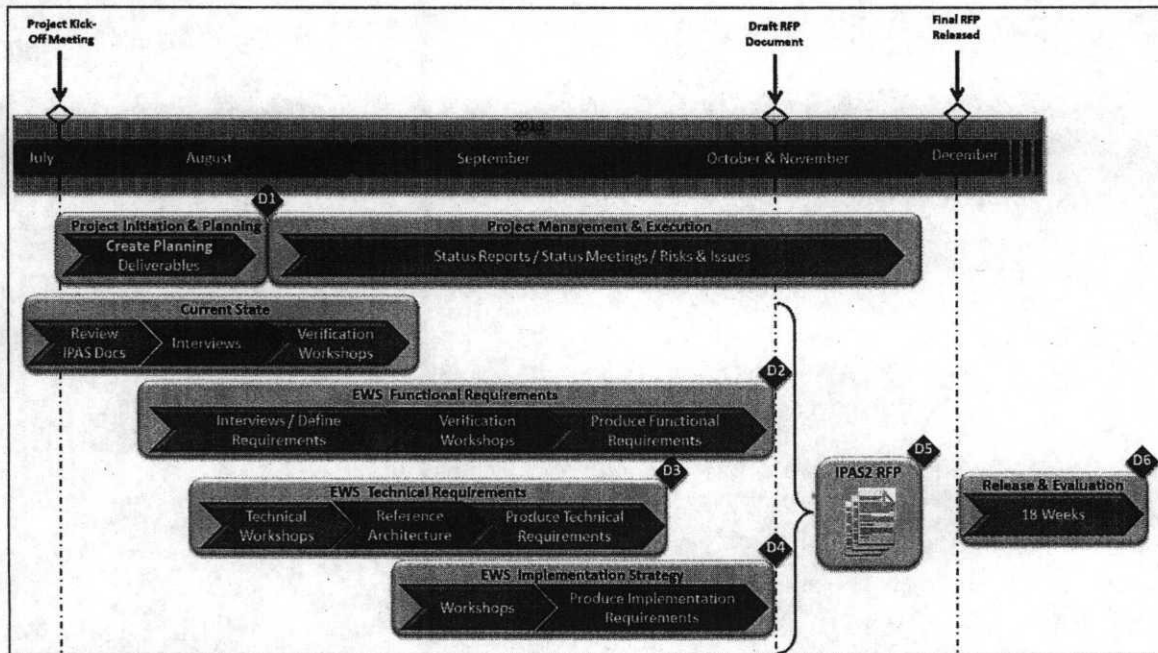
Weekly status meetings were held and all project activities were tracked. The project was completed on April 1, 2013.

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between the Sierra Systems team, Oakland Police Department, City IT, and external stakeholders. The workshops were interactive, and used PowerPoint slides to lead the discussion topics. All workshop attendees and discussion were captured in the workshop notes. These notes were published to the

Executive Summary

The IPAS (Internal Personnel Assessment System) procurement activities spanned 35 weeks from August 2013 to the vendor decision and notification on April 28th, 2014. The activity was focused on six specific deliverables that would Build, Release and Evaluate the IPAS2 RFP.



In total 23 workshops were completed with several different stakeholder groups to develop the requirements that would allow vendors to propose the new IPAS2 solution. The RFP was released on December 16, 2014. The Vendor responses were received on January 30th, and the evaluation was completed with vendor selection on April 28th, 2014.

Summary of Activities

On July 29th the IPAS RFP Project Kick-off meeting was held and well attended by the Project Stakeholders. The meeting identified the plan and approach from kick-off to the RFP Release and Evaluation. The meeting also identified the workshop schedule and time commitments from the Stakeholders during the next three months while the RFP was being developed.

Weekly status meeting were held and all project stakeholders were invited. Weekly status reports were also distributed before each status meeting detailing the overall progress, activities from the previous week and the planned activities for the next week.

The workshops were grouped into three different work streams (Technical, Implementation and Functional); each with a different focus. Overall 23 workshops were completed over the 14 week period between the Sierra Systems team, Oakland Police Department, City IT, and external stakeholders. The workshops were interactive, and used PowerPoint slides to lead the discussion topics. All workshop attendees and discussion were captured in the workshop notes. These notes were published to the

project SharePoint site. The output from these workshops was captured in the RFP Requirements sections.

During the workshops the importance of the Source Systems (Canine, Collision, Pursuit, IAD, OC Database, Use of Force) was reinforced by OPD, as well as the issues with application stability. A change request was completed to add these requirements to replace these systems to the IPAS RFP as well.

On October 24th the draft RFP was reviewed with the Stakeholders and released for a two week review period. During this review cycle, feedback was received from the Compliance Directors, OPD, as well the City IT department. The RFP was released to the Oakland iSupplier site on December 16th for a planned Vendor review period of six weeks. During the Vendor period, there were 47 questions submitted by the potential respondents, answered by the Evaluation Team and a Vendor meeting was held on January 7th, 2014.

The RFP responses were received on January 30th, and only one vendor submitted a proposal, Microsoft Consulting. The Evaluation Team comprised of, Ahsan Baig, Deputy Chief Eric Breshears, Shanda Wright, George Binda, and Ifeoma Olike, supported the decision to proceed with the evaluation process with the one respondent. A two week review period commenced and the evaluators captured scoring and comments on their evaluation spreadsheets which were later combined in a single consolidated version. Overall Microsoft was scored at 69 out of a possible 100 points.

After two vendor demonstration sessions the successful vendor was notified on April 28th that the City would like to move forward with their proposal and begin defining the statement of work.

Key Decisions and Milestones within the Project

Several key decisions were made during the project related to project milestones that are captured in the table below:

#	Date	Decision
1	Aug 18, 2013	Approval of the IPAS Procurement Project Management Plan outlining the project approach, timelines and deliverables
2	Sep 23, 2013	Review of the technology options for IPAS2 and selecting the Microsoft technology platform to include in the RFP
3	Oct 21, 2013	Approval by OPD and DIT of the Technical RFP Requirements which became an appendix within the RFP
4	Oct 21, 2013	Approval by OPD and DIT of the Functional RFP Requirements which became an appendix within the RFP
5	Oct 21, 2013	Approval by OPD and DIT of the Implementation RFP Requirements which became an appendix within the RFP
6	Nov 27, 2013	Review and approval of the completed IPAS2 RFP Document and release to City Procurement for review
7	Nov 27, 2013	Approval by OPD and DIT of the Source System Requirements which became an appendix within the RFP

8	Dec 12, 2013	Approval to release the RFP to the Oakland iSupplier site
9	Jan 17, 2014	D6 Evaluation Criteria
10	Feb 03, 2014	Move forward with 1
11	Feb 14, 2014	Consolidate scoring and move to presentation
12	Apr 24, 2014	Vendor Selection

During the project there were also business and technical decisions captured based on business needs that were incorporated into the RFP and subsequent evaluation.

#	Date	Decision
1	Aug 26, 2013	IPAS2 Phasing Options for deployment were considered and a documented decision about a single migration over a phased approach
2	Sep 23, 2013	The IPAS2 platform was confirmed as being based on Microsoft given the long term supportability of the solution as well as the current technology investments by the City
3	Oct 10, 2013	The IPAS2 RFP will include the replacement of seven Source Systems as part of the project scope because of the current data quality and system stability issues

Recommendations / Findings

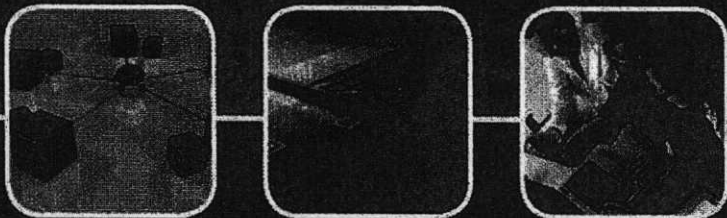
The recommendation from the Evaluation Team was to move forward with Microsoft as the selected vendor on April 24, 2014. The decision to move forward was unanimous and is captured in the IPAS2 RFP Evaluation Results Deliverable. Microsoft demonstrated the understanding, approach and skills required to develop the solution for IPAS2 that would meet the needs of the OPD and as well as be aligned to the long term support strategy for the City IT department.

Appendix A: Workshop Summary Table

The following Workshop schedule was developed during the planning phases of the project. Meetings were scheduled well in advanced and were well attended throughout the project.

Chair	Workshop/Meeting Subject	Date	Duration	Time (PST)	Location																				
						Chief's Office	Inspector General	Bureau General	Bureau Field Operations	Records Division	OPD RCS (Bureau of Services)	Training	Bureau of Risk Mgmt	OPD PAS Unit	City Administrator	City Attorney	Compliance Director	Monitor	OPOA	Plaintiff Attorney	OPD Fiscal	Project Manager / Project Sponsor	OPD IT	City IT	
AB/JS	Project Kickoff	7/29/2013	1 HR		City Hall, Hearing Number #4	X	X	X	X	X		X	X	X	X	X	X	X	X	X	X				X
CY	Workshop – IPAS Business Process Overview	7/30/2013	3.5 HRS		PAB			X	X					X	X			X	X	X	X				
CC	Workshop – Architectural/System Overview	7/30/2013	3 HRS		150 FOP						X				X							X			X
CY	Workshop – Policies and Procedures	8/7/2013	1.5 HRS		PAB		X					X		X	X			X	X	X	X		X		
CY	Workshop – PAS Workflow Confirmation 1	8/8/2013	3 HRS	09:00 -12:00	PAB, OIG Conf. Room			X	X					X				X	X	X	X		X		
CY	Workshop – PAS Workflow Confirmation 2	8/8/2013	1 HR	13:00 -14:00	PAB, OIG Conf. Room			X	X					X				X	X	X	X		X		
JS	Workshop - IPAS to NSA Gap	8/8/2013	1 HR	15:00 -16:00	PAB	X	X	X	X					X	X		X	X	X	X	X		X		
GS	Phasing Strategy Confirmation Statement - To Be	8/14/2013			150 FOP, 7th Floor Conf. Room																	X			
CC	Workshop - Integration Architecture	8/20/2013	2 HRS	09:00 -11:00	150 FOP, 7th Floor Conf. Room						X	X	X	X		X		X	X	X	X	X	X		X
CC	Workshop - Security & Access Control	8/20/2013	2 HRS	13:00 -15:00	150 FOP, 7th Floor Conf. Room					X	X	X	X		X		X	X	X	X	X	X	X		X
DB	Workshop - Data Collection & Feeder Systems 1	8/27/2013	2 HRS	09:00 -11:00	150 FOP, 7th Floor Conf. Room		X	X	X			X	X	X	X			X	X	X	X		X	X	X
JS/CY	Workshop - Analytic Capabilities	8/27/2013	2 HRS	13:00 -15:00	PAB, CDP Conf. Room	X	X	X	X	X		X	X	X	X			X	X	X	X	X	X		X
JS/CY	Workshop - Data Collection & Feeder Systems 2	8/28/2013	2 HRS	09:00 -11:00	150 FOP, 7th Floor Conf. Room		X	X	X			X	X	X	X			X	X	X	X		X	X	X
JS/CY	Workshop - To Be Threshold Models	8/28/2013	2 HRS	13:00 -15:00	PAB, OIG Conf. Room		X	X	X					X	X			X	X	X	X		X		
JS/CY	Workshop - To Be Threshold Response 1	8/29/2013	2 HRS	09:00 -11:00	PAB, OIG Conf. Room			X	X					X				X	X	X	X		X		
JS/CY	Workshop - To Be Threshold Response 2	8/29/2013	2 HRS	13:00 -15:00	PAB, OIG Conf. Room			X	X					X				X	X	X	X		X		
JS/CY	Workshop - Event Cross Referencing	8/30/2013	2 HRS	09:00 -11:00	PAB, OIG Conf. Room			X	X					X				X	X	X	X		X		
JS	Workshop - Solution Alternatives & Recommendations	9/12/2013	2 HRS	13:00 -15:00	City Hall, Hearing Number #4	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X
CC	Workshop - Workflow & Doc Mgmt	9/23/2013	2 HRS	09:00 -11:00	150 FOP, 7th Floor Conf. Room						X	X	X	X		X		X	X	X	X		X		X
CC	Workshop - Technology Platform Confirmation	9/23/2013	1 HR	11:00 - 12:00	150 FOP, 7th Floor Conf. Room		X				X	X	X		X	X		X	X	X	X		X		X
JM	Workshop - Organizational Impact & Governance	9/23/2013	2 HRS	13:00 -15:00	City Hall, Hearing Number #4	X	X	X	X	X	X	X	X	X	X			X	X	X	X	X	X		
JS	Workshop - LOB & Stakeholder Access	9/24/2013	2 HRS	09:00 -11:00	City Hall, Hearing Number #4	X	X				X	X	X		X	X		X	X	X	X		X		X
DB	Workshop - Data Migration & Cleansing	9/24/2013	2 HRS	13:00 -15:00	150 FOP, 7th Floor Conf. Room			X	X	X	X			X	X			X	X	X	X		X		X
JS	Workshop - RFP Draft Presentation	10/17/2013	3 HRS	13:00 -16:00	City Hall, Hearing Number #4	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X	X		X

Attachment B – Sierra Systems IPAS2 RFP Evaluation Approach



City of Oakland

Second Generation Early Warning System Project

IPAS2 RFP Evaluation Approach

Date: January 3, 2014

Submitted by:
Garth Strandberg (PMP)
Consulting Director, Justice and Public Safety
Sierra Systems
(T) 250 661-3456
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Table of Contents

IPAS2 RFP Evaluation Methodology	3
Introduction	3
Proposal Evaluation Team (PET)	4
Conflict of Interest	5
Request for Proposal	5
Responsiveness	5
Initial Meeting of the Evaluation Team	5
Evaluation Process Decision	6
Costing Will Not Be Revealed Until after the First Scoring	6
Evaluation Worksheet	6
Rating Scale for Use in the Evaluation	9
RFP Scoring Criteria	9
Vendor Finalists Selection	9
Vendor Presentations/Demonstrations	9
Reference Checks	10
IPAS2 RFP Evaluation Timelines	11
Timelines	11
Key Dates	12

Document Amendment History Table

Version #	Modified Date	Modified By	Section, Page(s) and Text Revised
0.1	Nov 10, 2013	G Strandberg	Initial Draft
0.2	Nov 22, 2013	G Strandberg	Revisions and Updates
0.3	Dec 18, 2013	G Strandberg	Revisions after Evaluation Preparation meeting on Dec 18 with OPD and DIT
0.4	Dec 28, 2013	G Strandberg	Addition revisions and edits
0.5	Jan 3, 2014	G Strandberg	Final edits and release for review
0.6	Jan 6, 2014	A Ralph	Review and Tracked Suggested Changes
0.7	Jan 7, 2014	C Young	Review and Tracked Suggested Changes
0.8	Jan 7, 2014	G Strandberg	Review changes and release to DIT/OPD to review
1.0	Jan 14, 2014	G Strandberg	Incremented to version 1.0 as final version

Confidentiality/Validity

This document has been prepared by Sierra Systems for the sole purpose and exclusive use of City of Oakland. Due to the confidential nature of the material in this document, its contents should not be discussed with, or disclosed to, third parties without the prior written consent of Sierra Systems.

IPAS2 RFP EVALUATION METHODOLOGY

Introduction

The purpose of this document is to outline the RFP evaluation process for the IPAS2 RFP vendor responses. It describes the evaluation structure that allows for input from a wide range of participants and specific subject matter experts, permits flexibility and weighted scoring in appropriate areas and provides an objective and defensible process for determining the vendor finalist. The evaluation weighting for the overall response has been outlined in the RFP and communicated to the vendors responding to the IPAS2 RFP.

Evaluation	% Weighting
Proposal Content	65%
Presentation	25%
Reference Checks	10%
Total	100%

The evaluation process is to determine the major components of the RFP to be scored in a fair and consistent way. The RFP document response will be scored using the Vendor Response Evaluation Tool spreadsheet. The major sections within the written response that will be evaluated are:

Evaluation	% Weighting
Company Profile	5%
Relevant Experience	5%
Proposed Solution	20%
Project Approach and Organization	20%
Methodology and Tools	10%
Project Personnel	15%
Maintenance and Support	10%
References	5%
Costing	10%
Total	100%

The vendor presentations comprise a significant weight in the scoring process. This is intentional because not only can the evaluation team see the vendor delivery team first hand and make its own judgments, but also the team can get an understanding of the proposing vendor approach, their agency and the proposed implementation team.

During the presentation, the time will be allocated equally between the team's presentation and a question-and-answer period. The teams should be prepared to discuss at the interview their specific experience providing services similar to those described in the RFP, project approach, estimated work effort, available resources, and other pertinent areas that would distinguish them. It is critical that the resources proposed as the Project Manager and Technical Architect be substantially involved in the Bidder's presentation.

Bidders will not have the opportunity to amend their proposal. The intent is for the City to ensure a complete understanding of what has been proposed to better evaluate the response.

Evaluation	% Weighting
Presentation Alignment with Proposal Content	10%
Solution Demonstration (Project Schedule Walkthrough)	20%
Overall Solution/Approach	40%
Presence of Key Resources	10%
Responses to Interview Questions	20%
Total	100%

The completion of this evaluation process will result in the contractor being numerically ranked. The contractor ranked first will be invited to participate in contract negotiations.

Proposal Evaluation Team (PET)

A wide range of stakeholders should contribute to the evaluation of the vendors and their proposed solutions. Not all participants need to be involved in every component but it is recommended to have a core team of 8–10 individuals. The table below provides the recommendations for the subgroups and their participation level in the RFP evaluation and vendor selection process.

Evaluation Group	Group Composition	Involvement
Core Evaluation Team	Group of 8 – 10 individuals	<ul style="list-style-type: none"> • Read and score written proposals • Review functional requirement responses • Review cost response • Evaluate vendor finalists' demonstrations • Participate in final vendor selection
Presentation Evaluation Team	Group of 10 – 15 people (including core evaluation team)	<ul style="list-style-type: none"> • Evaluate vendor finalists' presentations/demonstrations • Participate in final vendor recommendation • Only the Core Evaluation Team will be submitting a score for the Presentation Phase, although they may solicit feedback from the additional Presentation Team

		members
City Leadership	Director-level leadership within the City	<ul style="list-style-type: none"> • Act on recommendation of Evaluation Committee

Conflict of Interest

Once the proposals have been received and it is clear which companies are involved in the RFP response, each member of the evaluation committee must make sure that they do not have a potential conflict of interest.

An example of a conflict of interest is a situation in which a state employee (or family member) owns a business that is competing for a state contract, and that state employee participates in the decision-making process to award that contract. It is important to avoid even the appearance of impropriety in the evaluation process. Disclose potential problems at the earliest possible time and make adjustments to keep the process fair to all competitors. Your awareness of a potential conflict may not arise until you are well into the evaluation process. If there is any question about a potential conflict of interest, notify the Procurement Officer immediately and consult legal counsel. If a conflict of interest exists, that person cannot be a member of the evaluation committee.

Request for Proposal

It is important that all Proposal Evaluation Committee members read the Request for Proposal and have a clear understanding of the requirements and evaluation criteria before attempting to evaluate proposals. The Request for Proposal is a document that describes all the requirements of this project, how proposals must be prepared, and how proposals will be evaluated. After all deadline for receipt of proposals, all proposals received must be evaluated against the criteria set forth in the Request for Proposal.

Responsiveness

The City Procurement Officer needs to review all proposals for responsiveness before distributing them to the Proposal Evaluation Committee. This will prevent the evaluation team from reading a proposal that can't be considered for award. If the proposal has been prepared in full compliance with the requirements of the RFP it is deemed "responsive". The evaluation committee cannot evaluate proposals deemed non-responsive.

Initial Meeting of the Evaluation Team

It is recommended that the Procurement Officer meet with the evaluation committee before distributing the copies of proposals received. Discuss the proposal review and scoring process to ensure each committee member has a clear understanding of the scoring process and how points will be assigned. Provide PET members with a copy of each proposal, this instruction sheet, and the evaluation worksheets to be used when scoring proposals.

The team should develop a schedule for the evaluation process, based upon the tentative schedule laid out in the RFP.

Evaluation Process Decision

There are two ways for the Evaluation Team to evaluate proposals and document the results. During the December 18th Evaluation Criteria meeting the evaluation team was in agreement in adopting the approach where each team member, on the Evaluation Team, evaluates each proposal and records their ratings on an evaluation worksheet. The resulting evaluations will then be compiled from all team members, any factual oversights resolved, and any notes from team members are produced as a summary

An alternative approach would involve each member on the Evaluation Team evaluates each proposal and makes notes about their observations and tentative rating on an evaluation score sheet. The Evaluation Team then meets as a group to review the individual proposals; the Evaluation Team arrives at a group consensus as to the associated ratings and produces a summary that constitutes the Evaluation Team's recommendation. This was not the selected approach for the IPAS2 Evaluation Team.

Costing Will Not Be Revealed Until after the First Scoring

The committee will not know the costing until after it has compiled its first scoring. This is done to avoid the possibility of the prices influencing the scoring when non-price criteria are being considered.

Evaluation Worksheet

The evaluation worksheet is used to guide the Evaluation Team Members in their review and evaluation of proposals. An evaluation worksheet provides a listing of individual evaluation criteria and the rating scale to be used. The evaluation worksheet does not include pricing. The resulting evaluation framework is very important because it:

- Provides a means for all Evaluation Team Members to review and evaluate proposals in a consistent and objective manner;
- Helps the evaluation committee discuss differences in their initial review and, for those differences that are based on an incomplete or incorrect reading of the information presented, resolve them; and
- Documents the results of the Evaluation Team Members work and provides support for the final recommendations.
- Helps as a source of information to debrief non-successful bidders about their proposal and evaluation

The Sections to be evaluated within the spreadsheet will include:

Information Requirements	Details / Comments
Company Profile	Prime and Sub-Contractor Company Overview
Relevant Experience	Bidder must have designed, developed and implemented three (3) systems within the past five (5) years with overall complexity similar to IPAS2.
	Bidder must have designed, developed and implemented three (3) systems within the past five (5) years using Microsoft SharePoint and InfoPath, using MS-SSRS.
	Bidder must have managed at least two (2) projects with a services budget in excess of \$1,000,000 within the past five (5) years.
	Bidder must have managed at least three (3) projects for a city, county or state government agency within the past five (5) years.
	Bidder must have at least three (3) years' experience maintaining and supporting a product of similar size and complexity to that of IPAS2.
	Bidder should have designed, developed and implemented two (2) business intelligence systems within the past five (5) years.
	Bidder should have completed a public safety application, i.e. law enforcement solution within the past five (5) years.
	Bidder should have experience providing support in at least a Tier 3 Role, for at least two (2) clients, within the past five (5) years.
	Bidder should have at least three (3) years of experience maintaining and supporting a similar application in a City setting.
Proposed Solution	Solution Description
	Technical Architecture
	Data Conversion
	Value Added Recommendations

Project Approach and Organization	Overall Project Approach
	Requirements Confirmation
	Solution Design Activities
	Development Activities
	Testing and Knowledge Transfer Activities
	Implementation Approach
	Assumptions and Constraints
	Project schedule outlining timelines, activities, dependencies and resources
	Interface with City City's Department of Information Technology staff and the Oakland Police Department and the estimated time commitment for City resources.
Methodology and Tools	Project Management
	Software Development
	Risk and Issues Management
	Scope Management
	Defect Management
	Communication Management
	Configuration Management
Project Personnel	Project Personnel
Maintenance and Support	Maintenance and Support
References	References
Costing	Costing
Reference Checks	References

Any notations made on the evaluation worksheet will become public record. Each evaluation worksheet should be completed in full, signed, and dated by the -PET member.

Rating Scale for Use in the Evaluation

The rating scale establishes standards by which points are assigned to proposals, and it ensures that members of the Proposal Evaluation Committee evaluate each proposal with consistency.

Value	Explanation
0	No info provided
1	Poor
2	Good
3	Very Good
4	Excellent

RFP Scoring Criteria

The scoring methodology above has not been provided in the RFP document. Vendor responses should be evaluated relative to each other rather than against some exact set of criteria given this will be a custom configuration project on the Microsoft SharePoint platform. One method to accomplish this is to assign point values to the various components listed above, standardize to some equal number the maximum value for each component, assign the highest scoring vendor the highest point value for the section, prorate the remaining vendor scores based on the best response, and then multiply the point values by the percentage associated with each component.

Vendor Finalists Selection

Because the vendor demonstrations require a major commitment of time and personnel for both the City and the vendors, a two-phase process for the evaluations has been selected. Phase 1 consists of evaluating the written proposals. Once the agency has evaluated the written proposals, the vendors self-reported ability to meet the functional requirements, and the cost of the solution, two or three vendor finalists will be chosen to move to the next phase of on-site presentations/demonstrations and in-depth reference checks.

Vendor Presentations/Demonstrations

Vendor presentations/demonstrations an important aspect of the evaluation process and give the City an opportunity to see how the vendors proposed solution and approach meets the critical components of the RFP. To accomplish this, a presentation script will be developed asking the vendors to highlight specific areas of their approach and as much as possible align the discussion of the approach to the actual project. The development of the script eliminates

DEADLINES

should be completed by the Vendor delivery team members that will be completing the project.

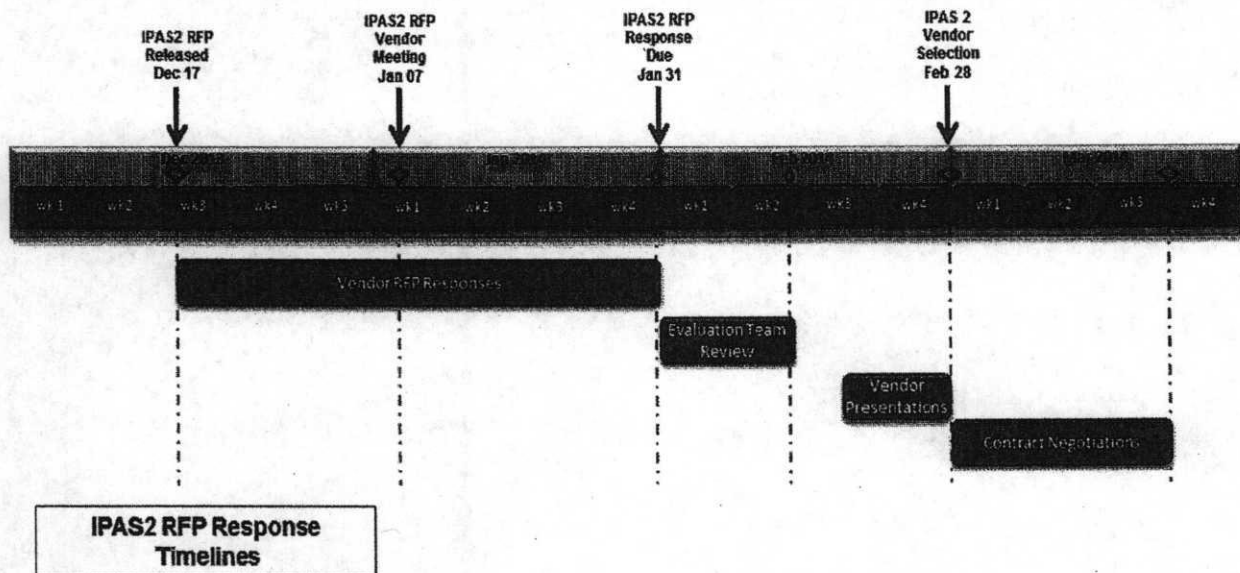
presentation. An additional week is built into the course in all ways, the overall on-site to

IPAS2 RFP EVALUATION TIMELINES

Timelines

The RFP evaluation will take approximately 7 weeks depending on the number of responses and the procurement policies and practices of the City. An estimated schedule from vendor submission of proposals to contract signing has been included in the RFP. The vendor negotiations stage is difficult to estimate and may take much longer than anticipated. The anticipated timeline and milestones based on the due date of the proposals are outlined in the timeline below.

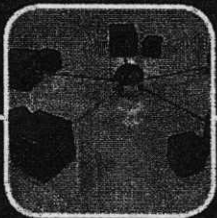
The written evaluation phase of the evaluation process takes about two weeks from proposal submission. Once two to three vendors are chosen as finalists to move to Phase 2, the agency can begin conducting the reference checks during the same time that the vendors are preparing for their presentations. Therefore, the Presentation Agenda must be ready to be distributed to the vendors soon after the submission date. Vendor presentations normally can take place within a two-week window depending on the number of vendors and the length of the presentation. An additional week is built into the schedule to allow the evaluation team to consolidate all of the information from the components of both phases and come to a consensus on the vendor they choose to recommend to the agency's leadership. Three weeks are then reserved for contract negotiations. Finally, although a work start date is anticipated by both the vendor and agency, two weeks are normally needed to schedule and prepare for the project kick-off.



Key Dates

Milestone	Date
IPAS2 RFP Released	December 16, 2013
IPAS2 Vendor Meeting	January 7, 2014
IPAS2 RFP Due Date	January 31, 2014
IPAS2 Vendor Selection	February 28, 2014

Attachment C – Sierra Systems IPAS2 Evaluation Team Results



City of Oakland

Second Generation Early Warning System Project

Deliverable 6: IPAS2 RFP Evaluation Results

Date: May 02, 2014

Submitted by:
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Table of Contents

IPAS2 RFP Evaluation Results	3
Introduction	3
Rating Scale Used in the Evaluation	4
Proposal Evaluation Team (PET).....	4
IPAS2 Evaluation Team Contributors.....	5
Vendor Selection	10

Document Amendment History Table

Version #	Modified Date	Modified By	Section, Page(s)and Text Revised
0.1	April 23, 2014	C. Young	Initial Draft
0.2	April 25, 2014	G. Strandberg	Revisions
0.3	April 26, 2004	G. Strandberg	Additional Content Changes
0.4	April 26, 2014	G. Strandberg	Submit deliverable for review
1.0	May 02, 2014	G. Strandberg	Incremented to version 1.0 as final deliverable

Confidentiality/Validity

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IPAS2 RFP EVALUATION RESULTS

Introduction

The purpose of this document is to detail the results of the vendor selection process for the IPAS2 solution and services. It provides a summary of the evaluation process, identifies the evaluation team and roles, summarizes the evaluation activities and outcomes. The overall evaluation approach was captured in the document IPAS2 RFP Evaluation Approach.V8.docx, located on the Project SharePoint.

Evaluation Components

The RFP evaluation approach is described in detail in the IPAS2 RFP Evaluation Process document provided January 3, 2014. A summary of the evaluation components is provided for reference.

The RFP Identified the Evaluation framework as follows:

Evaluation	% Weighting
Proposal Content	65%
Presentation	25%
Reference Checks	10%
Total	100%

The evaluation process is to determine the major components of the RFP to be scored in a fair and consistent way. The RFP document response will be scored using the Vendor Response Evaluation Tool spreadsheet. The major sections within the written response that will be evaluated are:

Evaluation	% Weighting
Company Profile	5%
Relevant Experience	5%
Proposed Solution	20%
Project Approach and Organization	20%
Methodology and Tools	10%
Project Personnel	15%
Maintenance and Support	10%
References	5%
Costing	10%
Total	100%

The vendor presentations comprised a significant weight in the scoring process. The evaluation components of the presentations were:

Evaluation	% Weighting
Presentation Alignment with Proposal Content	10%
Solution Demonstration (Project Schedule Walkthrough)	20%
Overall Solution/Approach	40%
Presence of Key Resources	10%
Responses to Interview Questions	20%
Total	100%

Rating Scale Used in the Evaluation

The rating scale established standards by which points are assigned to proposals, and it ensured that members of the Proposal Evaluation Committee evaluated each proposal with consistency.

Value	Explanation
0	No info provided
1	Poor
2	Good
3	Very Good
4	Excellent

Proposal Evaluation Team (PET)

The Proposal Evaluation Team was identified as follows:

Name	Role	Involvement
Eric Breshears	Deputy Chief Oakland Police Department	<ul style="list-style-type: none"> Proposing Scoring Presentation Scoring Follow-up Presentation Scoring Vendor Selection
Ahsan Baig	Division Manager, Public Safety Services and Business Applications City of Oakland Information Technology Department	<ul style="list-style-type: none"> Vendor Communications Proposing Scoring Presentation Scoring Follow-up Presentation Scoring

Name	Role	Involvement
		<ul style="list-style-type: none"> • Vendor Selection
Shanda Wright	PAS Unit Supervisor Oakland Police Department	<ul style="list-style-type: none"> • Proposing Scoring • Presentation Scoring • Follow-up Presentation Scoring • Vendor Selection
Ifeoma Olike	City of Oakland Information Technology Department	<ul style="list-style-type: none"> • Proposing Scoring • Presentation Scoring • Follow-up Presentation Scoring • Vendor Selection
George Binda	City of Oakland Information Technology Department	<ul style="list-style-type: none"> • Proposing Scoring • Presentation Scoring • Follow-up Presentation Scoring • Vendor Selection

IPAS2 Evaluation Team Contributors

The contributors to the Evaluation Team discussion were:

Name	Role	Involvement
Gary Chan	Information Technology Program Manager Oakland Police Department	<ul style="list-style-type: none"> • Presentation observer • Follow-up Presentation observer
Jim Chanin	Plaintiffs' Attorney	<ul style="list-style-type: none"> • Presentation Observer • Follow-up Presentation Observer • Participate in final vendor recommendation discussion
Garth Strandberg	Consulting Director & Project Manager Sierra Systems	<ul style="list-style-type: none"> • Evaluation Team Advisor • Participate in final vendor recommendation discussion
Joe Siegel	VP Justice & Public Safety Sierra Systems	<ul style="list-style-type: none"> • Advisor • Participate in final vendor

Name	Role	Involvement
		recommendation discussion
Carrie Young	Principal & Justice Subject Matter Expert Sierra Systems	<ul style="list-style-type: none"> • Advisor Participate in final vendor recommendation discussion

Schedule of Evaluation Activities

The schedule of activities undertaken to evaluate the response received is identified in the table below.

Date	Event
January 31, 2014	Proposal Response Received
February 3-14, 2014	Review of Written Proposal by Evaluation Team
February 14, 2014	Meeting to discuss Response Evaluation
March 5, 2014	Demo Script Sent to Microsoft
March 12, 2014	Microsoft Response to Demo Questions Received
March 13, 2014	Microsoft Presentation
March 18, 2014	Demo Meeting Notes Circulated
March 19, 2014	Post Presentation Evaluation Team Meeting
March 27, 2014	Demonstration Scenario 2 sent to Microsoft
April 14, 2014	Microsoft Presentation 2
April 17, 2014	Demonstration Follow-up Information Received from Microsoft
April 21, 2014	Conference Call with Microsoft - Algorithm Discussion
April 24, 2014	Final Scoring Review Meeting & Vendor Selection

Evaluation Summary Results

The Sections to be evaluated within the spreadsheet will include:

Information Requirements	Details / Comments	Evaluator	Evaluator	Evaluator	Evaluator	Evaluator
Company Profile	Prime and Sub-Contractor Overview	4	4	1	4	3
Relevant Experience	Bidder must have designed, developed and implemented three (3) systems within the past five (5) years with overall complexity similar to IPAS2.	4	4	4	4	3
	Bidder must have designed, developed and implemented three (3) systems within the past five (5) years using Microsoft SharePoint and InfoPath, using MS-SSRS.	4	4	4	4	3
	Bidder must have managed at least two (2) projects with a services budget in excess of \$1,000,000 within the past five (5) years.	4	4	4		3
	Bidder must have managed at least three (3) projects for a city, county or state government agency within the past five (5) years.	4	4	4	4	3
	Bidder must have at least three (3) years' experience maintaining and supporting a product of similar size and complexity to that of IPAS2.	4	3	4	4	3
	Bidder should have designed, developed and implemented two (2) business intelligence systems within the past five (5) years.	4	4	4	4	3
	Bidder should have completed a public safety application, i.e. law enforcement solution within the past five (5) years.	4	4	4	4	3
	Bidder should have experience providing support in at least a Tier 3 Role, for at least two (2) clients, within the past five (5) years.	2	4	3	3	3
	Bidder should have at least three (3) years of experience maintaining and supporting a similar application in a City setting.	4	2	4	4	3

Information Requirements	Details / Comments	Evaluator	Evaluator	Evaluator	Evaluator	Evaluator
Proposed Solution	Solution Description	3	4	3	4	3
	Technical Architecture	3	3	4	4	3
	Data Conversion	2	3	2	4	3
	Value Added Recommendations	2	2	3	4	3
Project Approach and Organization	Overall Project Approach	3	3	3	4	3
	Requirements Confirmation	3	3	3	4	3
	Solution Design Activities	3	4	2	4	3
	Development Activities	3	4	2	4	3
	Testing Activities	2	3	2	4	3
	Knowledge Transfer Activities	2	3	2	4	3
	Implementation Approach	3	3	3	4	3
	Assumptions and Constraints	2	3	2	3	3
	Project schedule outlining timelines, activities, dependencies and resources	3	4	2	4	3
	Interface with City City's Department of Information Technology staff and the Oakland Police Department and the estimated time commitment for City resources.	3	3	2	4	
Methodology and Tools	Project Management	2	4	2	4	3
	Software Development	3	4	2	4	3
	Risk and Issues Management	2	3	2	4	3
	Scope Management	3	3	2	4	3
	Defect Management	2	3	2	3	3

Information Requirements	Details / Comments	Evaluator	Evaluator	Evaluator	Evaluator	Evaluator
	Communication Management	2	2	3	4	3
	Configuration Management	2	2	3	4	3
Project Personnel	Project Personnel	4	4	2	4	3
Maintenance and Support	Maintenance and Support	1	3	2	2	3
References	References	3	4		4	
Costing	Costing		3	2	2	3
Presentation	Presentation Alignment with Proposal Content	3	4	3	4	3
	Solution Demonstration	2	3	3		3
	Overall Solution/Approach	3	4	3	4	3
	Presence of Key Resources	4	4	4	4	3
	Responses to Interview Questions	2	3	3	4	3
Reference Checks	Reference Checks				2	
Total Score	Microsoft = 0.6894					

Vendor Selection

The evaluation team met on April 24th, 2014 to review the findings. The following question was posed to the Evaluation Team:

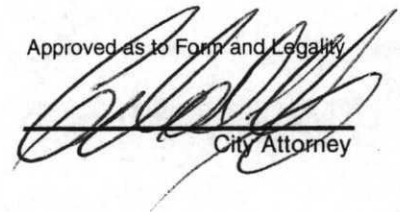
Do you have any concerns that would prevent the City from moving to the next Phase of the procurement with Microsoft?

Name	Response
Eric Breshears	No
Ahsan Baig	No
Shanda Wright	No
Ifeoma Olike	No (follow-up after meeting)
George Binda	No

The decision of the Evaluation Team was to move forward with Microsoft as the selected vendor.

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Approved as to Form and Legality


City Attorney

OAKLAND CITY COUNCIL

RESOLUTION No. _____ C.M.S.

A RESOLUTION AUTHORIZING THE CITY ADMINISTRATOR TO ENTER INTO AN AGREEMENT WITH SIERRA-CEDAR, INC. (FORMERLY SIERRA SYSTEMS, INC.) IN THE AMOUNT OF FIVE HUNDRED FORTY THOUSAND DOLLARS (\$540,000) FOR PHASE 2 AS-NEEDED TECHNICAL AND PROJECT MANAGEMENT SERVICES FOR A SECOND GENERATION EARLY WARNING SYSTEM FOR THE OAKLAND POLICE DEPARTMENT (THE "IPAS2 PROJECT"),

WHEREAS, the current Early Warning System, IPAS, was developed by Information Technology Department for Oakland Police Department (hereafter "Department") in 2006 and is no longer able to support the needs of the Department. The system has become antiquated and could possibly jeopardize compliance with the NSA; and

WHEREAS, implementing a Second Generation Early Warning System and technology platform (hereafter "IPAS2") will provide better efficiencies for the Department through database consolidation, workflow optimization, and near real-time dissemination of information to supervisors, management, and the appropriate city officials; and

WHEREAS, implementing IPAS2 will allow the Department to maintain compliance with the supervision and management requirements of the NSA; and

WHEREAS, implementing IPAS2 will allow for the Department to implement a single scalable technology that consolidates many silos of information with advanced search capabilities and better collaboration and information sharing within the Department; and

WHEREAS, the City conducted a Request For Proposals and Sierra Systems Inc. was selected by a committee including representatives from the Information Technology Department, Oakland Police Department, and Contracts and Compliance via a competitive Request for Qualifications process, and was determined to be the most qualified to prepare an RFP, assist with the selection of the vendor to implement the new technology, and to provide project management assistance during the implementation phase of IPAS2; and

WHEREAS, the City Council Resolution 84120 C.M.S., approved on December 4, 2013 authorized entering into a contract with Sierra Systems to provide the services above, but requested that "prior to

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commencing Phase two work, the City Administrator will bring an informational report to the City Council summarizing the findings of Sierra Systems' comprehensive needs assessment and recommended technology platforms; the informational report shall include how open source options were evaluated and the opinions of key stakeholders on the finds and plan, including those involved with the Negotiated Settlement Agreement Compliance", such report now having been provided; and

WHEREAS, the City Council finds that the services provided pursuant to the agreement authorized hereunder are of a professional, scientific, or technical nature and are temporary in nature; and

WHEREAS, the City Council finds that this contract shall not result in the loss of employment or salary by any person having permanent status in the competitive service; now therefore be it

RESOLVED, that the City Council hereby authorizes the City Administrator to enter into an agreement with Sierra-Cedar, Inc. (formerly Sierra Systems, Inc.) in the amount of five hundred forty thousand dollars (\$540,000) for Phase 2 as-needed technical and project management services for a Second Generation Early Warning System for the Oakland Police Department (the "IPAS2 project"). Funding previously approved – IPAS Phase 1 Coding Block General Purpose Fund (1010), ITD (Organization 46241), Contract (Account 54919), Project (P467910) and Program (PS01).

FURTHER RESOLVED, that the agreement shall be reviewed and approved by the City Attorney and placed on file in the Office of the City Clerk.

IN COUNCIL, OAKLAND, CALIFORNIA, _____, 20_____

PASSED BY THE FOLLOWING VOTE:

AYES – BROOKS, GALLO, GIBSON MCELHANEY, KALB, KAPLAN, REID, SCHAAF, AND PRESIDENT KERNIGHAN

NOES-

ABSENT

ABSTENTION-

ATTEST: _____

LaTonda Simmons
City Clerk and Clerk of the
Council of the City of Oakland, California

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OCT 14 2014

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Approved as to Form and Legality

City Attorney

OAKLAND CITY COUNCIL

RESOLUTION No. _____ C.M.S.

A RESOLUTION:

1. AWARDING A CONTRACT TO MICROSOFT CORPORATION IN AN AMOUNT OF TWO MILLION TWO HUNDRED THOUSAND DOLLARS (\$2,200,000) FOR THE DESIGN, DEVELOPMENT, AND IMPLEMENTATION OF THE OAKLAND POLICE DEPARTMENT'S SECOND GENERATION EARLY WARNING SYSTEM AND TECHNOLOGY PLATFORM ("IPAS2") PROJECT, AND
2. AUTHORIZING:
 - (A) THE CITY ADMINISTRATOR TO AWARD CONTRACTS UP TO A TOTAL AMOUNT OF ONE MILLION, FORTY-FIVE THOUSAND DOLLARS (\$1,045,000) TO PURCHASE HARDWARE, SOFTWARE AND PROFESSIONAL SERVICES TO BUILD THE IPAS2 PROJECT INFRASTRUCTURE WITHOUT RETURN TO COUNCIL, CONTINGENT ON COUNCIL AUTHORIZATION OF THE APPROPRIATION DESCRIBED BELOW; AND
 - (B) THE APPROPRIATION OF AN ADDITIONAL AMOUNT OF EIGHT HUNDRED AND EIGHTY SEVEN THOUSAND FIVE HUNDRED DOLLARS (\$887,500) TO BE USED TO PURCHASE HARDWARE, SOFTWARE AND PROFESSIONAL SERVICES FOR THE IPAS2 PROJECT; AND
 - (C) WAIVING THE CITY'S ADVERTISING, BID AND REQUEST FOR PROPOSAL (RFP) REQUIREMENTS FOR THE ABOVE PURCHASES, PROVIDED THAT PRIOR TO EXPENDITURE OF ANY FUNDS STAFF WILL AWARD CONTRACTS AND ESTABLISH CONTRACT AMOUNTS FOR THE CONTROLLER'S BUREAU

WHEREAS, the current Early Warning System, IPAS, was developed by the Information Technology Department (hereafter "ITD") for the Oakland Police Department (hereafter "Department") in 2006 and is no longer able to support the needs of the Department. The system has become antiquated and could possibly jeopardize compliance with the Negotiated Settlement Agreement (NSA); and

PUBLIC SAFETY CMTE.

OCT 14 2014

3-2

WHEREAS, implementing a Second Generation Early Warning System and technology platform (hereafter "IPAS2") will provide better efficiencies and reliability for the Department through database consolidation, workflow optimization, and near real-time dissemination of information to supervisors, management, and the appropriate city officials; and

WHEREAS, implementing IPAS2 will allow the Department to maintain compliance with the supervision and management requirements of the NSA; and

WHEREAS, implementing IPAS2 will allow for the Department to implement a single scalable technology that consolidates many silos of information with advanced search capabilities and better collaboration and information sharing within the Department; and

WHEREAS, Microsoft Corporation was selected by a committee including representatives from the Information Technology Department, Oakland Police Department, and Contracts and Compliance via a Request for Proposal process, and was determined to be qualified to create and implement IPAS2; and

WHEREAS, Microsoft Corporation is an information technology industry leader with a proven track record of success in implementing large scale technology solutions for law enforcement agencies; and

WHEREAS, Oakland ITD staff is requesting the Council to authorize the City Administrator to award contracts up to a total amount of one million, forty-five thousand dollars (\$1,045,000) to purchase hardware, software and professional services to build the IPAS2 project infrastructure without return to Council, contingent on Council authorization of the appropriation described below; and

WHEREAS, Oakland ITD staff is also requesting the Council to authorize the appropriation of an additional amount of eight hundred and eighty seven thousand five hundred dollars (\$887,500) to be used to purchase hardware, software and professional services for the IPAS2 project; and

WHEREAS, OMC Title 2, Chapter 2, Article I, Section 2.04.051.A requires staff to conduct a competitive Request for Proposal/Qualification (RFP/Q) selection process for the procurement of professional services; and

WHEREAS, OMC Title 2, Chapter 2, Article I, Section 2.04.050 requires formal advertising and competitive bidding when the City purchases services, supplies or a combination thereof that exceeds \$50,000.00, and

WHEREAS, OMC Title 2, Chapter 2, Article I, Section 2.04.050.I.5 permits the Council to waive formal advertising and competitive bidding upon a finding and determination that it is in the best interests of the City to do so; and

WHEREAS, OMC Title 2, Chapter 2, Article I, Section 2.04.051.B permits the Council to waive the competitive RFP/Q competitive selection requirement upon a finding and determination that it is in the best interests of the City to do so; and

WHEREAS, the City Council finds that the services provided pursuant to the agreement authorized here under are of a professional, scientific, or technical nature and are temporary in nature; and

WHEREAS, the City Council finds that this contract shall not result in the loss of employment or salary by any person having permanent status in the competitive service; now therefore be it

RESOLVED: That the City Council hereby authorizes awarding a contract to Microsoft Corporation in an amount of two million two hundred thousand dollars (\$2,200,000) for the design, development, and implementation of the Oakland Police Department's second generation Early Warning System and technology platform ("IPAS2") project, and be it

FURTHER RESOLVED: That the City Administrator is authorized to award contracts up to a total amount of one million, forty-five thousand dollars (\$1,045,000) to purchase hardware, software and professional services to build the IPAS2 project infrastructure without return to Council, contingent on Council authorization of the appropriation described below; and be it

FURTHER RESOLVED: That the City Council hereby authorizes the appropriation of an additional amount of eight hundred and eighty seven thousand five hundred dollars (\$887,500) to be used to purchase hardware, software and professional services for the IPAS2 project; and be it

FURTHER RESOLVED: That the City Council hereby authorizes waiving the City's advertising, bid and request for proposal (RFP) requirements for the above purchases, provided that prior to expenditure of any funds Staff will award contracts and establish contract amounts for the Controller's Bureau; and be it

FURTHER RESOLVED: That pursuant to OMC Section 2.04.050.I.5 and Section 2.04.051.B, the Council hereby finds and determines that it is in the best interests of the City to waive formal advertising, competitive bidding and the competitive RFP/Q competitive selection requirements for the above purchase expenditures because the City has already established a Master Service Agreement with Microsoft for the licensing of Microsoft products at an already negotiated discount and has already established Hewlett-Packard computer hardware as the City standard; provided that prior to expenditure of any funds staff will award contracts and establish contract amounts for the Controller's Bureau, without return to Council, and be it

FURTHER RESOLVED: That doing so will enable the expeditious completion of this project – a project that is instrumental to satisfying the requirements of the Negotiated Settlement Agreement.

32
PUBLIC SAFETY CMTE.

OCT 14 2014

FURTHER RESOLVED: That the City Administrator is hereby authorized to execute any amendments or modifications to said agreements with the exception of those related to an increase in total compensation or the allocation of additional funds, and provided that such amendments or modifications shall be reviewed by the City Attorney and filed with the City Clerk's Office; and be it

FURTHER RESOLVED: That the agreements shall be reviewed and approved by the City Attorney and place on file in the Office of the City Clerk.

IN COUNCIL, OAKLAND, CALIFORNIA, _____, 20_____

PASSED BY THE FOLLOWING VOTE:

AYES – BROOKS, GALLO, GIBSON MCELHANEY, KALB, KAPLAN, REID, SCHAAF, AND PRESIDENT KERNIGHAN

NOES-

ABSENT-

ABSTENTION-

ATTEST: _____

LaTonda Simmons
City Clerk and Clerk of the
Council of the City of Oakland, California

3-2

PUBLIC SAFETY CMTE.

OCT 14 2014