



Municipality of Anchorage

Austin Quinn-Davidson, Acting Mayor

Purchasing Department

December 15, 2020

REQUEST FOR PROPOSAL

RFP 2020P030

Provide Professional Computer Aided Dispatch and Record Management System

The Municipality of Anchorage is an equal opportunity employer.

Enclosed is pertinent information for use in preparing your proposal.

Pre-Proposal Meeting: **1:30 P.M. Local Time, December 29, 2020 (Call in ONLY at 907-343-6089, phones will open at 1:25 p.m.)**

Questions Due: **5:00 P.M. Local Time, December 31, 2020**

Proposals Due: **5:00 P.M. Local Time, January 19, 2021**

For further information contact Purchasing at (907) 343-4590 or fax (907) 343-4595 or email wwpur@muni.org. All correspondence should include the **RFP** number and title.

FOR AUXILIARY AIDS, SERVICES, OR SPECIAL MODIFICATIONS TO PARTICIPATE PLEASE CONTACT THE PURCHASING DEPARTMENT TO REQUEST REASONABLE ACCOMMODATIONS AT 907-343-4590; FAX 907-343-4595; OR wwpur@muni.org

NOTE: Due to COVID-19, **We are moving to contactless Pre-Bids, Proposal Conferences, Bid Openings, and we will ONLY be accepting electronic submissions of Proposals.** Email to wwpur@muni.org. Please send a follow up email to confirm that the MOA received your proposal. *Note that the date received in the Purchasing Office is the time that governs receipt, so plan accordingly.

The Municipality of Anchorage reserves the right to reject any and all proposals and to waive any informalities in procedures.

Sincerely,

Joel Hayenga
Senior Buyer



REQUEST FOR PROPOSAL

RFP 2020P030

COMPUTER AIDED DISPATCH (CAD)

AND

RECORDS MANAGEMENT SYSTEM (RMS)

APPLICATION SUITE

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SECTION 1 GENERAL INFORMATION

1.1 Purpose

The Anchorage Police Department (hereafter the APD, or Department) is seeking proposals of a Computer Aided Dispatch (CAD) and Records Management System (RMS) application from proposers and to provide an integrated law enforcement technology solution comprised of the following:

- Police Computer Aided Dispatch (CAD) System
- Integrated Field Reporting Module
- Integrated Electronic Citation Module
- Integrated Electronic Collision Module
- Integrated Police Records Management System
- Integrated Property and Evidence Module
- All System Interfaces as Listed in this RFP
- All Required System Hardware and Software
- Installation, Training, Integration, and Data Conversion
- Initial Warranty Services and Pricing for System Maintenance
- Mobile Phone App System
- Integrated RMS Document Imaging System (nice to have)

Additionally, other value-add modules, products and services will be considered. It is the APD's preference to enter into an agreement with a single vendor who can provide the complete range of required and desired modules, along with excellent customer service support. Third party applications for some of the modules will be considered but must be fully disclosed in the RFP response.

The final implementation must either be an on-premise, cloud hosted, or hybrid in an environment that meets the MOA IT standards for cloud hosting. Solutions that propose a cloud for data storage must incorporate all the necessary controls to ensure the confidentiality, integrity, and availability of electronic Protected Personal Information (PPI) is safeguarded. The proposed cloud service provider's solution must reside in a Criminal Justice Information (CJI) Services certified hosted environment. The Proposer's environment must maintain CJI certification for duration of the contract and agree to Attachment F, Municipality of Anchorage Cloud and/or Offsite Hosting Specific Terms and Conditions. APD will consider an on-premise proposal for systems that are typically cloud hosted.

The APD is seeking a response from Proposers who can demonstrate that they possess the organizational, functional, and technical capabilities to perform the services requested. The APD and the Proposers will negotiate a final contract incorporating pertinent portions of the Proposer's response to the RFP, a comprehensive list of all deliverables and services to be performed by the Proposer, applicable documentation, product literature, and pricing information.

The contractual relationship will be premised on the Proposer as the expert. The APD will rely upon the Proposer's expertise to develop, deliver, implement and maintain a solution that fulfills the defined business requirements. The Anchorage Police Department expects all Proposers to exercise the highest degree of integrity in all dealings with their vendors, employees, and the Department.

1.2 Background

The Municipality of Anchorage (MOA), with a population of more than 298,000 is Alaska's largest city. The Anchorage Police service area covers the immediate 100 square miles of the Anchorage bowl. A central 911 dispatch system serves the entire Municipality and coordinates police, fire and emergency medical services (EMS) response to all areas of the Municipality. In a calendar year the Anchorage Police Department responds to over 30,000 requests for service. More details are provided in the tables below.

Anchorage Police Department	
Total Full Time. Employees	592
Maximum police units on-duty, day shift	200 max, 40 average, up to 80 during shift change
Maximum police units on-duty, swing shift	200 max, 40 average, up to 80 during shift change
Maximum police units on-duty graveyard shift	200 max, 40 average, up to 80 during shift change
Number of mobile data computers (MDC)	440
Total calls for service in 2019	260,303
Electronic reader boards	4
Police Communications Center	
Supervisors (authorized)	7
Dispatchers	47
Call Takers	6
Number of Workstations	18
Number of Training Workstations	0
Number of remote dispatch locations	1
Number of workstations in the Emergency Operations Center (EOC)	12
Workstations in mobile command vehicle	8
Workstations in Command Staff office	1
Police Records Division	

Number of workstations in Records Division	18
Number of workstations outside of Records Division	14
Police Department-wide query via a web browser	~200
Number of Classifiers	8
Property and Evidence Management	
Bar Code Scanners	13
Manager and Supervisors	3
Technicians and Clerks	10
Workstations in main P&E Warehouse	14
Workstations at remote P&E Warehouses	3

The APD and the Anchorage Fire/EMS Department (AFD) have separate, physical dispatch centers and utilize different CAD dispatch software. A central 911 Public Safety Answering Point (PSAP) is physically located at the Anchorage Police Dispatch Center. The APD Dispatch is the PSAP for 911, and all Fire/EMS calls are forwarded from the PSAP to the AFD Dispatch Center for response and resolution.

Technology

The APD Data Systems team is responsible for the 24/7/365 technology operations for the Anchorage Police Department. The seven person IT Team supports approximately 592 users, 950 deployed computers that include 440 Mobile Data Computers (MDC) and 30 Computer Aided Dispatch (CAD) workstations. Servers, core networking and infrastructure storage are centralized at the APD Data Center and the secondary location is the Emergency Operations Center (EOC) located in Anchorage, Alaska.

APD Technology standards are Windows Operating Systems (Server 2016 preference, client Win 10), SQL Server databases (2016 preference), VMware for virtualized infrastructure and NetApp for storage. Infrastructure exists on premise at the APD Data Center and APD relies on Central MOA IT for network and core infrastructure services. APD currently provides in network cellular data access to our field units through NETGEAR mobile routers and AT&T cellular service. A project is currently underway to move this connection to an onboard subscriber identity module (SIM) running in a Panasonic CF-31 or CF-33. Incident data, unit status and location, address and mapping data are key data points delivered to the units in the field. A bidirectional interface with our CAD system (Tiburon, now owned by Central Square Technologies) allow field units and our Dispatch team to closely manage resources and incidents. The routers provide a mobile, private network available in the field units that can be utilized for reporting.

The MOA operates a fully functional Emergency Operations Center (EOC). This location serves as the primary management location for any declared emergency, such as the November 2018 Earthquake. All MOA Departments have team members on the

EOC team when the center is activated. The EOC also serves as the backup 911 Call Center for Dispatch. The MOA's primary PSAP is the Anchorage Police Department and the secondary PSAP is the Anchorage Fire Department, who handle all fire, medical, and hazard calls for service. Both Dispatch Centers can operate at the EOC during an emergency or during required service outages at the main centers. The EOC IT deployment maintains the same APD Technology standards. APD requires a solution for CAD and RMS that provides business continuity during a transition to the EOC.

Business Applications and Interfaces

Various custom and vendor developed interfaces support the required data flow. The list of specific interfaces, including vendor, is available in Attachment D – APD CAD-RMS Interface Matrix. All proposals must address each of the required interfaces.

Geographic Information System (GIS)

The CAD system uses GIS data that is maintained using ESRI (Environmental Systems Research Institute) tools by APD and MOA GIS technical staff. There are conversion and release processes that propagate data to CAD and the mobile devices. The dispatch and mobile operations use GIS data for address verifications and spatial queries in real time to locate critical resources during incidents.

1.3 Questions

Any questions regarding this proposal are to be submitted in writing to:

Purchasing Department
632 W. Sixth Avenue, Suite 520
Anchorage, AK 99501
(907) 343-4590 (phone)
(907) 343-4595 (fax)
wwpur@muni.org (e-mail - preferred method of contact)

For ease of identification please identify the project/title number in the subject line of any correspondence. Purchasing Office hours of operation are: 8:00 am, to noon; 1:00 pm, to 5:00 pm, local time Monday through Friday, excluding Municipal holidays. Due to time constraints on this project, all questions regarding the scope of work should be received prior to the deadline indicated on the RFP cover letter.

1.4 Preparation Costs

The Municipality shall not be responsible for proposal preparation costs, nor for costs including attorney fees associated with any (administrative, judicial or otherwise) challenge to the determination of the highest ranked Proposer and/or award of contract

and/or rejection of proposal. By submitting a proposal each proposer agrees to be bound in this respect and waives all claims to such costs and fees.

SECTION 2 RULES GOVERNING COMPETITION

2.1 Examination of Proposals

Proposers should carefully examine the entire RFP and any addenda thereto, and all related materials and data referenced in the RFP. Proposers should become fully aware of the nature of the work and the conditions likely to be encountered in performing the work.

The proposer shall examine carefully the site of the proposed work and the bidding documents before submitting a proposal. The submission of a proposal shall be an admission that the proposer has made such examination and is satisfied as to the conditions to be encountered in performing the work and as to the requirements and accuracy of the bidding documents. The proposer further declares that the amount(s) bid is for the total work as contained in the contract documents.

The Municipality assumes no responsibility for any understanding or representations concerning conditions made by any of its officers, agents, or employees prior to the execution of the contract, unless such understanding or representations are expressly stated in the bidding documents or addenda.

2.2 Proposal Acceptance Period

All offers must be complete and irrevocable for 120 calendar days following the submission date.

2.3 Confidentiality

The content of all proposals will be kept confidential until the selection of the Contractor is publicly announced. At that time the selected proposal is open for review. After the award of the Contract, all proposals will then become public information.

2.4 Proposal Format

Proposals are to be prepared in such a way as to provide a straightforward, concise delineation of the proposer's capabilities to satisfy the requirements of this RFP. Emphasis should be concentrated on:

- 1) Conformance to the RFP instructions;
- 2) Responsiveness to the RFP requirements;
- 3) Completeness and clarity of content.

The Request for Proposal (RFP) Number, and Title of the project should appear on the cover of each proposal. The proposal should address the Consultant's capabilities for performing all aspects of the project development process while presenting specific project information and substantiating the Consultant's methodologies and approach for completing the work requested.

2.5 Signature Requirements

All proposals must be signed. A proposal may be signed by an officer or other agent of a corporate vendor, if authorized to sign contracts on its behalf; a member of a partnership; the owner of a privately-owned vendor; or other agent if properly authorized by a power of attorney or equivalent document. Signature on the "Letter of Transmittal" (See paragraph 4) will meet this requirement.

Failure to sign the Proposals is grounds for rejection. The name and title of the individual(s) signing the proposal must be clearly shown immediately below the signature.

2.6 Proposal Submission

We are moving to contactless Pre-Bids, Proposal Conferences, Bid Openings, and we will ONLY be accepting electronic submissions of Proposals.

Proposals must be e-mailed to: wwpur@muni.org

NOTE: Due to COVID-19, We are moving to contactless Pre-Bids, Proposal Conferences, Bid Openings, and we will ONLY be accepting electronic submissions of Proposals. Email to wwpur@muni.org. Please send a follow up email to confirm the that the MOA received your proposal. *Note that the date received in the Purchasing Office is the time that governs receipt, so plan accordingly.

2.7 News Releases

News releases by or on the behalf of any Proposer pertaining to the award resulting from the RFP shall not be made without prior written approval of the Municipal Purchasing Officer.

2.8 Disposition of Proposals

All materials submitted in response to this RFP will become the property of the Municipality of Anchorage. One copy shall be retained for the official files of the Purchasing Department and will become public record after award of the Contract.

2.9 Oral Change/Interpretation

No oral change or interpretation of any provision contained in this RFP is valid whether issued at a pre-proposal conference or otherwise. Written addenda will be issued when changes, clarifications, or amendments to proposal documents are deemed necessary by the Municipality.

Proposers shall notify the Purchasing Officer promptly of any error, omission, or inconsistency that may be discovered during the examination of the bidding documents and the proposed contract locations. Requests from proposers for interpretation or clarification of the bidding documents shall be made in writing to the Purchasing Officer and shall arrive at least seven (7) working days prior to the date for opening proposals. Oral Questions may be presented at a pre-proposal conference if one is provided for in the Bidding Documents. Interpretations, corrections, or changes, if any, to the bidding documents shall be made by Addendum. Proposers shall not rely upon interpretations, corrections, and changes made in any other manner, including orally at the pre-proposal conference. Interpretations, corrections, and changes shall not be binding unless included in the Addendum.

2.10 Modification/Withdrawal of Proposals

A Proposer may withdraw a proposal at any time prior to the final submission date by sending written notification of its withdrawal, signed by an agent authorized to represent the agency. The Proposer may thereafter submit a new proposal prior to the final submission date; or submit written modification or addition to a proposal prior to the final submission date. Modifications offered in any other manner, oral or written will not be considered. A final proposal cannot be changed or withdrawn after the time designated for receipt, except for modifications requested by the Municipality after the date of receipt and following oral presentations, if required.

2.11 Late Submissions

PROPOSALS NOT RECEIVED PRIOR TO THE DATE AND TIME SPECIFIED IN THE COVER LETTER WILL NOT BE CONSIDERED AND WILL BE RETURNED UNOPENED AFTER RECOMMENDATION OF AWARD. THE PROPOSALS MUST BE RECEIVED AT THE LOCATION SPECIFIED. IF BY EMAIL, THE DATE STAMP IN THE PURCHASING OFFICE IS THE TIME RECEIVED AND GOVERNS.

2.12 Rejection of Proposals

The Municipality of Anchorage reserves the right to reject any or all proposals if determined to be in the best interest of the Municipality.

2.13 Equal Employment Opportunity Special Provisions Contract Compliance Specifications Requirements

2.13.1 Every municipal contract shall include language substantially the same as the following: “The contractor will not discriminate against any employee or applicant for employment because of race, color, religion, national origin, ancestry, age, sex, sexual orientation, gender identity, marital status, or physical or mental disability. The contract will comply with all laws concerning the prohibition of discrimination including, but not limited to, Title 5 and Title 7 of the Anchorage Municipal Code”.

2.13.2 Every municipal contract shall state, in all solicitations or advertisements for employees to work under the contract, that all qualified applicants will receive consideration for employment without regard to race, color, religion, national origin, ancestry, age, sex, sexual orientation, gender identity, marital status, or physical or mental disability.

SECTION 3 SCOPE OF WORK

The APD is soliciting proposals from qualified vendors to provide computer aided dispatch and records management and reporting systems that address incident reporting and improves operational response throughout the organization while fully supporting all interfaces listed in Attachment D. The selected solution must meet all industry and governmental standards in effect at time of contract signing including standards or requirements set by, but not limited to CJI, National Incident-Based Reporting System (NIBRS), and municipal and state codes. The vendor will also coordinate with APD for future updates as required.

The Proposer’s scope of work response is expected to:

- Deliver a complete CAD and RMS system(s) that meets or exceeds the requirements described in this RFP.
- Provide a clear, detailed implementation/project management plan that defines tasks, deliverables, implementation dates, and assigns costs to deliverables on a one-to-one basis.
- Detail the specification and deployment model for both on premise and, or cloud/hosted solutions and identifying all hardware, software, bandwidth costs for the proposed solution.
- Develop, configure, test and implement all associated interfaces identified in this RFP.
- Deliver a data conversion and migration proposal that includes a data conversion and migration strategy and estimated cost.
- Deliver and execute a test plan identified in this RFP to Department users on all implemented solutions.

- Deliver training and training documentation identified in this RFP.
- Provide a 24/7/365 on-going technical support solution.
- Provide a detailed post go live maintenance contract agreement and associated cost.
- If applicable provide sample Service Level Agreement(s).
- Detail of plans for subcontracting work, including work function/area to be subcontracted, estimated # hours work, and subcontractor information.
- Complete the RFP Cost Worksheet and supply a budget narrative detailing all relevant costs associated with product purchase, equipment purchase, implementation and maintenance by project, etc.
- Adhere to all MOA policies and procedures in this RFP.

3.1 Project Approach

The APD project team will work closely with the vendor during all phases of system development, including interface development, system testing, and implementation.

3.2 Project Goals and Objectives

- The Department desires to have an integrated suite that will provide users with a single solution that eliminates duplicate data entries, reduces the time to produce National Incident-Based Reporting System (NIBRS) compliant reports, and provides decision makers with accurate data upon which to make operational decisions.
- Streamline business processes eliminating redundant data entry.
- Ease of use by staff with varying levels of computer proficiency.
- A software company with a proven track record and a solid implementation plan.
- Data conversion and migration required for the project must be completed in accordance with best practices in the industry and approved by the APD.
- Optimize search and field reporting capabilities.
- Dashboards – produce visual analytic tools such as graphs, gauges, meters, charts, and maps.

- Provide flexible reporting capabilities to extract and/or create ad hoc reports.
- Ability to share data with other government entities such as municipal prosecutors and district attorneys.
- The solution should be an integrated, web-enabled, flexible and fully functional incident reporting system.
- Criminal Justice Information Services (CJIS) compliance for data transmission and storage.
- Cloud service resides in a CJI certified hosted environment.
- Provide a solution that meets requirements for all APD interfaces identified in the Interface Matrix.
- Provides implementation, configuration, testing, and training services identified in this RFP.
- Other value-add modules, products or services may be proposed and considered. Proposer must provide information for value added services or discounts above those specifically requested in this RFP. To be considered value added, proposals should increase services offered to the MOA, APD at no cost or at significantly lower cost, and/or lower the overall cost for MOA, APD's current requirements, or leverage core functions in a price efficient manner to significantly improve services or performance. Proposers should describe and/ or demonstrate how their proposal increases service and lowers overall cost of APD's current requirements and/or provides efficiencies.

3.3 Functional & Technical Requirements

Proposers are required to respond to each requirement listed in Attachment A, B, and C. Proposers must use the format provided and add explanatory details as necessary.

3.4 Application Software and Computer Environment

3.4.1 Product Description and Features

Provide the following information for the proposed system:

- Name of product
- Description of Product
- Latest Version of Product
- Data Flow/Architecture Diagrams

3.4.2 Software and Hardware Requirements

The Proposer should supply software for the enterprise users that will access the system. The system should be compatible with the following APD IT standards:

- Server Operating System – Windows Server 2016 or newer
- Client Operating System – Windows 10
- Database – SQL Server 2016 or newer
- The software should meet the functional and technical requirements outlined in the vendor response to the system requirements listed in Attachment A & B of this RFP.

3.4.3 Onsite Software and hardware Purchase Requirements

- The proposal must describe any additional, on-site hardware and/or software elements required for the application to function.

3.4.4 Infrastructure

- The Proposer should supply software that adheres to the APD IT standard of virtualization. The system should support VMWare virtualization including database deployment.
- The Proposer should provide a system architecture diagram to include hosting and database information.

3.4.5 MOA Technology Policy

- Proposer should review and be willing to abide by the MOA Cloud and Offsite Hosting Terms and Conditions (Attachment F) & Procedure 28-9 Business Use and Access Control (Attachment G).

3.4.6 Cloud and Offsite Hosting Solutions

- The vendor and proposed cloud service provider(s) must provide a CJI and FedRAMP (Federal Risk and Authorization Management Program) compliant environment. The proposer must conduct a comprehensive risk assessment before any data is uploaded to the cloud. Any risks identified must be managed and policies and procedures developed and documented. The platform must record logs of all activity, including successful and failed access attempts. The APD expects single sign-on controls, two factor authentication, automatic logoff, secure passwords, and documented procedures will be implemented.
- The proposer must include an explanation of bandwidth requirements and how the solution handles increased data traffic between the APD

network and the cloud/hosted infrastructure. Include the estimated cost in Attachment E, Cost Worksheet for a dedicated private line and any other costs associated with the solution that is required for connectivity between the APD network and the cloud/hosted infrastructure.

- Cost for proposed cloud and/or offsite hosting solutions must be fully disclosed. Costs for application upgrades, configuration modifications, and additional functionality must be disclosed.
- The MOA Cloud and/or Offsite Hosting Specific Terms and Conditions will become part of the final contract. Terms and conditions are mandatory for every engagement. Exceptions will be considered non-compliant and non-responsive. (see Attachment F)

3.5 Interface Capabilities

APD requires the proposed system can query, add, or modify information stored in various third-party RMS systems employed by the APD, partner jurisdictions and the APD's Geographic Information System (GIS). APD also expects that an Application Programming Interface (API) be provided for use in APD developed interfaces.

The Proposer must include the following information for each interface listed in Attachment D.

- methodology that will be employed
- functionality and features
- technical specifications
- experience with the interfaces
- performance specifications
- error checking capabilities
- testing strategy
- mapping tables

Proposers must indicate if they provide an interface writing/mapping tool and include it as an optional service in their proposed solution. All associated cost shall be included in Attachment E, Cost Worksheet.

Proposers must provide a list of interfaces it has developed and implemented for other public sectors and are available for the proposed RMS systems that can integrate with other APD applications including but not limited to, TeleStaff Rostering, timekeeping

and inspection applications. Proposers must state their ability and proposed approach to interfacing the applications.

Proposers must provide an hourly rate for any custom interface development in Attachment E, Cost Worksheet.

3.6 Data Conversion and Migration

APD expects a quote for data conversion and migration services on an hourly rate. The bulk of APD data to be converted and migrated resides in Tiburon, an Oracle database.

3.7 Reporting

The Proposer will work with the APD and the State of Alaska to deploy the latest version of the NIBRS data requirements and interfaces. The new process shall be automated and also provide the APD Staff the ability to submit data manually as needed.

- **Reporting**

The proposer shall provide a web-based, robust reporting and analytics tool, with pre-built reports, as well as easily customized reports that can be run by multiple users within the department.

Working with APD the selected vendor must configure, customize and test with APD personnel. Proposer is encouraged to provide a fix cost on the minimum report requirements and provide an additional cost for professional services “as needed” for additional report development. All costs related to reporting must be disclosed in Attachment E, Cost Worksheet.

The proposer shall create a training plan that meets the requirements for APD users to design and generate custom reports. APD prefers systems that utilize Structured Query Language (SQL) Server Reporting Services infrastructure.

- **Dashboard Tools**

The APD seeks a dashboard tool to share data with field users, executive staff, and community leaders.

- **Quality Assurance/Quality Improvement Report Writing**

The Proposer will have an integrated report writing tool. Describe how the report writing tool works and how many built-in reports are included vs. available, ability to customize, save, share reports and results with others.

The APD seeks a Quality Assurance/Quality improvement tool that is configurable and allows supervisors and clinical reviewers to review records,

provide feedback and facilitate collaborative dissemination of performance feedback and other relevant information.

In addition, APD requires an hourly rate for professional services for custom reports not included in the implementation plan. For cloud hosted solutions, APD requires SQL Management database access for custom report development as well as authority to publish APD authored custom reports in the cloud environment. For cloud hosted solutions, APD expects an established process for populating data into the APD data center locally hosted reporting infrastructure. Add the hourly rate for custom report development to Attachment E, Cost Worksheet.

3.8 Security Requirements

Encryption and Physical Security Requirements

The new system will:

- Incorporate data encryption methods, as appropriate, that meet or exceed all CJIS and other legal requirements for CJI data, transfer, access, and audit.
- Provide detailed information about system CJIS compliance and available tools for providing required data for CJIS audits.
- Utilize or incorporate one or more of these, or other approved data encryption technologies: RSA, AES, or FIPS 140-2.
- Provide encryption for emails generated from the system in certain scenarios.
- Provide details of the security environment used in the vendors solution
- Provide details of the proposed system's security features, including a description of the number and levels of security access allowed within the system, and any audit functions built into the system to track user activity and access.
- The proposed system must meet MOA IT security standards by either being an on-premise implementation OR a cloud service hosted in a CJI certified hosted environment. APD infrastructure will be used for on-premise implementations, provided that it meets the vendor system specifications.
- Adhere to MOA terms and policies to include:
 - MOA Cloud and/or Offsite Hosting Specific Terms and Conditions (Attachment F)
 - MOA Policy and Procedures 28-9 Business Use and Access Control (Attachment G)

3.9 Project Kick-Off, Staffing, and Project Management

Upon contract award, the Vendor's project team and the APD's project team will conduct a kick-off meeting with all associated personnel to discuss the timeline for systems implementation (as defined in the contract), the objectives and scope of the proposed project and resource and scheduling requirements for the Vendor and APD.

The successful Proposer must assign a Project Manager for the complete project who will be responsible for planning and executing all professional services provided by the successful Proposer. The APD will provide a Project Manager for the duration of the implementation project. The successful Proposer's Project Manager will work closely with the APD's Project Manager and other designated APD representatives to ensure coordination of all project activities. All communications between the APD and the successful Proposer shall be coordinated through their respective Project Managers. In addition, the successful Proposer is expected to name a senior manager as Executive Sponsor for the project. This individual shall provide executive oversight to the Proposer's work on this project and resolve any issues that may arise that cannot be resolved through working with the designated Project Manager. The APD will also designate an Executive Sponsor for the implementation.

APD uses the Project Management Book of Knowledge (PMBOK) as a guide for implementation. Proposer must provide a detailed draft project schedule in Microsoft Project format that identifies project phases along with tasks corresponding with their proposed duration, project milestones and deliverable submittals. The schedule should show the dependencies, relationships and timing of each task relative to the other tasks. The schedule should identify staff who will be located on APD premises during major phases of the project.

The Proposer's Project Manager assigned to the MOA contract must be able to work and respond to the APD's Project Manager during normal business hours, Monday through Friday, 8:00am – 5:00pm, Alaska Time (AT). The Proposer must field communication through phone or email and provide a point of contact for addressing emergencies outside the hours of 8:00 a.m. to 5:00 p.m. (AT).

The Proposer's key personnel, including the Project Manager and any technical lead(s) shall not be removed without prior written approval by the APD's Project Manager and a replacement is mutually agreed upon.

Proposer's staff assigned to work on-site and all staff having access to the APD confidential or sensitive public safety information, to include VPN access, must pass a criminal history check conducted by the MOA prior to contract award, at the Proposer's expense. The Proposer must pre-arrange criminal history check appointments with the MOA.

The Proposer and staff must sign all non-disclosure and/or data security agreements. This includes all staff who will have access to the APD's confidential or sensitive public safety information, to include VPN access.

3.10 Business Process Review

Business Process and Document Review

The selected vendor will perform an assessment of the existing business processes with APD through review of existing associated forms, documents and reports. The purpose of this task will be to familiarize the vendor with the needs and expectations of APD primary users. This task will require on-site meetings with APD staff participants, who will provide copies of relevant documentation to the selected vendor.

Business Process Assessment and Workflow Analysis

An analysis will be performed by the vendor in which APD's needs and existing work processes will be compared to the standard offering of the vendor's solution set. The selected vendor will be asked to review APD's business processes and compare them to the software workflows to propose business process improvements. The deliverables for this task will include a design review document identifying specific APD business processes that will require alterations to make best use of the software's functionality as well as any configuration and/or customization that is recommended or required as part of the software implementation. Conversely, any work process reengineering will be identified in this deliverable, as well. The design review, work plan, and any business process flow diagrams will be updated based upon the results of this analysis.

3.11 Hardware Certification and Approval

As a next step the Vendor shall review any hardware, software or communication requirements that needs to be addressed by the APD. The purpose of this step is to ensure that all components and services provided by the vendor will be easily administered within the Municipality.

3.12 Implementation

The selected vendor will work with APD information systems staff to install and set up all hardware and software components and configure the database and servers as necessary to support the software both for testing and when the system is accepted by APD for production. APD has a robust infrastructure in place and reserves the right to deploy infrastructure within the existing environment if technical requirements from the vendor are satisfied. During the Implementation phase, as-built system architecture and data flow diagrams together with technical and functional specification documents will be finalized.

3.13 Testing

- Test Plan - The selected proposer will work with APD to develop a test plan to determine if the system meets all functional and technical requirements. Testing will be conducted for all standard functionality provided in the core software product and any modules purchased by APD, as well as for any functions that are configured and/or customized for APD. Proposer must match each functional requirement list in this RFP. Testing will be performed by the vendor and APD project staff. The system will not be considered for a production release until APD is satisfied that all issues identified during the testing process have been resolved.
- Test Scripts - The Proposer shall work with the APD to create test scripts. The test scripts may incorporate one or more of the functions into an individual test. The Proposer must document all test results and provide a written report to the APD Project Manager. The Proposer shall be responsible for resolving all functionality test failures to ensure the system performs as designed by the manufacturer; and approved by the APD.
- Interface Testing - The Proposer must test each interface to confirm it meets the manufacturer's design specifications. The Proposer must report the results of all interface tests in writing to the APD Project Manager. The Proposer shall be responsible for resolving all interface test failures to ensure the system performs as designed by the manufacturer; and approved by the APD.
- Integration Testing - After the Proposer has implemented all modules and Interfaces, the Proposer and APD Staff shall test all systems together. The Proposer must track, and report results of all integration tests in writing to the APD Project Manager. The Proposer shall be responsible for resolving all integration test failures to ensure the system performs as designed by the manufacturer; and approved by the APD.
- Stress Testing - The Proposer shall conduct a system stress test once integration testing is completed. The Proposer must ensure the stress test demonstrates the system's ability to operate under a maximum load. The Proposer must report the results of all stress tests in writing to the APD Project Manager. The Proposer shall be responsible for resolving all stress test failures to ensure the system performs as designed by the manufacturer; and approved by the APD.
- Performance Testing – The Proposer shall conduct a thorough testing on the application utilizing multiple scenarios, as defined by APD. APD expects that tests should include workstations clients and mobile clients using a variety of cellular carriers in a set of disparate physical locations. An application performance baseline will be established as a result of these tests and be included in the Service Level Agreement (SLA) agreement.

3.14 Training

- The selected proposer will provide training to APD staff. It is expected that the selected vendor will provide, at a minimum, both system administration training and end-user training for all identified system end-users.
- Training should include overviews as well as detailed hands on training. This training should be led by a qualified software trainer. Submittal of a training plan is required as part of the RFP. If other training methods such as web based or computer-based training are available, this should be indicated in the response to this RFP.
- Training shall be in accordance with the pre-approved plan submitted to and accepted by APD. Training shall be considered complete when all applicable topics in the training plan have been covered and competency of trained individuals has been established.
- The selected vendor will provide documentation for end users to support training and regular system use. It is desirable that this documentation is available in a searchable and editable electronic format. Technical documentation should be provided for use by APD data systems staff who will support the application in production.
- The vendor shall also provide comprehensive user manuals documenting all operations of the software and shall include sample reports, screen illustrations and instructions, and detailed step-by-step training materials to teach non-technical operations and administrative personnel how to use the application in relation to their assigned business processes.

3.15 Cutover and Acceptance

Once all systems have been validated as ready for production, the vendor and APD project managers shall establish a date for cutover to new operations. The vendor's project manager shall ensure that adequate technical and operational resources are available to assist during the cutover phase. Personnel shall be available 24/7/365 to ensure uninterrupted operations.

Acceptance Phase

Once the APD has successfully cutover and relies completely on the new systems for daily operational use. The APD shall begin acceptance testing within thirty (30) days. The acceptance testing phase shall last for 45 days or a mutually agree upon timeline between the APD project manager and the Vendor's project manager. The purpose of the acceptance test is to ensure that the applications provided by the vendor meets the functional, performance and reliability standards jointly determined during the design review and development and Acceptance Testing Plan.

3.16 Support and Maintenance

The Proposer shall submit its software maintenance and support plan, which must address the tasks required in the scope of services and include the following components:

- Procedures to resolve critical system issues.
- Backup and Recovery procedures and responsibilities.
- Emergency and 24/7/365 support options available.
- Policy regarding future enhancements and upgrades.
- Frequency of software updates and new software releases (i.e., patches and major revision levels) for the solution.
- Anticipated life cycle of the software being proposed.
- Availability of tiered support options to handle potential escalations.
- A description of extended agreements if they are available.
- Hourly cost for on-site support that may be required.
- Description of periods of scheduled maintenance and system availability during such scheduled maintenance periods.
- The Proposer must include a copy of their annual maintenance agreement in the Proposal and provide annual pricing as requested in the Cost Worksheet.

If the proposed solution is cloud hosted, the proposer must provide detailed information about which services the vendor will perform and which services APD will perform. For example, APD expects a high-level task breakdown that delineates typical system maintenance activities, such as operating system and application updates, application configuration updates, system backups and recovery. APD also requires a proposal for APD IT staff level of system access in the cloud environment.

3.17 Service Level Agreements

Proposer shall provide documentation of extremely responsive Service Level Agreements (SLAs) that would ensure emergency communications operational continuity for the APD. Proposers should address their guaranteed operational system uptime, unaffected by any maintenance downtime, and whether a 99.995% or higher annual threshold will be attained. This should include 24/7/365 all other standard SLAs provided for the proposed solution and any support services proposed. For each SLA, identify how you triage and include response times. Any variance in SLA levels between technical teams that may be responding to a critical issue (interfaces or

database for example) must be included or APD will hold all critical issue responses to the same standard.

3.18 Final Approval

The selected system will not be considered for a production release until APD is satisfied that all issues identified during the testing process have been resolved and that the final product has been accepted and all applicable users have completed training. APD will supply a formal written acceptance.

SECTION 4 PROPOSAL AND SUBMISSION REQUIREMENTS

To achieve a uniform review process and obtain the maximum degree of comparability, it is required that the proposals be organized in the manner specified below. Proposals shall not exceed **thirty-five (35) pages** (using Arial, 12 pt. font size) in length (excluding letter of transmittal, resumes, title page(s), index/table of contents, attachments, or dividers). Excess pages will be removed prior to evaluation, which could result in incomplete responses and resultant lower scores. One page shall be interpreted as one side of single lined, typed, 8 1/2" X 11", piece of paper.

4.1 Title Page

Show the RFP number and subject, the name of your firm, address, telephone number(s), name of contact person, and date.

4.2 Table of Contents

Clearly identify the materials by section and page number.

4.3 Letter of Transmittal

- 4.3.1 Briefly state your firm's understanding of the services to be performed and make a positive commitment to provide the services as specified.
- 4.3.2 Give the name(s) of the person(s) who are authorized to make representations for your firm, their titles, address, and telephone numbers.
- 4.3.3 Provide a statement that your firm is compliant with the requirements of Section 2.13 Equal Employment Opportunity Contract Compliance.
- 4.3.4 The letter must be signed by a corporate officer or other individual who has the authority to bind the firm.

4.4 Evaluation Criteria Information

Proposers must restate in writing the below section number and text for each section, then provide a written response. Proposals will be evaluated on completeness and responsiveness to RFP requirements.

4.4.1 Project Approach

- Describe the proposed approach for installation, configuration and project management services to include the following:
 - Project Kick-off, Staffing, Project Management
 - Business Process Review
 - Hardware Certification and Approval
 - Implementation
 - Testing
 - Training
 - Cutover and Acceptance
 - Support and Maintenance
 - Service Level Agreements
 - Final Approval

- Describe processes to be used for communication, problem and issue, and configuration/release management.

- Confirm and explain the plan for assignment of a project manager and roles, assignment duration and availability for project and emergencies as required by this RFP.

- Describe detailed information on the background of the Project Manager, length of time with the organization and relevant experience. Provide resume.

- Describe detailed information on the background of the planned Executive Sponsor, length of time with the organization and relevant experience. Provide resume.

4.4.2 Ability to Perform

Provide information and documentation regarding organizational qualifications and experience including:

- Company Name, Address, State and Country.

- Contact Name, telephone number, email Addresses.

- Business location nearest to Anchorage.
- Number of years the company has been in business.
- Describe the company business structure and provide a visual flow chart of the organization. Include number of staff/position roles including staff who would provide services to the MOA, and length of time with the company.
- Most recent audited financial statements (include in an appendix).

Vendors must demonstrate proven knowledge and experience supplying the proposed solution:

- Provide a list of projects that demonstrate experience and knowledge in projects similar to the one requested by this RFP. Please include the project name, contract amount, summary of elements implemented, proposed completion date, actual completion date, software used, and location of the projects.
- From the list of projects listed above, identify three (3) CAD/RMS installation projects that represent or closely reflect the project specified herein and provide a brief description. Provide key contact information of individuals who are knowledgeable about the project and its implementation.
- In addition, Proposers should describe their experience and expertise in all areas of implementation service delivery, including business requirements development and system configuration, training, deployment, etc.
- Provide a complete list of current customers, services provided and duration of contract.
- Identify at least three (3) references for which your firm has provided the same or similar services to include interface deployments. Include a point of contact, telephone number, and a brief description of the services provided.
- Detail the planned role/provision of services of each member of contractor's project team as shown in the Organizational Chart and note if worker is remote. Include each member's total involvement in the APD project expressed as estimated total # work hours. To help demonstrate contractor commitments and work distribution, also show

total # work hours that contractor is anticipating from APD personnel, expressed as total # work hours per APD member of the project.

- Include resumes for all roles the vendor will provide as established in the organizational chart and involved in the APD project. Resumes should include the number of years with the company, similar experience, implementation project experience, Oracle or SQL Server experience, data conversion experience and any pertinent certifications. Provide evidence that your staff includes more than one person with applicable experience. Provide Resumes.
- Describe the firm's location where the primary services are to be provided, explain the ability and availability to meet in person with APD personnel when required during the performance of the contract, explain the availability of contractor to provide on-site and telephone resources, including availability during the MOA work hours in Alaska.
- Explain the planned use of subcontractors for any part of the vendor's performance hereunder, state the total percentage of work and work function/area to be subcontracted, identify each subcontractor by name, address and telephone numbers.

4.4.3 Functional Capabilities

Provide detailed information on the product's functional capabilities in meeting the requirements identified in Appendices A, B, and C; include Data Flow/Architecture and Systems Diagrams, Interface Capabilities, Data Conversion and Migration, Reporting, Security Requirements.

4.4.4 Cost Worksheet

- For ease of comparing costs between vendors, Proposer's cost proposals must be fully documented and disclosed in Attachment E, Cost Worksheet. **Pay particular attention to using the correct tab -- costs for on premise solutions and hosted solutions.**
- Core Requirement VS Optional Elements: All vendors must also ensure all costs associated with required CORE SYSTEM and features are included in the core function section and cost totals. Listed separately are the OPTIONAL features and costs, included in that named section.
- Proposers must also provide a budget narrative stating line # and brief explanation for the cost; this will help provide clarifications of costs and what is being covered. Provide any additional details as necessary to fully explain the cost proposal and highlight any costs that do not fit

cleanly into the Cost Worksheet. Proposers shall submit a detailed outline of all project costs including, but not limited to, software licensing, maintenance, subscription services, implementation services, required or optional hardware and maintenance, and any other necessary integrations, services or fees.

- Proposers are encouraged to include optional product features, value added and/or innovations that are available, such as opioid-related tools, personnel management tools, mapping, non-emergent patient care documentation, case management, and inventory management tools.
- Be sure to explain the method of billing and hourly rates for professional services additional or custom development/programming work and report building. Include sample invoices to show the method of billing for a sample project.
- Vendors who propose a cloud, offsite hosting, or hybrid solution are encouraged to complete two (2) Cost Worksheets, i.e. one for the cloud/offsite/hybrid solution and one for an on-premise solution. If submitting two Cost Worksheets, ensure response describing Functional Capabilities includes explanation of any differences in functionality between Cloud and on-premise product.
- All proposed CORE SERVICES costs (excluding optional costs) must be a fixed price and in writing. Costs must reflect all discounts and cost reductions based on multiple licenses/sites or other considerations. The APD anticipates awarding a contract and issuing a Notice-to-Proceed to the selected Vendor under this RFP for a firm, fixed price with payments made on a milestone basis.

4.5 Licenses

Proposer must submit a copy of current business licenses or permits that are applicable with their proposal when requested.

SECTION 5 EVALUATION CRITERIA AND PROCESS

5.1 Criteria

Evaluation of the proposals will be based on a competitive selection process, in which the evaluation of proposals will not be limited to price alone. The capability of the proposer to satisfy the City requirements identified in the Scope of Services, and the experience of the proposer in providing services of this type, size and scope will also be

considered in the selection. A minimum of five (5) years of experience providing similar services is required.

This RFP has been structured to provide specific requirements which function as a standardized framework for the evaluation of a prospective consultant's qualifications.

The City, in consultation with the selection panel, reserves the right to reject any and all proposals. The selection panel will grade and score responsive proposals with the following criteria and weights:

No.	Evaluation Criteria	Score
1.	Project Approach	25 Points
2.	Ability to Perform	25 Points
3.	Functional Capabilities	30 Points
4.	Cost Worksheet	20 Points
Maximum Score		100 Points

5.2 Qualitative Rating Factor

Firms will be ranked using the following qualitative rating factors for each RFP criteria:

- 1.0 Outstanding
- 0.8 Excellent
- 0.6 Good
- 0.4 Fair
- 0.2 Poor
- 0- Unsatisfactory

The rating factor for each criteria category will be multiplied against the points available to determine the total points for that category.

EXAMPLE: For the evaluation of the experience factor if the evaluator feels the response as provided was "Good" they would assign a "qualitative rating factor" of .6 for that criterion. The final score for that criterion would be determined by multiplying the qualitative rating factor of .6 by the maximum points available (30) and the resulting score of 18 would be assigned to the experience factor. This process would be repeated for each criterion.

5.3 Quantitative Evaluation Criterion

The award of the "cost" points will be determined by the calculation shown below. The lowest cost proposal will receive the maximum number of points awarded for the "cost" criteria:

$$\frac{\text{Lowest cost proposal} \times \text{Maximum \# points for category}}{\text{Cost of proposal being scored}}$$

5.4 Evaluation Process

A committee of individuals representing the Municipality of Anchorage will perform an evaluation of the proposal(s). The committee will rank the proposal(s) as submitted. The Municipality of Anchorage reserves the right to award a contract solely on the written proposal.

The Municipality also reserves the right to request a practical, live demonstration for the proof-of-concept phase. After the detailed technical evaluation phase, a subset of vendors will be required to demonstrate their solutions using sample data from the APD. All selected vendors for the proof-of-concept phase will be provided with a sample set of data from the APD's source systems within two weeks of the scheduled demonstration date. The proposers will identify the preferred method of data receipt. The APD will have a key contact for any questions relating to the sample data.

A second score sheet will be used to score those firms interviewed. The final selection will be based on the total of all evaluators scores achieved on the second rating. The same categories and point ranges will be used during the second evaluation as for the first. The highest ranked Proposer after the second scoring, if performed, may be invited to enter into final negotiations with the Municipality for the purposes of contract award.

SECTION 6 SELECTION PROCESS

The Proposer with the highest total evaluation points may be invited to enter into contract negotiations with the Municipality of Anchorage. If an agreement cannot be reached, the second highest Proposer may be contacted for negotiations. This process may continue until successful negotiations are achieved. However, the Municipality reserves the right to terminate negotiations with any proposer should it be in the Municipality's best interest. The Municipality of Anchorage reserves the right to reject any and all proposals submitted.

In the event, that oral interviews are requested by the Municipality of Anchorage, the highest ranked proposer after the second scoring, may be invited to enter into final negotiations with the Municipality of Anchorage for the purposes of contract award. This solicitation does not guarantee that a contract will be awarded. This solicitation does not commit the Municipality of Anchorage to pay any costs incurred during proposal preparation, proposal presentation, to return submittals or to select any consultant who responds.

SECTION 7 SAMPLE CONTRACT

In addition to carefully reading all of the information in the RFP, all Proposers must carefully read and review the attached sample contract (Appendix H). The successful Proposer shall be required to enter into a Contract with the Municipality of Anchorage, which will be substantially similar to the sample.

Therefore, the Proposer must make any proposed changes to the sample Contract that the Proposer desires. All changes must be made legibly and conspicuously on and include two copies of changes attached with the Original Proposal. This may be in a sealed envelope if desired. Page(s) on which the change(s) appear must be tabbed as to be easily identified. The Proposer must also provide the rationale for all changes.

IF NO CHANGES ARE MADE, THE PROPOSER SHALL BE DEEMED TO HAVE ACCEPTED THE SAMPLE CONTRACT. IF THE RESPONDENT MAKES CHANGES, SUCH CHANGES WILL BE CONSIDERED IN ANY NEGOTIATIONS WITH THE MUNICIPALITY OF ANCHORAGE. CHANGES MADE TO THE SAMPLE CONTRACT SHALL NOT BE CONSIDERED DURING PROPOSAL EVALUATIONS.

SECTION 8 ATTACHMENTS

- Attachment A – Scored APD CAD and Mobile Specifications
- Attachment B – Scored APD RMS Specifications
- Attachment C – Informational APD CAD-RMS Specifications
- Attachment D – APD CAD-RMS Interface Matrix
- Attachment E – Cost Worksheet
- Attachment F – MOA Cloud and/or Offsite Hosting Terms and Conditions
- Attachment G – MOA Policy & Procedure 28-9 Business Use and Access Control
- Attachment H – Sample Contract