



COUNTY OF SAN MATEO

REQUEST FOR PROPOSALS

FOR

**GAP ANALYSIS FOR REPLACING COMPUTER AIDED
DISPATCH (CAD) SYSTEM
FOR THE OFFICE OF PUBLIC SAFETY COMMUNICATIONS**

RFP #1501

Proposal must be submitted to:

San Mateo County
Office of Public Safety Communications
Jaime D. Young, Director
400 County Center, PSC#100
Redwood City, CA 94063

**By: 8:00 A.M. PDT
June 1, 2015**

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**Request for Proposals for a
Gap Analysis Report on the PSC
Computer-Aided-Dispatch (CAD) System**

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1. Purpose of the Request for Proposal

San Mateo County's Office of Public Safety Communications is seeking to enter into a contract with a consulting firm that can provide detailed analysis of the existing functionality, performance, programming capability and maintenance of the existing CAD system; provide a detailed explanation of features, functionality, capability, local control mechanisms and customization of current market CAD systems, provide a gain and loss report of what would be lost, lost and gained, and gained when replacement occurs, and; estimated procurement costs (range) of a fault tolerant, multi-jurisdictional, multi-class CAD and general requirements of the County's consolidated Emergency 911 Dispatch Center.

1.2 Service Providers

The County welcomes proposals from all qualified vendors. The County, in its sole discretion, may enter into contract with one or more qualified vendor(s).

1.3 Contacts with County Employees

As of the issuance date of this RFP and continuing until the final date for submission of proposals, all Proposers are specifically directed not to hold meetings, conferences or technical discussions with any County employee for purposes of responding to this RFP except as otherwise permitted by this RFP. Any Proposer, who violates this directive in any way, may be disqualified from entering into any contract that may result from this RFP.

2. Background

The County of San Mateo is situated between the metropolitan areas of San Francisco and San Jose, California. The population is 747,000 which occupies approximately 455 square miles of urban, suburban and rural landscape. San Mateo County is part of the San Francisco Bay Area and covers the majority of the San Francisco Peninsula. San Francisco International Airport is located at the northern end of the county, and Silicon Valley begins at the southern end. The county's built-up areas are mostly suburban neighborhoods with some areas being very urban, and are home to several corporate campuses. The County has 16 cities, four towns and approximately 20 unincorporated communities.

The Office of Public Safety Communications facility is located in the basement of the Hall of Justice and Records, located in the County seat of Redwood City, while administrative and systems management offices are located in two separate buildings on the same campus. The Office employs 44 line staff and 14 administrative staff including the Director's Office, Operations Managers, Support Supervisors and administrative personnel. Maximum staffing in the Dispatch Center occupies 14 workstations, where most are occupied 24 hours a day, seven days a week. The Dispatch Center is slated to move to a new facility in October 2017 on the same Government Center campus.

The Center's core services include:

- Primary Public Safety Answering Point (PSAP) serving those 9-1-1 callers who seek assistance from law enforcement agencies contracted with, to include:
 - San Mateo County Sheriff's Office serving the unincorporated areas of the county, and the cities and entities of Half Moon Bay, Millbrae, San Carlos, Portola Valley, Woodside and the countywide Transit Police via contractual agreement.
 - East Palo Alto Police Department
 - Broadmoor Police Department

Calls for fire and/or medical incidents are transferred to PSC for the administration of Medical Priority Dispatch protocols and dispatch to the ambulance contractor (AMR) and the South San Francisco Rescue Ambulances and to all 14 Fire Service Departments/Districts (58 stations). All cities and county are served for the provision of countywide mutual aid communications coordination Law Enforcement and Fire and dispatch services to the countywide Narcotic, Vehicle Theft and Gang Task Forces when in operation.

Provision of part-time and/or "on-call" communications and dispatch services to San Mateo County Departments or Contractors including but not limited to:

- Probation
- Coroner
- Public Works
- Information Services
- Area Office of Emergency Services
- District Attorney
- Superior Court
- Peninsula Humane Society
- Environmental Health
- Parks
- Building Inspector

In addition, the following discretionary services include but are not limited to:

- Provision of emergency direct emergency alarm monitoring for private homes and businesses for a fee
- Custodian of Records and County Master Street and Addresses for State 9-1-1
- Mobile Communications and Field Support for County Sheriff and North Central Regional SWAT Teams
- Special Detail Dispatching ie., Avoid the 23, Transit Night Games
- Support of the Public Safety Paging System
- On-site programming for CAD and Public Safety Systems
- Alternate 911 PSAP for Allied Agencies
- Emergency Back-up for police dispatch centers in the County
- Customer CAD enhancements for customer agencies

All other police agencies in the County either have their own 9-1-1 Dispatch Center or contract for those services, which include:

- Daly City Police
- South San Francisco Police, who also dispatches for Pacifica Police and at night for Colma Police
- Colma (daytime only)
- San Bruno Police
- Burlingame Police
- Hillsborough Police
- San Mateo Police, who also dispatches for Brisbane Police
- Belmont Police
- Foster City Police
- Redwood City Police
- Atherton Police
- Menlo Park Police

The Computer-Aided Dispatch Incident collective call volume for 2014 was 294,232. The breakdown is as follows:

Department of Public Works	4,925
Emergency Medical Services	51,681
Countywide Fire Dispatch	68,467
Broadmoor Police	8,922
East Palo Alto	29,343
Law Mutual Aid	11,603
Sheriff’s unincorporated and contract communities (bayside)	101,423
Gang Task Force	8,081
Transit Police	9,787

PSC operates a Northrop Grumman (NG) Computer Aided Dispatch (CAD) System (formerly PRC). The CAD software has been continually enhanced and hardware replaced since it was first installed in 1992 earning a reputation of high system reliability by having an over 99.99% ‘up’ time per year. The CAD and the County’s Message Switch share the same operating system, which was designed for fault tolerance of each. PSC maintains the hardware and software. The PSC CAD runs the NG client software for Mobile Data which is deployed in the Sheriff’s, East Palo Alto Police, Broadmoor Police, Transit, some fire service and ambulance supervisor vehicles. CAD incident/case data transfers to multiple record management systems including Sunridge Systems, Sunpro, and Fire House. In 2006, PSC upgraded the CAD System hardware and is pending another upgrade by year’s end.

3. Project Description

The County of San Mateo Office of Public Safety Communications is in the pre-planning stages of replacing the CAD. We are seeking the services of qualified firms with experience in

functionality, performance and customization of CAD Systems in a high call volume agency that serves all public safety disciplines to a citizen population of approximately 750,000. PSC is seeking firms who have conducted like gap analyses of similar situated 911 Dispatch Centers, in which results of the analysis identified a thorough understanding of the strengths and weaknesses of the existing PSC CAD from many aspects, including, but not limited to: the dispatch staff, all discipline's field units, administrators of customer agencies, and PSC System Administrators. In addition, the 'gap' must be identified as the current state of user functionality, performance, customizing programming capability, maintenance and cost of said of the existing system. The future state would represent the ideal system for meeting today's standards as compared to common market trends as it pertains to managing multi-jurisdictional, multi-discipline, high volume solutions in a cost effective approach.

Once the gap analysis is complete, a report will be developed identifying if a gap exists in given areas, and all elements that comprise the gap. Based upon the knowledge of *state-of-the-art* solutions, factors responsible for the gap should be identified.

Finally, the consultant shall provide known and/or emerging remedies to bridge the gap between current and desired states. In addition, consultants will provide an estimate range of costs for a CAD replacement, wholesale replacement of mobile client licensing and equipment and associated interfaces between a new CAD and existing public safety software (including existing RMS's in use). A draft report is to be made within six (6) months of a signed agreement along with a presentation to involved stakeholders. After presentation, stakeholder feedback, and needed adjustments are made, a final report will be issued, which will assist in the development of system requirements for eventual CAD replacement.

4. Scope of Services Sought

It is the County's desire to obtain specialized services from a firm that will collaborate with PSC staff, customers and administrators, in developing an analysis that will lay the foundation for a project plan for the existing CAD's replacement. Due to the complexity of emergency communications, the following criteria are desirable of eligible candidates:

- Experience in CAD functionality, its relationship with other public safety equipment and systems,
- Experience with CAD's unique set of requirements that impact the user experience as well as field unit operation
- Experience in the development of requirements documentation, procurement and implementation phases of a CAD replacement project. These criteria are essential to the selection process. The budget for this project will not exceed \$200,000, keeping in mind the County's approach to awarding contracts is in keeping with judicious spending of tax payer dollars. The Gap Analysis Report will:
 - a) Provide a detailed analysis of CAD functionality, capability, and performance
 - b) Provide the nexus of the above rendering to the operations environment and how the existing CAD meets, does not meet or exceeds operational needs

- c) Detail an analysis of the existing CAD's maintenance records and current life expectancy status
 - d) Report all of the above analysis under 'The Current State' portion of the report
 - e) Report, in detail, what users, administrators and relevant stakeholders identify as the future state of a state-of-the-art CAD System and its nexus to the operational environment
 - f) Provide a detailed itemization of the gaps that exists between current and future states
 - g) Report factors responsible for contributing to existing gaps
 - h) Provide recommendations of remedies to gaps identified
 - i) Provide cost estimates of meeting the desired state, including but not limited to wholesale replacement of the current CAD system and components thereof
 - j) Provide a written draft and written final reports.
 - k) A presentation of relevant material to involved stakeholders and County officials
5. Content of Proposal
- a) Name, address, telephone number and principals' and officers' email addresses
 - b) Tax identification number
 - c) Type of organization and organizational structure
 - d) Principals of the firm and the person who will lead the proposed project
 - e) Name, function and qualifications of personnel in the firm contemplated for this project
 - f) A proposed timeline for completion of the project
 - g) A list of similar public safety communications Gap Analysis studies and/or those similar conducted by your firm within the last three to five years
 - h) Three to five references for customers of similar scope and size. At least one reference shall be from a Government Emergency 911 Communications Center Executive. This reference list shall include the following:
 - Agency Name
 - Customer contact – name and title
 - Telephone number
 - Email Address
 - i) Years of experience related to public safety communications center operations who deliver services to all public safety disciplines and the types of CAD systems they operate with
 - j) Hourly rates for project personnel
 - k) Total estimated project cost
6. Timeline
- | | |
|--|----------------|
| a) Release of RFP | April 23, 2015 |
| b) Posting questions period starts | April 30, 2015 |
| c) Deadline for responses to questions | May 11, 2015 |
| d) Proposal Due Date | June 1, 2015 |
| e) Start Review of Proposals | June 10, 2015 |

f) Recommendation to Executive Staff	June 17, 2015
g) Last Date to Submit Protest	5 days from receipt of notice recommendation
h) Determination of Protest	5 days from receipt of protest
i) Award is announced	July 2, 2015
j) Contract Negotiations commences	July 6, 2015
k) Contract Start Date	TBD

7. Evaluation Process

The County is seeking statements of qualifications, experience in CAD upgrade, enhancement and replacement projects and references of other public safety CAD replacement and/or gap analysis projects that have involved their respective firms. Certain criteria will be considered by the Selection Committee in the evaluation of the proposal which will include, but is not limited to:

- a. Project Team – experience and expertise
- b. Project Management/Organization/Longevity
- c. Unique qualifications of your firm for this work
- d. Demonstrated experience in 9-1-1 dispatch operations and its association to CAD Systems

8. Submission Information

Bidders are welcome to inspect the existing 9-1-1 Center, prior to submitting proposal. The County of San Mateo will not reimburse bidders for costs incurred in preparing and delivering a proposal, written report or oral presentation including but not limited to travel and per-diem. The presentation, if coordinated with more than two weeks notice, may be conducted via teleconference.

Proposers are encouraged to submit written questions about this RFP. Questions are to be posted on the PublicPurchase.com website under County of San Mateo between Thursday, April 30, 2015 at 8:00 AM PDT, and no later than Monday, May 11, 2015 at 12:00 P.M. PDT. Questions shall address, Jaime D. Young, (Director, Office of Public Safety Communications). All Answers to questions will be posted on the same website Questions asked after May, 11, 2015 at 12:00 P.M. PDT, will not be considered.

The deadline for submission for e-proposals is on or before June 1, 2015 at 8:00 A.M. PDT. Proposals shall be uploaded to the PublicPurchase.com website. In addition, paper proposals should be received by:

The Office of Public Safety Communications Attn: Jaime D. Young, Director
 County of San Mateo
 455 County Center, PSC#100
 Redwood City, CA 94063

no later than June 4, 2015 at noon.

Any proposals received after the deadline date and time will not be considered. Respondents shall provide eight (8) hard copies of the proposal and one (1) soft copy in pdf format provided on a CD or DVD. Any intent to take exception to any requirements in the request shall require written notification no later than 72 hours prior to deadline for submissions. Proposal must be valid for 120 days from date of submission. The County reserves the right to reject any and all proposals and to elect not to enter into any contract for the services described in the Scope of Work.

The County reserves the right to waive any minor irregularities or informalities in any proposal, and/or to request clarification of information from any applicant.

8.1 Additional Information

If the County determines, at its sole discretion, that additional information is required or desirable beyond that provided in the proposal(s) of any of the Proposer(s), County shall invite the Proposer(s) to make oral and/or written presentations to the Evaluation Committee.

9. General Conditions of Submission

The submitted proposal shall be used to determine the Proposer's capability to render the services requested. The failure of a Proposer to fully comply with the instructions in this RFP may eliminate its proposal from further evaluation. The County reserves the sole right to evaluate the contents of proposals submitted in response to this RFP and to select one or more successful Proposer(s) or none at all. The County reserves the right to waive any requirements of this RFP when it determines that waiving a requirement is in the best interest of the County. The proposal is to include contact information, including principle contacts and officers, main and local business addresses, tax identification number, voice and fax phone numbers, and email addresses.

- a) This Request for Proposals (RFP) is not a commitment or contract of any kind. The County of San Mateo (County) reserves the right to pursue any and/or all ideas generated by this request.
- b) All proposals submitted become the property of the County of San Mateo. Should a Proposer wish to withdraw its proposal prior to selection, a written letter so stating must be received by the County.
- c) There is no expressed or implied obligation for the County to reimburse responding firms for any expenses incurred in preparing proposals in response to this request. Costs for developing proposals are entirely the responsibility of the Proposer and will not be chargeable to or reimbursable by the County.
- d) All proposals submitted in response to this RFP shall be subject to public disclosure pursuant to the California Public Records Act (Cal. Govt. Code Section 6250 et seq.).

The Act provides that access to information concerning the conduct of the people's business is a fundamental and necessary right of every person in the state. Public records are defined as any writing related to the conduct of the public's business. Public records are open to inspection during normal business hours.

- e) There are specific exceptions to the Public Records Act. In the event the County receives a request for inspection of any proposal submitted pursuant to this RFP, it is the responsibility of the organization whose proposal has been requested to assert any right of confidentiality that may exist. The County will not make that assertion on behalf of the Proposer. Absent a judicial determination that the documents are exempt from disclosure, they will be subject to copying and/or inspection.
- f) Submission of a proposal constitutes a complete waiver of any present or future claims whatsoever against the County and/or its agents, officers or employees that the County has violated a Proposer's right to privacy, disclosed trade secrets, or caused any damage by allowing the proposal to be copied and/or inspected.
- g) All proposals must remain valid for a period of not less than 120 days from the date of submission. This includes pricing as well as nominated engagement staff.
- h) The County reserves the right to retain all proposals submitted and to use any ideas in a proposal regardless of whether that proposal is selected.
- i) The County may, in its sole discretion, enter into contracts with multiple providers or not enter into any contract.
- j) The County reserves the right to contact current and former clients of the proposer for information at any time during the proposal process.
- k) The County reserves the right to accept or reject any or all proposals, to terminate the RFP process, and to waive any requirements of this Request for Proposals if it deems it to be in the best interests of the County.
- l) The County reserves the right to contact individual Proposer's for clarifying information at any time during the proposal process.
- m) The County may modify the RFP prior to the fixed date for submission.
- n) The selected consulting firm for this CAD Gap Analysis is prohibited from bidding on the new CAD system.

10. Contact Person and requirements

Questions regarding this request may be made to Director Jaime D. Young, via email only to: jyoung@smcgov.org.

11. Final Selection Process

Following the review of proposal received by the deadline, the County may further invite firm(s) to formally meet with the Selection Committee to address additional inquiries by the County and to discuss and/or negotiate terms and conditions for a final contract. Factors that will determine the final selection will include the following criteria but not limited to:

(Not listed in order of importance)

- a. Proposer's experience;
- b. Capability and experience of key personnel;
- c. Service description;
- d. Clarity of understanding of the scope of services to be provided;
- e. Sufficiency of staffing proposed to provide the services;
- f. Organizational capacity;
- g. History of successfully providing similar services;
- h. History of successfully managing other contracts with public agencies;
- i. Evidence of satisfactory accounting and record keeping;
- j. Proposal cost and;
- k. Ability to comply with the County's contract requirements.

The County may consider any other criteria it deems relevant, and the Selection Committee is free to make any recommendations it deems to be in the best interest of the County.

The Selection Committee shall submit their recommendation to the County's executive staff for approval.

12. Notification

Notification of the Public Safety Communications Director's recommendation will be done by e-mail once a contract is successfully negotiated. Please be sure to include all requested contact information.

13. Protest Process

A Proposer may submit a written protest to the Director of Public Safety Communications. Such written protest must be received within five (5) days of receipt of notice of the Public Safety Communications Director's recommendation. The protest must reference this RFP by number and be in writing and emailed by 5:00 p.m. on the fifth day from receipt of notice to:

Jaime D. Young Email: jyoung@smcgov.org

A successful protest will include sufficient evidence and analysis to support a conclusion that the selected proposal taken as a whole is an inferior proposal. A protest that merely addresses

a single aspect of the selected proposal, e.g., amount of fees, will not be sufficient. The decision of the Director of Public Safety Communications on the protest shall be final.

14. Contract Commencement and Completion

- a. The selected firm will be required to enter into an Agreement for the project with the County.
- b. Once terms and conditions are approved and signed by both parties, the contract will commence immediately. The estimated completion date shall be no more than six months from the award of the contract.

15. Statement of Compliance with County Requirements

Each proposal must include a statement of the Proposer's commitment and ability to comply with the terms of the County's standard contract, including but not limited to the following:

- a. The County non-discrimination policy;
- b. The County equal employment opportunity requirements;
- c. County requirements regarding employee benefits;
- d. The County jury duty ordinance;
- e. The hold harmless provision;
- f. County insurance requirements; and

Proposers must advise County in their proposals of any objections to any terms in the County's contract and provide an explanation for the inability to comply with the required term(s). If no objections are stated, County will assume the Proposer is prepared to sign the County contract as-is.