



## City of Seattle

### Request for Proposal

RFP# SPD-3289

Data Analytics Platform Design and Implementation

**Closing Date & Time, April 13, 2015, 4:00 p.m. PST**

Solicitation Schedule	Dates
RFP Issued	2/18/15
Pre-Proposal Conference	3/3/15, 9 AM – 11 AM Pacific
Deadline for Questions	3/20/15
Final Posting of Answers to Questions Received	3/27/15
<b>Sealed Proposals Due to the City</b>	<b>4/13/15 by 4 PM Pacific</b>
Announce Most Competitive Proposers	5/15/15
Software Demonstrations and Interviews	6/15/15 – 6/30/15
Announcement of Apparent Successful Proposer	7/31/15
Anticipated Contract Award	8/28/15
Start Implementation	As soon as possible after contract completion

*The City reserves the right to modify this schedule at the City's discretion. Notification of changes in the response due date would be posted on the City website or as otherwise stated herein. All times and dates are Pacific Standard Time.*

**PROPOSALS MUST BE RECEIVED ON OR BEFORE THE DUE DATE AND TIME AT THE LOCATIONS SHOWN IN SECTION 7.9.**

**MARK THE OUTSIDE OF YOUR MAILING PACKAGE INDICATING RFP#SPD-3289:**

**NOTE: By responding to this RFP, the Proposer agrees that he/she has read and understands the requirements and all documents within this RFP package.**

# 1. INTRODUCTION AND PURPOSE.

## 1.1 Purpose:

The purpose of this procurement is to select software and system development services to develop and implement a comprehensive enterprise Data Analytics Platform (DAP) for the Seattle Police Department (SPD or the Department.) The Data Analytics Platform will consolidate and manage data provided by a variety of transactional systems related to police calls and incidents, citizen interactions, administrative processes, training, and workforce management. It will provide SPD with enhanced reporting and analytical capabilities related to topics in a Settlement Agreement with the U.S. Department of Justice.

In addition to enabling SPD to better manage its workforce and improve interactions with those with whom it comes into contact, the DAP tools will also be used in a later phase (“Phase 2”), which will focus on analysis of crime patterns to inform crime prevention strategies. Prospective vendors should understand that the Data Analytics Platform is expected to eventually become a foundational tool for better managing all aspects of SPD’s planning and operations.

## 1.2 Background:

In response to its July, 2012 Settlement Agreement (SA) with the Department of Justice, the SPD has decided to implement a Data Analytics Platform (a.k.a “business intelligence system”). The Second Year Monitoring Plan specifies that “SPD will adopt a permanent business intelligence system that permits the Department to manage personnel, use of force, early intervention, data collection, supervision, Office of Professional Accountability investigations, and other areas addressed or otherwise encompassed by the SA.” The Data Analytics Platform responds to this requirement.

In 2013, the City contracted with Price Waterhouse Coopers to conduct a high level assessment of SPD’s technology systems. An Executive Summary of the reports that resulted from their work is available here:



SPD\_BI\_ExecSummary\_FINAL.pdf

Proposers should be aware that the Estimated Implementation Budget section of this report is based on some assumptions which are no longer valid; these estimates should therefore not be used as a basis for pricing proposals.

The complete Price Waterhouse Coopers report documents are provided here:



SPD\_Current\_State\_FINAL.pdf



SPD\_BI\_Gap\_Analysis\_FINAL.pdf



SPD\_BI\_FutureState\_Recommendations\_FINAL.pdf

The Price Waterhouse Coopers report revealed a variety of deficiencies within the SPD IT landscape. Many of the issues identified pertain to questions around the integrity and quality of data housed in various SPD systems. Much of this data is critical to the successful implementation and use of the DAP.

In response to the findings detailed in the Price Waterhouse Coopers report, the SPD sought to better understand the deficiencies in its data systems. As such, in late 2014 and early 2015, SPD retained the services of Gartner Group to perform a deeper examination of data from applications that were determined critical to feed or support the DAP.

Gartner determined that not all data desired for the DAP is currently available in SPD systems. Gartner identified a number of gaps in data quality and integrity that must be remedied to ensure the successful implementation of the DAP. A spreadsheet developed by Gartner which evaluates data availability is included here:



Gartner Review of  
SPD Data.xlsx

As such, over the course of the procurement for the DAP under this RFP, SPD will be engaged in a parallel effort to remedy the data gaps identified by Gartner. This effort will include performing a number of system enhancements and modifications to existing SPD IT systems, as well as implementing business process improvements around the use of those systems. SPD does not anticipate that this parallel effort will impact responses to this RFP in any material way. As system enhancements and modifications are defined, descriptions may be provided as addendums to this RFP.

This procurement is not only an opportunity for SPD to acquire a system that will respond to the Settlement Agreement, but also to support the Department's ongoing efforts to improve its IT systems used to assist SPD in the management of its activities and staff.

### 1.3 Objectives

The primary objective for the new DAP in the short term is to support SPD in responding to the Settlement Agreement. A memorandum from Merrick Bobb and Matthew Barge of the Monitoring team, describing what they envision such a system should provide, is attached here to provide prospective vendors with deeper understanding of issues and concerns raised by the Monitor:



Memorandum re-  
Business Intelligence

The objectives identified described in the memorandum include the ability to perform the following types of functions:

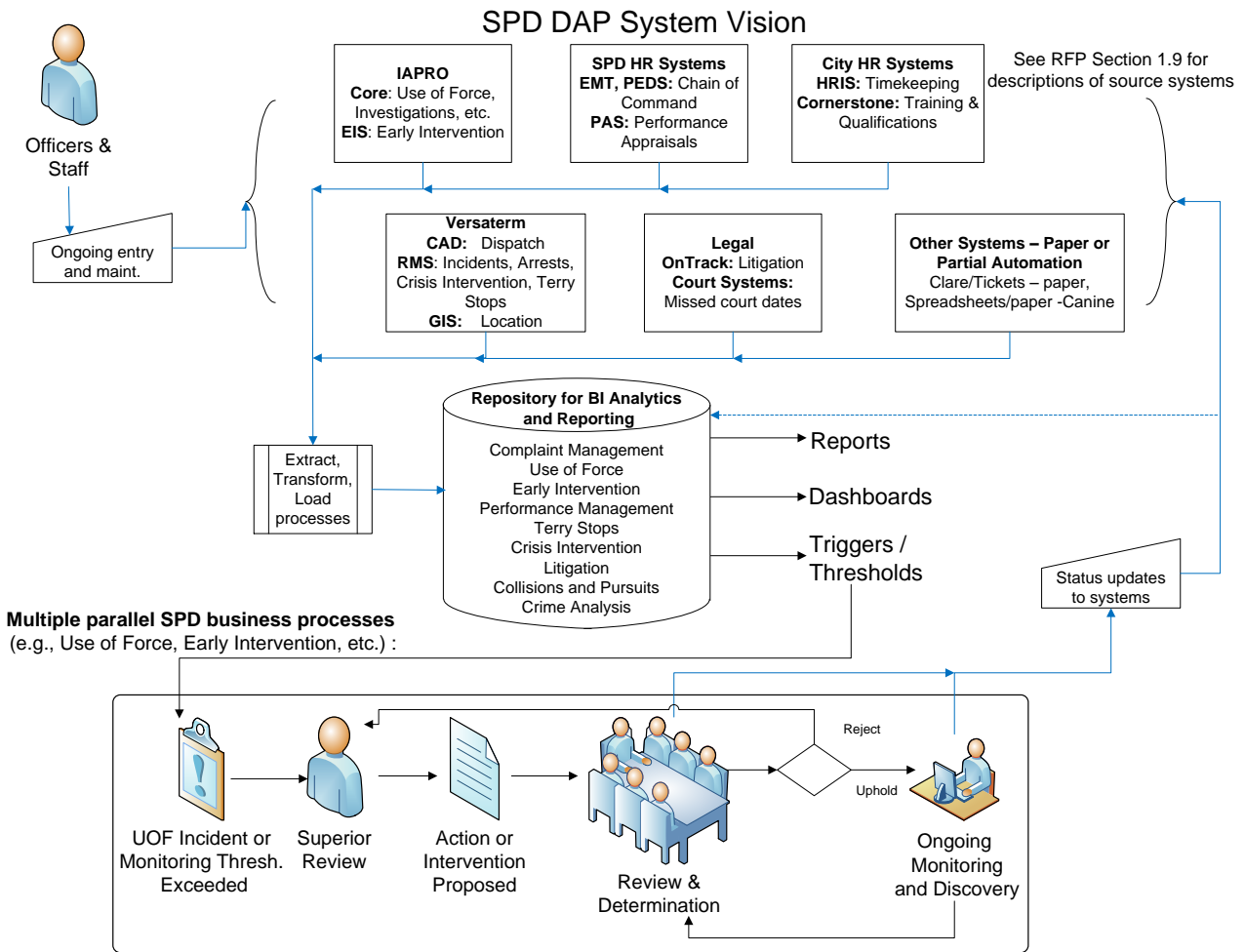
- Incident reporting
- Incident review
- Administrative investigations
- Early intervention (aka, performance monitoring)
- Data analytics to support data-driven management

In addition to these objectives, SPD expects the DAP at a later time to be the vehicle to meet additional reporting and analysis needs to support improved management of department activities.

### 1.4 Scope

The DAP will consolidate data from a variety of SPD, and other City source systems, which are outlined in section 1.9 of the RFP. Data models and design for the DAP will combine appropriate data elements from these sources as needed to achieve the reporting and alerting functions described in each RFP functional area. Interfaces, ETL, source mapping, and user interfaces will be designed and implemented by the vendor selected under this RFP to achieve data consolidation and build the DAP. SPD will work with the selected vendor to define current and future state processes for use of the data where they do not currently exist. This will allow the integrator to tailor the DAP and its reports and dashboards to best fit SPD needs and minimize change to existing

process wherever possible. In addition to reporting and analysis capabilities, SPD is requesting that vendors propose as an option, workflow capability for case management processes.



Proposers must propose an architecture for the DAP that integrates data from all of the source systems and all of the functional and technical requirements. Proposers are to select from the best commercially available software and design an integrated architecture that will best meet SPD’s needs. The proposed architecture must be described in the Technical Response form provided in section 8.

The proposed architecture must also be flexible enough to allow for the rapid incorporation of new data sources and new functionalities; the City is requesting a fully extensible DAP, not a system or solution. The City expects that new requirements to analyze and report on new data—for example, social media content or officer off-duty employment—may arise suddenly and require fast implementation.

In addition to analytics and reporting functionality, the DAP must also incorporate lightweight workflow capabilities to route information and track decisions made in response to that information. For examples, see the Workflows described in Section 1.6, Requirements Overview.

Proposers must also develop a project plan and cost estimate to develop and implement the proposed architecture. The project plan and approach must be detailed in the Management Response form in Section 8 and should be developed in accordance with the SOW in Section 5. The cost estimate required in the initial response to this RFP must be submitted via the Cost Proposal form included in Section 8 of this RFP. Proposers who are selected as

finalists will be provided an opportunity for an on-site Discovery Session with SPD to better understand the data included in the source systems, before a final cost proposal is required to be submitted.

The DAP must include dashboards and specific reports as deliverables. For estimating purposes the vendor will need to develop up to 10 dashboards, including different dashboards for different levels of command staff: Chief, Assistant Chief, Captain, Lieutenant, Sergeant, Officer, Analyst. The vendor will also be expected to develop 50 reports, as well as train SPD staff in how to develop additional reports beyond the initial 50 to be delivered.

### 1.5 Schedule

The City strongly desires to have a fully functioning DAP that meets all Phase 1 functional and technical requirements as quickly as is feasible, and preferably within eighteen months of commencement of work. Vendors are encouraged to propose an aggressive schedule and to offer strategies, including multiple, incremental iterations of Phase 1 requirements, to deliver functionality in iterative implementations. Vendors must ensure that the proposed schedule is realistic and can be met. When Vendors present their proposed project schedule as part of their Management Response (Section 8.8 of this RFP,) the City will view most favorably those schedules which are both aggressive and realistic.

### 1.6 Requirements Overview

The requirements for this RFP are divided into two categories: **Functional Requirements** and **Technical Requirements**.

The **Functional Requirements** describe the current best understanding of the type of analysis and reporting that the DAP must provide to the SPD, and representative data that will be needed to provide that functionality. Vendors are advised that these requirements may be refined as the project progresses and their proposed approach should allow for flexibility in the DAP.

The eight functional areas with analysis and reporting requirements are:

- Use of force
- Terry Stops
- Litigation
- Complaints
- Early intervention
- Performance management
- Crisis intervention
- Collisions
- Pursuits
- Crime analysis

A document that details these requirements is attached here:



Functional  
Requirements.docx

Most of the described functionality within this document is identified as **Phase 1** functionality. That means that the functionality is the Department's first priority and must be provided in the initial phase of the project proposed by the Vendor.

In addition, some desired functionality is identified as **Phase 2** requirements in this document. That Phase 2 functionality should be proposed on as a second phase, to start once Phase 1 is completed. The City also wants a Data Analytics Platform that can be extended, expanded, or modified in the future to achieve other analytic and reporting needs beyond Phase 1 and 2 as they arise.

As indicated in Section 1.4, Scope, the DAP may also be required to support workflow related to case management processes. This functionality should be proposed as a separate option as part of Phase 1. A document that illustrates several typical workflow scenarios is attached here:



Workflow  
Requirements.docx

The **Technical Requirements** are identified in a spreadsheet attached in Section 8 of this RFP. Technical Requirements list SPD's desired or required general system functionality in areas such as Security, Integration, User Interface, Analytics and Reporting, and others. Most of those requirements are preferred or highly preferred by the City, and Vendors will be scored on their ability to meet those requirements; some requirements are identified as Mandatory, and must be met for the Vendor's solution to be considered. (See Section 3 of this RFP.)

### 1.7 Current System Overview

Source data: The Seattle Police Department collects data using a variety of 3<sup>rd</sup> party systems. This data is stored using one or more of the following technologies:

**Server environment:**

ESX VMware, Windows Server 2008R2, Linux (CENTOS and Redhat).

**Database:**

Oracle 11g, Microsoft SQL Server 2008R2, Postgres, MySQL, Un-structured data, Text logs, and some partner data is available via Web Services.

**Network:**

10GB backbone, Hitachi SAN/NAS, IBM Tivoli Backup, Active Directory (Single Sign On)

**Application development:**

Oracle Apex, PHP

**Enterprise reporting:**

SAP business objects, Oracle BI

**Desktop reporting:**

SAP Crystal reports, I-2 Analyst Notebook, SPSS

**GIS:**

ESRI ArcGIS server, ArcGIS web, ArcGIS Desktop

**Desktop Workstation:**

Windows 7

See attached list:



**Mobile:**

Android and iOS, MDM/MAM (Airwatch)

**Enterprise Service Bus:**

SPD is currently using Sonic ESB and is engaged in an active project to port this environment to OpenSource. It supports 40 data exchanges between SPD, Seattle Municipal Court, Seattle Law Department, and Seattle Department of Transportation.

**1.8 Computing Standards and Interfaces**

The City of Seattle’s End User Hardware and Software Standards are attached here.



The City of Seattle’s draft Core System Platform Standards are attached here. (While these have not yet been formally adopted, Vendors are advised that they represent the intended direction of the City of Seattle.)



In addition to these standards, Vendors should be aware that the proposed solution will integrate with the technologies listed in Current System Overview section 1.7. The proposed solution should run on Microsoft SQL Server (preferred) or Oracle as the data warehouse (if Vendor is proposing a data warehouse based solution.)

**1.9 Data Source Systems**

The following systems are expected to provide data to the Data Analytics Platform. Those systems that are **highlighted** are believed to be sources for data required for Phase 1.

Finalists will be provided an opportunity to come on-site for Discovery Sessions to learn more about each of these source systems and the data within them. While the Functional Requirements (Section 1.6) identify likely data sets to support needed functionality, Vendors are advised that all available data elements, including those added to source systems, are candidates for inclusion in the DAP.

System Name	Platform	Description	Data Sets
IAPro	3 <sup>rd</sup> Party Product (IAPro) SQL DB	IAPro is the primary system to track incidents and investigations. Data is entered directly into the system by officers and supervisors.	<ul style="list-style-type: none"> <li>• Use of Force Incidents</li> <li>• Officer Vehicle Collisions</li> <li>• Officer Vehicle Pursuits</li> <li>• Early Intervention</li> <li>• Officer Involved Shootings</li> <li>• Complaints</li> <li>• Force Investigation Team (FIT) Investigations</li> <li>• Equal Employment Opportunity Complaints and Investigations (EEO)</li> <li>• Missed Training</li> <li>• Law Suit Status</li> <li>• Canine Bite Ratios</li> </ul>
Computer Aided Dispatch (CAD)	3 <sup>rd</sup> Party Product (Versaterm) Oracle DB	Contains calls for service and dispatch information.	<ul style="list-style-type: none"> <li>• Performance Data</li> <li>• Call Data</li> <li>• Geographical</li> <li>• Crisis Response Team (CRT) Response</li> <li>• Deployment History</li> </ul>
Records Management System (RMS)	3 <sup>rd</sup> Party Product (Versaterm) Oracle DB	Contains incident reports, narratives, offenses, investigations, property, etc.	<ul style="list-style-type: none"> <li>• Arrests</li> <li>• Employee Profiles/History</li> <li>• Employee Status</li> <li>• CRT Reports</li> <li>• Street Checks</li> <li>• Crisis Intervention</li> <li>• Terry Stops</li> <li>• Geographical</li> <li>• Crime</li> </ul>
Learning Management System (LMS)	3 <sup>rd</sup> Party Product (Cornerstone) Cloud solution	Includes course scheduling, course attendance, certifications.	<ul style="list-style-type: none"> <li>• Training</li> <li>• Qualifications</li> </ul>
Geographical Information System (GIS)	3 <sup>rd</sup> Party Product (ESRI)	City System to store, manipulate, analyze, manage, and present geographical data.	<ul style="list-style-type: none"> <li>• Geographical</li> </ul>
Clare (Citation Warning Tracking Database)	Custom web app (Apex)	Citation Warning Tracking database.	<ul style="list-style-type: none"> <li>• Citation Tracking</li> </ul>



System Name	Platform	Description	Data Sets
SECTOR	3 <sup>rd</sup> Party Product SQL DB	Contains information collected during a Traffic Citation event or a Traffic Collision event.	<ul style="list-style-type: none"> <li>Traffic Citation Reports</li> <li>Traffic Collision Reports</li> </ul>
Veronnel	3 <sup>rd</sup> Party Product (Versaterm) Oracle DB	HR database for Versaterm CAD and RMS.	<ul style="list-style-type: none"> <li>Current Assignments</li> <li>Certifications</li> </ul>
eDirectives	In-house Oracle APEX	Contains directives, comprehension scores, sign-offs and supervisory accountability	<ul style="list-style-type: none"> <li>Directive Accountability</li> </ul>
In-Car Video	3 <sup>rd</sup> Party Product (Coban) SQL DB	Contains tabular data about video collection (officer, vehicle, dates, tags, etc.) as well as pointers to specific video for each event	<ul style="list-style-type: none"> <li>Video</li> <li>Geographical</li> <li>Officer, Vehicle, Date, Time</li> <li>Use of Force evidence</li> </ul>
Holding Cell Video	3 <sup>rd</sup> Party Product SQL DB	Contains tabular data about video collection	<ul style="list-style-type: none"> <li>Video</li> <li>Use of Force evidence</li> </ul>
Performance Appraisal	In-house Oracle APEX	Contains annual review data	<ul style="list-style-type: none"> <li>Annual Review data</li> </ul>
Digital Evidence Management System (DEMS)	3 <sup>rd</sup> Party Product (Data Works Pro) SQL DB	Contains still photos of crime scenes, audio records of investigations, chain of custody information, etc.	<ul style="list-style-type: none"> <li>Crime Scene photos</li> <li>Detective Interviews (audio recordings)</li> </ul>
Range	In-house Oracle APEX	Range Qualification application to tracking qualifications	<ul style="list-style-type: none"> <li>Officer Range Qualifications</li> </ul>
Hand Held Ticketing	3 <sup>rd</sup> Party Product (gtechna) SQL DB	Parking Citations	<ul style="list-style-type: none"> <li>Parking Citations</li> </ul>
Litigation	City Legal system (OnTrack)	Litigation tracking	<ul style="list-style-type: none"> <li>Litigation data</li> </ul>
Active Directory	Microsoft AD	Authentication	<ul style="list-style-type: none"> <li>Email Addresses</li> </ul>
HRIS	ADP EV5	City HR system	<ul style="list-style-type: none"> <li>Employee data</li> </ul>
PEDS	In-house Oracle APEX	HR data	<ul style="list-style-type: none"> <li>Supervisor data</li> <li>Organization Structure</li> <li>Historical Supervisor data</li> </ul>

Vendors are advised that SPD is increasing its use of audio and video files to include, for example,

- In-Car Video Recordings
- Officer-Worn Video Recordings
- Holding Cell Video Recordings

- 911 Audio Recordings
- And audio and/or video recordings of officer, subject, and witness narratives

It is not expected that the DAP will contain or will be used to analyze native audio or video files; rather, the City expects that metadata about these files will be contained in, or accessible to, the DAP for association with specific officer-related events or incidents.

### 1.10 Access to Data

Access to Law Enforcement data is governed by Federal and State law as well as the FBI CJIS Policy. Attached is a summary list of those access control restrictions. Generally summarized, victim, complainant, witness, criminal history, sensitive sites (critical infrastructure, safe houses, etc.) are protected. Access to this kind of data must be limited to staff that has passed an SPD background check.



Law Enforcement  
Data Regulatory Coni

## 2. MINIMUM QUALIFICATIONS

The following are minimum qualifications the Vendor must meet in order for its proposal submittal to be eligible for evaluation. The City requires a Minimum Qualifications Response Document (Section 9.4) as part of each proposal response, to clearly show compliance to these minimum qualifications. The RFP Coordinator may choose to determine minimum qualifications by reading that single document alone, so the submittal should be sufficiently detailed to clearly show how the Vendor meets the minimum qualifications without requiring the reader/evaluator to look at any other material. Those that are not clearly responsive to these minimum qualifications may be rejected by the City without further consideration.

Proposer must meet the following minimum requirements to be considered responsive. Failure to meet these minimum requirements will cause the Proposer to be rejected from further evaluation.

### Firm

1. Vendor's Firm has provided lead services in designing and implementing a Data Analytics Platform or business intelligence system for at least 1 public safety agency of comparable size and complexity to the Seattle Police Department within the last three years.

### Project Manager

2. Proposed project manager has managed at least one Data Analytics Platform or business intelligence system implementation project of similar scope and complexity within the last three years.
3. Proposed project manager has managed at least one Data Analytics Platform or BI system implementation project that was based upon the same technical architecture being proposed for the City's Data Analytics Platform.
4. Proposed project manager has at least one year of experience working with or for a public safety agency.

### Software

5. Proposed Data Analytics Platform software is in production, providing business analytics and reporting for complex operational systems in at least 2 public entities in the US or Canada.

### 3. MANDATORY TECHNICAL REQUIREMENTS

The following are mandatory functional and technical requirements the Vendor must meet for the proposal to remain eligible for consideration. Each Vendor must clearly show that its product or services meet these mandatory technical requirements, or the proposal will be rejected as non-responsive. The City requires a Mandatory Technical Requirements document (Section 8.5) as part of the proposal response, to clearly show compliance with these mandatory requirements. The RFP Coordinator may choose to determine compliance with mandatory requirements by reading that single document alone; so the submittal must be sufficiently detailed to clearly show how the Vendor meets the mandatory requirements without requiring the reader/evaluator to look at any other material. Those that are not clearly responsive to these mandatory requirements will be rejected by the City.

The following Mandatory requirements can be found embedded in the **Technical Requirements** shown in **Section 8** of this RFP document.

Requirement Description	Location of requirement
Ability to restrict access by individual, by role, by rank, and by chain of command.	SE1.01
Ability to define add, delete, update, read only capability by individual and by role.	SE1.03
Ability to restrict ad hoc queries based on security permissions of the individual.	SE1.05
Ability to integrate with single sign on (SSO) and MS Active Directory directory service system .	SE1.14
Ability to provide authenticated access via individual login ID and password.	SE3.01
Ability to create User Portals as a presentation layer to access data, queries, reports, dashboards, and other applications.	UI1.02
Ability to incorporate GPS data from other systems such as CAD or 3rd party systems.	IN1.08
Ability to export data to statistical tools (e.g.: SPSS).	IN1.10
Ability to integrate with an Open Geospatial Compliant (OGC) system.	IN2.01
Ability to utilize ETL Tools to populate data from source systems into the BI data structures; vendor will recommend and implement ETL tools.	IN3.05
Ability to generate ad hoc queries and reports.	RE1.03
Ability to predefine reports to be scheduled, created and delivered automatically.	RE1.05
Ability to provide administration tools and procedures for the ongoing support and maintenance of the proposed solution.	SU1.01

## 4. MINIMUM LICENSING AND BUSINESS TAX REQUIREMENTS

Any resultant contracts require proper business licensing as listed below. The Vendor must meet all licensing requirements immediately after contract award, or the City will retain the right to reject the Vendor.

Companies must license, report and pay revenue taxes for the Washington State business License (UBI#) and Seattle Business License, if they are required to hold such a license by the laws of those jurisdictions. The Vendor should carefully consider those costs prior to submitting their offer, as the City will not separately pay or reimburse those costs to the Vendor.

### **Mandatory Seattle Business Licensing and associated taxes.**

1. If you have a “physical nexus” in the city, you must obtain a Seattle Business license and pay all taxes due before the Contract can be signed.
2. A “physical nexus” means that you have physical presence, such as: a building/facility located in Seattle, you make sales trips into Seattle, your own company drives into Seattle for product deliveries, and/or you conduct service work in Seattle (repair, installation, service, maintenance work, on-site consulting, etc).
3. We provide a Vendor Questionnaire Form in our submittal package items later in this RFP, and it will ask you to specify if you have “physical nexus”.
4. All costs for any licenses, permits and Seattle Business License taxes owed shall be borne by the Vendor and not charged separately to the City.
5. The apparent successful Vendor must immediately obtain the license and ensure all City taxes are current, unless exempted by City Code due to reasons such as no physical nexus. Failure to do so will result in rejection of the bid/proposal.
6. Self-Filing You can pay your license and taxes on-line using a credit card <https://dea.seattle.gov/self/>
7. For Questions and Assistance, call the Revenue and Consumer Affairs (RCA) office which issues business licenses and enforces licensing requirements. The general e-mail is [rca@seattle.gov](mailto:rca@seattle.gov). The main phone is 206-684-8484, or call RCA staff for assistance ( Anna Pedroso at 206-615-1611, Wendy Valadez at 206-684-8509 or Brenda Strickland at 206 684-8404).
8. The licensing website is <http://www.seattle.gov/rca/taxes/taxmain.htm>.
9. The City of Seattle website allows you to apply and pay on-line with a Credit Card if you choose.
10. If a business has extraordinary balances due on their account that would cause undue hardship to the business, the business can contact our office to request additional assistance. A cover-sheet providing further explanation, along with the application and instructions for a Seattle Business License is provided below for your convenience.
11. Please note that those holding a City of Seattle Business license may be required to report and pay revenue taxes to the City. Such costs should be carefully considered by the Vendor prior to submitting your offer. When allowed by City ordinance, the City will have the right to retain amounts due at the conclusion of a contract by withholding from final invoice payments.



2005INSTRBIZLIC.pdf



df

### **Mandatory State Business Licensing and associated taxes.**

Before the contract is signed, you must provide the State of Washington business license (a State “Unified Business Identifier” known as UBI #) and a Contractor License if required. If the State of Washington has exempted your business from State licensing (for example, some foreign companies are exempt and in some cases, the State waives licensing because the company does not have a physical presence in the State), then submit proof of that exemption to the City. All costs for any licenses, permits and associated tax payments due to the State as a result of licensing shall be borne by the Vendor and not charged separately to the City. Instructions and applications are at <http://www.dol.wa.gov/business/file.html>.

## 5. STATEMENT OF WORK (SOW)

The vendor will be responsible for the analysis, design, configuration and programming, testing, implementation, training, and support of a completed, operational, integrated business intelligence system according to the functional descriptions prescribed within this specification. The City strongly desires that this work be performed in an iterative or phased manner as functional areas of the business are addressed. While the City recognizes that vendors may propose their own development lifecycle methodologies for data analytics platforms, SPD expects that the work described in this Specification will include, but not be limited to, the following Basic Services, most or all of which will be repeated for each phase or iteration within a phase:

<b>Objective 1: Provide project management and coordination</b>	
<b>Deliverable 1.1</b>	<b>Data Analytics Platform Charter</b>
<b>Purpose</b>	To clarify the path for the project.
<b>Content</b>	A document which provides a description of the project scope, phases, options, feasibilities, constraints, and selected direction for the Data Analytics Platform. The Charter also provides a communication plan for keeping stakeholders involved and informed, a RACI matrix to clarify roles and responsibilities, an analysis of key project performance indicators, and project risks and mitigation strategies.
<b>Deliverable 1.2</b>	<b>Development Strategy</b>
<b>Purpose</b>	To set an overall strategy for the project, including the iteration of discovery and implementation steps.
<b>Content</b>	A strategy document which explicitly identifies the products and tools that will be used, the level of involvement of SPD technical and business resources, the cycles or iterations expected, and a continuing knowledge transfer plan for SPD staff throughout the project.
<b>Deliverable 1.3</b>	<b>Baseline Detailed Project Work Plan</b>
<b>Purpose</b>	To establish a mutually agreed-upon project baseline before significant work occurs and to identify the specific tasks and resource levels necessary for timely delivery of the elements in the Work Statement.
<b>Content</b>	A hierarchical work breakdown structure, including task dependencies, schedules, budgets, deliverables, and the Contractor and SPD resource assignments broken down to a sufficient level of detail to allow effective project control. It is maintained in an industry standard project management application such as MS Project. The status of tasks is updated on a weekly basis.
<b>Deliverable 1.4</b>	<b>Project Status Reports</b>
<b>Purpose</b>	To provide clear ongoing communications to stakeholders concerning the status of the project.
<b>Content</b>	A weekly report containing sufficiently detailed information to enable SPD to determine the status of the project and any variance from the detailed project plan, schedule, or budget. The status report will include, at a minimum: <ul style="list-style-type: none"> <li>• Milestones or accomplishments achieved during the past week</li> <li>• Technical status of the project including Deliverable status, configuration status, and forecasted Deliverable status for the next reporting period</li> <li>• Resource status for the project including staff utilization</li> <li>• Schedule status for the project including task status, milestones completed, phases completed, schedule trends, and schedule summary</li> <li>• Comparison of actual percent complete versus scheduled for the work breakdown structure</li> <li>• Issues, risks, and resource constraints which are effecting or could affect</li> </ul>

	<p>progress including the proposed or actual resolution</p> <ul style="list-style-type: none"> <li>Proposed changes to the project work plan, reasons for the changes, and approval/disapproval determination for any proposed changes</li> <li>Updated detailed project work plan with approved changes highlighted</li> </ul>
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**Objective 2: Develop Detailed Requirements**

<b>Deliverable 2.1</b>	<b>Functional and Technical Requirements</b>
<b>Purpose</b>	To document the functionality that the system must provide, and the technical requirements to enable that functionality, including query, report, and analytics functions.
<b>Content</b>	A requirements statement that provides a comprehensive catalog of the analytics the Data Analytics Platform is to perform. This document should be in business terms and should include consideration of future, as yet unknown, analysis and reporting needs. The RFP provides a basis for developing these requirements statements.
<b>Deliverable 2.2</b>	<b>Data Requirements</b>
<b>Purpose</b>	To document the business information that the Data Analytics Platform must access or contain in order to support the required analytics and reporting.
<b>Content</b>	A catalog of business level data entities and attributes, with definitions and reference to the data sources in transaction systems.

**Objective 3 Develop System Design and Data Architecture**

<b>Deliverable 3.1</b>	<b>System Design</b>
<b>Purpose</b>	To document how the Data Analytics Platform is to be designed to meet the functional and technical requirements.
<b>Content</b>	A document that effectively describes the entire system design, including decisions made and the logic behind those decisions.
<b>Deliverable 3.2</b>	<b>Data Architecture Documentation</b>
<b>Purpose</b>	To concisely document the data architecture and interfaces in a manner understandable to all project participants.
<b>Content</b>	<p>A document that details:</p> <ol style="list-style-type: none"> <li>The major modules or data components of the Data Analytics Platform the relationships between them, and the business rules to conform data among data sources</li> <li>For each data module, the major data tables, functions to be supported, and major data sources</li> <li>All external interfaces, including a description of the information received, and the method and timing of the interface</li> <li>Data structure definitions</li> <li>Database design to support all functional requirements.</li> </ol>
<b>Deliverable 3.3</b>	<b>Data Integration Plan</b>

<b>Purpose</b>	To define the approach and schedule for loading SPD data to the Data Analytics Platform and for populating data fields that must be completed prior to productive use.
<b>Content</b>	<p>A document that:</p> <ul style="list-style-type: none"> <li>• Identifies the data to be integrated, including a map that cites specific data sources and destinations for each field</li> <li>• Defines necessary conversion and conforming algorithms</li> <li>• Defines roles and responsibilities associated with data conversion/conforming and field population</li> <li>• Identifies all data elements in the Data Analytics Platform that must be populated prior to productive use, including those with no source data in SPD's legacy systems</li> <li>• Provides a plan for ensuring that the Data Analytics Platform is appropriately populated with all necessary data prior to Productive Use</li> <li>• Provides a plan for testing the converted/conformed and populated data in the Data Analytics Platform for accuracy and consistency</li> </ul>

<b>Objective 4 Develop Data Governance and Security Procedures</b>	
<b>Deliverable 4.1</b>	<b>Data Governance Process Review</b>
<b>Purpose</b>	To review the completeness and effectiveness of SPD's data governance policies, standards, processes, and responsibilities to ensure that data available to the Data Analytics Platform is accurate, current, and complete.
<b>Content</b>	<p>A document that details:</p> <ul style="list-style-type: none"> <li>• SPD's current business processes relevant to the Data Analytics Platform and the data they create or manage.</li> <li>• Data governance policies and standards for each of the source systems (e.g., CAD, RMS, IAPro, etc.)</li> <li>• Detailed data governance procedures to ensure data quality, including data validation and data clean-up.</li> <li>• Detailed data governance procedures to review and validate business rules relating to data</li> <li>• Allocation of roles and responsibilities within the department to enable processes.</li> <li>• Evaluation of the effectiveness of data governance activities by source system.</li> </ul>
<b>Deliverable 4.2</b>	<b>Recommended Data Governance Improvements</b>
<b>Purpose</b>	To recommend changes to data governance policies, standards, processes, and responsibilities in order to ensure the quality of the data from transactional systems into the Data Analytics Platform.
<b>Content</b>	<p>A document that makes specific recommendations for data governance as necessary including:</p> <ul style="list-style-type: none"> <li>• Data quality responsibilities and metrics at initial data entry</li> <li>• Data quality reviews and procedures for returning data for clean-up prior to identifying it as valid for upload to the Data Analytics Platform.</li> <li>• Data quality audits within the Data Analytics Platform to verify that data quality standards are being met.</li> </ul>
<b>Deliverable 4.3</b>	<b>System Security Plan</b>

<b>Purpose</b>	To document system security and identify and remediate any changes required in the system or hosting environment to meet the City’s security requirements.
<b>Content</b>	A document that specifies classes of data with specific security levels and fully describes the compliance of the system and its environment with the City’s stated security requirements. The document will identify any changes which will be made to complete compliance security and any gaps which will require additional technical or procedural responses in order to mitigate them.

**Objective 5: Develop Software and Hardware Plan**

<b>Deliverable 5.1</b>	<b>Software Plan</b>
<b>Purpose</b>	To identify the software products required to support a Data Analytics Platform as designed in Objective 2.
<b>Content</b>	A software architecture plan that specifies for all software products and tools <ol style="list-style-type: none"> <li>1. The name, manufacturer, and version/release number</li> <li>2. Functions or services performed</li> <li>3. Number of licenses required</li> <li>4. Dependencies relative to other software or hardware</li> </ol>
<b>Deliverable 5.2</b>	<b>Hardware Plan</b>
<b>Purpose</b>	To identify the computing infrastructure required to support a Data Analytics Platform as designed in Objective 2.
<b>Content</b>	An infrastructure plan which describes and details the computing environment required to support all Data Analytics services and tools, and schedules the implementation of each component. The hardware plan should include at a minimum <ul style="list-style-type: none"> <li>• Servers configurations</li> <li>• Network protocols</li> <li>• Database specifications</li> <li>• Communication protocols</li> <li>• Client devices, including mobile devices</li> </ul> <p>and should include the number, size, manufacturer, model, or other specifications for each item.</p>

**Objective 6: Implement Computing Environment (Hardware and Software)**

<b>Deliverable 6.1</b>	<b>Computing Hardware</b>
<b>Purpose</b>	To guide and assist City staff as needed to put into production all hardware, including servers, client devices, routers, switches, and other components, necessary to support the Data Analytics Platform, consistent with the plan and schedule developed in 3.2 above.



<b>Content</b>	Fully tested and implemented hardware infrastructure for each of the project phases: <ul style="list-style-type: none"> <li>• Development</li> <li>• Testing</li> <li>• Training</li> <li>• Production</li> </ul>
<b>Deliverable 6.2</b>	<b>Software</b>
<b>Purpose</b>	To guide and assist City staff as needed to install and initialize all software components, including operating system software, database management systems, middleware, application software (including analytics and query and report generators) and client software, if any, necessary to support the Data Analytics Platform, consistent with the plan and schedule developed in 3.1 above.
<b>Content</b>	Fully tested and implemented software components for each of the project phases: <ul style="list-style-type: none"> <li>• Development</li> <li>• Testing</li> <li>• Training</li> <li>• Production</li> </ul>

**Objective 7: Configure and Program Data Analytics Platform**

<b>Deliverable 7.1</b>	<b>Configured Data Analytics Platform</b>
<b>Purpose</b>	To use internal system options to match the Data Analytics Platform products as closely as possible to the design specified in the System Configuration Plan developed in 2.1 above.
<b>Content</b>	A fully functioning integrated system that leverages the functions and features of the selected software products to the fullest extent possible.
<b>Deliverable 7.2</b>	<b>Customized Data Analytics Platform</b>
<b>Purpose</b>	To extend through software programming the functions and features of the native Data Analytics application software products in order to fully implement the design specified in the System Configuration Plan developed in 2.1 above.
<b>Content</b>	A completed Data Analytics Platform ready for productive use.

**Objective 8: Develop and Execute Interfaces**

<b>Deliverable 8.1</b>	<b>Interface Specifications</b>
<b>Purpose</b>	To document the specifications for in-bound interfaces defined in the Data Conversion Plan so that the Data Analytics Platform can be initially loaded and refreshed on a regular, appropriate basis.
<b>Content</b>	A document that defines the specifications for in-bound interfaces at a sufficient level of detail to support development of interfaces.  Detailed specifications for all extract, transform, and load (ETL) programs or scripts needed to populate the Data Analytics Platform from source systems.  A plan and schedule for ongoing ETLs of data from source systems which addresses frequency, timing, dependencies, and error handling.
<b>Deliverable 8.2</b>	<b>Interfaces</b>

<b>Purpose</b>	To deliver the functionality that effectively connects the Data Analytics Platform to the required transaction systems.
<b>Content</b>	ETL code and/or configuration parameters to achieve all data loading functionality specified in the Interface Specifications.  Certification that the interfaces are working in accord with the associated specifications.
<b>Deliverable 8.3</b>	<b>Migrated Data</b>
<b>Purpose</b>	To extract, transform, and load existing data into the Data Analytics Platform or to make the data available to the Data Analytics Platform, in accord with the Data Conversion Plan.
<b>Content</b>	Data converted and loaded into or otherwise made available to the test system, verified, and migrated to the production system and certified as ready for use.

<b>Objective 9: Perform testing</b>	
<b>Deliverable 9.1</b>	<b>Test Plan and Scripts</b>
<b>Purpose</b>	To define the approach for testing of the Data Analytics Platform.
<b>Content</b>	A document that: <ol style="list-style-type: none"> <li>1. Defines the overall testing process, including unit, system, acceptance, field, and performance testing</li> <li>2. Includes all necessary test scripts – these will be developed by the Contractor and will adhere to SPD quality assurance standards</li> <li>3. Defines a mechanism for tracking test performance and completion</li> <li>4. Defines procedures for managing the test environment, including change control</li> <li>5. Defines procedures for assigning severity to problems encountered</li> <li>6. Defines entrance and exit criteria for each round of testing</li> </ol>
<b>Deliverable 9.2</b>	<b>Tested Software</b>
<b>Purpose</b>	To ensure the Data Analytics Platform as configured is ready for business use. SPD will participate in system testing and will conduct user acceptance testing sufficient to ensure that all major functions and components of the system are performing acceptably.
<b>Content</b>	Software certified by SPD as functionally ready for use.
<b>Deliverable 9.3</b>	<b>Volume/Stress Testing Report</b>
<b>Purpose</b>	To conduct volume/stress testing and document the results of performance testing. SPD will participate in volume/stress testing to ensure that the system can perform adequately with anticipated volumes of queries, reports, and other transactions.
<b>Content</b>	Completed volume/stress testing and a document that: <ol style="list-style-type: none"> <li>1. Describes the overall volume/stress testing process.</li> <li>2. Documents the volume/stress testing results.</li> <li>3. Identifies recommendations for optimizing system performance.</li> <li>4. Documents improvements made to tune the system for optimal performance</li> </ol>
<b>Deliverable 9.4</b>	<b>Optimized Platform</b>
<b>Purpose</b>	To implement improvements to achieve optimal performance.

<b>Content</b>	Completed system optimization and a document that: 1. Documents improvements made to tune the system for optimal performance.
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**Objective 10: Develop Reports, Queries, and Analytics**

<b>Deliverable 10.1</b>	<b>Standard Reports</b>
<b>Purpose</b>	To develop a set of standard reports to meet functional requirements.
<b>Content</b>	50 Tested reports to be generated in production.
<b>Deliverable 10.2</b>	<b>Standard Queries</b>
<b>Purpose</b>	To develop a set of standard queries, including analytics, which can be invoked to meet functional requirements.
<b>Content</b>	Tested queries to be used in production.
<b>Deliverable 10.3</b>	<b>Dashboards</b>
<b>Purpose</b>	To create a set of ten (10) dashboards, tailored to role, level, or individual, which provide easy access to appropriate standard reports and queries.
<b>Content</b>	Dashboards with reports and queries identified for use.

**Objective 11: Conduct training**

<b>Deliverable 11.1</b>	<b>Training Plan</b>
<b>Purpose</b>	To define the approach and schedule for end-user and technical systems operation/configuration/administration training.
<b>Content</b>	A document that: 1. Outlines the necessary classes and curriculum for each class 2. Provides a content outline to guide development of classroom materials 3. Identifies SPD attendees and instructors 4. Provides a training schedule 5. Provides a mechanism for tracking completion of training
<b>Deliverable 11.2</b>	<b>Training Materials</b>
<b>Purpose</b>	To provide SPD with materials for each training session.
<b>Content</b>	Content and materials for each class, tailored to SPD’s Data Analytics Platform configuration and contents.
<b>Deliverable 11.3</b>	<b>Training</b>
<b>Purpose</b>	To train SPD trainers on system use and to train technical staff on Data Analytics Platform administration and configuration for completion of knowledge transfer.
<b>Content</b>	The delivery of user and technical systems operation training in accord with the Training Plan.

**Objective 12: Provide go-live support and stabilization services**

<b>Deliverable 12.1</b>	<b>Go-Live and Stabilization Plan</b>
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<b>Purpose</b>	To define the steps necessary for a successful launch and subsequent stabilization of the Data Analytics Platform.
<b>Content</b>	A detailed task plan, including a readiness checklist and resource assignments, to support moving the Data Analytics Platform into production.
<b>Deliverable 12.2</b>	<b>Business User Manual</b>
<b>Purpose</b>	To guide SPD employees with the functionality and contents of the Data Analytics Platform.
<b>Content</b>	Online documentation that supports SPD-specific business use of the system and provides guidance to end users in correct execution of user-performed application maintenance and configuration activities. Includes site-specific customizations and usage considerations.
<b>Deliverable 12.3</b>	<b>Production Support Plan</b>
<b>Purpose</b>	To guide SPD technical and operations staff in supporting the Data Analytics Platform in production.
<b>Content</b>	Online documentation that provides complete, detailed, accurate “as-built” specifications for the Data Analytics Platform and supports SPD technical and operations staff in operating and maintaining the Platform, including routine system maintenance activities and schedules and techniques for trouble-shooting problems.
<b>Deliverable 12.3</b>	<b>Data Analytics Platform in Productive Use</b>
<b>Purpose</b>	To provide SPD with a functioning Data Analytics Platform configured to meet SPD’s functional requirements, loaded with SPD’s data per the Conversion Plan, and updated regularly from SPD transactional systems per the Interface Plan.
<b>Content</b>	Implemented Data Analytics Platform in production.
<b>Deliverable 12.4</b>	<b>Stabilization Services</b>
<b>Purpose</b>	To provide SPD with support services for a defined period of time (currently assumed to be six months) subsequent to Go-Live, including the identification and resolution of malfunctions and operational issues.
<b>Content</b>	Stabilization services, commencing at Go-Live and terminating at Services Final Acceptance.
<b>Deliverable 12.5</b>	<b>System Support</b>
<b>Purpose</b>	To provide SPD ongoing system support for the first five years the DAP is in production. Services are to include troubleshooting and problem resolution; assisting with software and hardware upgrades; and developing and implementing enhancements as requested by SPD.
<b>Content</b>	Support services as defined in a Service Level Agreement.

## 6. CONTRACT PROVISIONS

### 6.1 Contract Term:

Any contract awarded shall be for an initial term of ten years with extensions allowed to include not only the delivery and maintenance of the system, but also possible future enhancements/upgrades to the system. Such extensions shall be automatic, and shall go into effect without written confirmation, unless either party provides advance notice of the intention to not renew. Such notice shall be given at least 45 days prior to the otherwise automatic renewal date.

**6.2 Rates and Prices: Pricing shall be prepared with the following contract terms considered:**

- 6.2.1 Pricing shall be fixed and firm throughout the original contract. Pricing shall include all travel expenses and taxes. At the end of the initial ten-year term, the Vendor may submit a written request for a price increase. The written request is to be at least 45-days in advance.
- 6.2.2 Thereafter, written request for price increases shall only be considered upon the contract anniversary date (at least 45-days prior to the contract anniversary date).
- 6.2.3 Such requests shall consider the following: The price request must:
- Be no greater than the total of changes to the U.S. Dept. of Labor CPI Index for Seattle/Tacoma/Bemerton or other pricing index appropriate to the particular product herein
  - Not produce a higher profit margin than that on the original contract
  - Clearly identify the items impacted by the increase
  - Be accompanied by documentation acceptable to the Buyer sufficient to warrant the increase
  - Remain firm for a minimum of 365 days
- 6.2.4 The request shall be considered by the Buyer and may be accepted or rejected. Failure to submit a price request at least 45-days prior to the contract anniversary date shall result in a continuation of all existing pricing on the contract until the next contract anniversary date. The decision to accept any price increase will be at the sole discretion of the Buyer.
- 6.2.5 The Buyer may exempt these requirements for extraordinary conditions that could not have been known by either party at the time of bid or for other circumstances beyond the control of both parties, in the opinion of the Buyer.

**6.3 Request for Price Decreases:**

Requests that reduce pricing charged to the City may be delivered to the City Purchasing Buyer at any time during the contract period. Such price reductions should use the same pricing structure as the original. The City may likewise initiate a request to the vendor for price reductions, subject to mutual agreement of the vendor.

**6.4 Cost Reductions:**

Any cost reductions to the Vendor shall be reflected in a reduction of the contract price effective immediately. Seattle will not be bound by prices contained in an invoice that are higher than those in the contract. Unless the higher price has been accepted by the City and the contract amended, the invoice may be rejected and returned to the Vendor for corrections.

**6.5 Software Authorized Reseller:**

For proposers who are reseller of product bid, he or she must be authorized and must be qualified and equipped to offer in-house service, maintenance, technical training assistance, and warranty services, including availability of spare parts and replacement units.

**6.7 Permits:**

All necessary permits required to perform work are to be supplied by the Contractor at no additional cost to the City.

### **6.8 Trial Period and Right to Award to Next Highest Scoring Proposer:**

A ninety (90) day trial period shall apply to contract(s) awarded as a result of this solicitation. During the trial period, the vendor(s) must perform in accordance with all terms and conditions of the contract. Failure to perform during this trial period may result in the immediate cancellation of the contract. In the event of dispute or discrepancy as to the acceptability of product or service, the City's decision shall prevail. The City agrees to pay only for authorized orders received up to the date of termination. If the contract is terminated within the trial period, the City reserves the option to award the contract to the next highest scoring proposer by mutual agreement with such proposer. Any new award will be for the remainder of the contract and will also be subject to this trial period.

### **6.9 Independent Contractor and City Space Requirements:**

The Vendor is working as an independent contractor. Although the City provides responsible contract and project management, such as managing deliverables, schedules, tasks and contract compliance, this is distinguished from a traditional employer-employee function. This contract prohibits vendor workers from supervising City employees, and prohibits vendor workers from supervision by a City employee. Prohibited supervision tasks include conducting a City of Seattle Employee Performance Evaluation, preparing and/or approving a City of Seattle timesheet, administering employee discipline, and similar supervisory actions.

Contract workers shall not be given City office space unless expressly provided for below, and in no case shall such space be made available for more than 36 months without specific authorization from the City Project Manager.

The City expects that at least some portion of the project will require the Vendor workers to be on-site at City offices. This benefits the City to assure access, communications, efficiency, and coordination. Any vendor worker who is on-site remains, however, a vendor worker and not a City employee. The vendor shall ensure no vendor worker is on-site at a City office for more than 36 months, without specific written authorization from the City Project Manager. The vendor shall notify the City Project Manager if any worker is within 90 days of a 36 month on-site placement in a City office.

The City will not charge rent. The Bidder is not asked to itemize this cost. Instead, the vendor should absorb and incorporate the expectation of such office space within the vendor plan for the work and costs as appropriate. City workspace is exclusively for the project and not for any other vendor purpose. The City Project Manager will decide if a City computer, software and/or telephone is needed, and the worker can use basic office equipment such as copy machines. If the vendor worker does not occupy City workspace as expected, this does not change the contract costs.

## **7. INSTRUCTIONS TO PROPOSERS**

### **7.1 Proposal Procedures and Process.**

This chapter details City procedures for directing the RFP process. The City reserves the right in its sole discretion to reject the proposal of any Proposer that fails to comply with any procedure in this chapter.

### **7.2 Communications with the City.**

All Vendor communications concerning this acquisition shall be directed to the RFP Coordinator. The RFP Coordinator is:

Jason Edens  
Phone: #206-733-9583  
E-Mail: [jason.edens@seattle.gov](mailto:jason.edens@seattle.gov)

Unless authorized by the RFP Coordinator, no other City official or City employee is empowered to speak for the City with respect to this acquisition. Any Proposer seeking to obtain information, clarification, or interpretations from any other City official or City employee other than the RFP Coordinator is advised that such material is used at the Proposer's own risk. The City will not be bound by any such information, clarification, or interpretation.

Contact by a vendor regarding this acquisition with a City employee other than the RFP Coordinator or an individual specifically approved by the RFP Coordinator in writing, may be grounds for rejection of the vendor's proposal.

### **7.3 Pre-Proposal Conference.**

The City shall conduct a pre-proposal conference on the time and date provided in page 1, at the City Purchasing Office, 700 5<sup>th</sup> Avenue, Suite 4112, Seattle or by teleconference. Though the City will attempt to answer all questions raised during the pre-proposal conference, the City encourages Vendors to submit questions Vendors would like addressed at the pre-proposal conference to the RFP Coordinator, preferably no later than three (3) days in advance of the pre-proposal conference. This will allow the City to research and prepare helpful answers, and better enable the City to have appropriate City representatives in attendance.

Those unable to attend in person may participate via telephone. For firms who plan to attend via telephone, please first contact the RFP Coordinator at least two business days prior to the conference advising him who will be in attendance. He will then give out the telephone number to access the teleconference bridge

Proposers are not required to attend in order to be eligible to submit a proposal. The purpose of the meeting is to answer questions potential Proposers may have regarding the solicitation document and to discuss and clarify any issues. This is an opportunity for Proposers to raise concerns regarding specifications, terms, conditions, and any requirements of this solicitation. Failure to raise concerns over any issues at this opportunity will be a consideration in any protest filed regarding such items that were known as of this pre-proposal conference.

### **7.4 Questions.**

Questions shall be submitted electronically to the RFP Coordinator at [jason.edens@seattle.gov](mailto:jason.edens@seattle.gov) no later than the date and time given on the first page of this RFP in order to allow sufficient time for the City Buyer to consider the question before the bids or proposals are due. The City prefers such questions to be through e-mail directed to the City Buyer e-mail address. Failure to request clarification of any inadequacy, omission, or conflict will not relieve the vendor of any responsibilities under this solicitation or any subsequent contract. It is the responsibility of the interested Vendor to assure that they received responses to Questions if any are issued..

### **7.5 Changes to the RFP/Addenda.**

A change may be made by the City if, in the sole judgment of the City, the change will not compromise the City's objectives in this acquisition. A change to this RFP will be made by formal written addendum issued by the City's RFP Coordinator Addenda issued by the City shall become part of this RFP and included as part of the Contract. It is the responsibility of the interested Vendor to assure that they have received Addenda if any are issued.

### **7.6 Bid Blog**

The City Purchasing website offers a place to register for a Blog related to the solicitation. The Blog will provide you automatic announcements and updates when new materials, addenda, or information is posted regarding the solicitation you are interested in. <http://www.seattle.gov/city-purchasing-and-contracting/city-purchasing>

### **7.7 Receiving Addenda and/or Question and Answers**

The City will make efforts to provide courtesy notices, reminders, addendums and similar announcements directly to interested vendors. The City makes this available on the City website and offers an associated bid blog: <http://www.seattle.gov/city-purchasing-and-contracting/city-purchasing>

Notwithstanding efforts by the City to provide such notice to known vendors, it remains the obligation and responsibility of the Vendor to learn of any addendums, responses, or notices issued by the City. Such efforts by the City to provide notice or to make it available on the website do not relieve the Vendor from the sole obligation for learning of such material.

Note that some third-party services decide to independently post City of Seattle bids on their websites as well. The City does not, however, guarantee that such services have accurately provided bidders with all the information published by the City, particularly Addendums or changes to bid date/time.

All Proposals sent to the City shall be considered compliant to all Addendums, with or without specific confirmation from the Proposer that the Addendum was received and incorporated. However, the Buyer can reject the Proposal if it doesn't reasonably appear to have incorporated the Addendum. The Buyer could decide that the Proposer did incorporate the Addendum information, or could determine that the Proposer failed to incorporate the Addendum changes and that the changes were material so that the Buyer must reject the Offer, or the Buyer may determine that the Proposer failed to incorporate the Addendum changes but that the changes were not material and therefore the Proposal may continue to be accepted by the Buyer.

## 7.8 Proposal Submittal Instructions

- a) Proposals must be received into the City Purchasing Offices no later than the date and time given on page 1 or as otherwise amended.
- b) Fax, e-mail and CD copies **will not** be accepted as an alternative to the hard copy requirement. If a CD, fax or e-mail version is delivered to the City, the hard copy will take priority and be the official document for purposes of proposal review.
- c) The City requires one original printed version and **15** hard copies of the proposal delivered to the City. The City requires one complete soft copy of the RFP response on a CD or thumb drive.
- d) Proposals should be prepared on standard 8 ½" by 11" paper printed double-sided. Copies should be bound with tabs identifying and separating each major section. Foldouts are permissible, but should be kept to a minimum. Manuals, reference material, and promotional materials must be bound separately.
- e) RFP responses should be tabbed and then stapled, with no binder or plastic cover or combed edging unless necessary to provide proper organization of large volume responses. The City prefers to limit use of binders and plastic covers, but acknowledges that responses of sufficient size may require a binder for proper organization of the materials. If using a binder, use a recycled or non-PVC product.
- f) The City may consider supplemental brochures and materials. Proposers are invited to attach any brochures or materials that could assist the City in evaluation.

## 7.9 Proposal Delivery Instructions

- a) The RFP response may be hand-delivered or must otherwise be received by the RFP Coordinator at the address provided, by the submittal deadline. Please note that delivery errors will result without careful attention to the proper address.
- b) Responses should be in a sealed box or envelope clearly marked and addressed with the RFP Coordinator, RFP title and number. If RFP's are not clearly marked, the Vendor bears all risks of the



RFP being misplaced and not properly delivered. The RFP Coordinator is not responsible for identifying responses submitted that are not properly marked.

**PROPOSAL DELIVERY ADDRESS**

<b>Physical Address (courier)</b>	<b>Mailing Address (For U.S. Postal Service mail)</b>
City Purchasing and Contracting Services Div. Seattle Municipal Tower 700 Fifth Ave Ste 4112 Seattle, WA 98104-5042 Attention: Jason Edens Re: RFP #SPD-3289	City Purchasing and Contracting Services Div. Seattle Municipal Tower P.O. Box 94687 Seattle, WA 98124-4687 Attention: Jason Edens Re: RFP #SPD-3289

**Late Submittals:**

The submitter has full responsibility to ensure the response arrives at City Purchasing within the deadline. A submittal after the time fixed for receipt will not be accepted unless the lateness is waived by the City as immaterial based upon a specific fact-based review. Responses arriving after the deadline may be returned unopened to the Vendor, or the City may accept the package and make a determination as to lateness.

**7.10 No Reading of Prices.**

The City of Seattle does not conduct a bid opening for RFP responses. The City requests that companies refrain from requesting proposal information concerning other respondents until an intention to award is announced, as a measure to best protect the solicitation process, particularly in the event of a cancellation or resolicitation. With this preference stated, the City shall continue to properly fulfill all public disclosure requests for such information, as required by State Law.

**7.11 Offer and Proposal Form.**

Proposer shall provide the response in the format required herein and on any forms provided by the City herein. Provide unit prices if appropriate and requested by the City, and attach pages if needed. In the case of difference between the unit pricing and the extended price, the City shall use the unit pricing. The City may correct the extended price accordingly. Proposer shall quote prices with freight prepaid and allowed. Proposer shall quote prices FOB Destination. All prices shall be in US Dollars.

**7.12 Contract Terms and Conditions.**

Proposers are responsible to review all specifications, requirements, Terms and Conditions, insurance requirements, and other requirements herein. To be responsive, Vendors must be prepared to enter into a Contract substantially the same as the attached Contract. The Vendor's failure to execute a Contract substantially the same as the attached Contract may result in disqualification for future solicitations for this same or similar products/services.

Submittal of a proposal is agreement to this condition. Vendors are to price and submit proposals to reflect all the specifications, requirements, in this RFP and terms and conditions substantially the same as those included in this RFP.

Any specific areas of dispute with the attached Contract must be identified in Vendor's Response and may, at the sole discretion of the City, be grounds for disqualification from further consideration in award of a contract.

Under no circumstances shall a Vendor submit its own standard contract terms and conditions as a response to this solicitation. Instead, Vendor must review and identify the language in the City's attached Contract Terms and Conditions (Attachment #2) that Vendor finds problematic, state the issue, and propose the language or contract

modifications Vendor is requesting. Vendor should keep in mind, when requesting such modifications, that the City is not obligated to accept the requested areas of dispute.

The City will not sign a licensing or maintenance agreement supplied by the Vendor. If the vendor requires the City to consider otherwise, the Vendor is also to supply this as a requested exception to the Contract and it will be considered in the same manner as other exceptions.

The City may consider and may choose to accept some, none, or all contract modifications that the Vendor has submitted with the Vendor's proposal.

Nothing herein prohibits the City, at its sole option, from introducing or modifying contract terms and conditions and negotiating with the highest ranked apparent successful Proposer to align the proposal to City needs, within the objectives of the RFP. The City has significant and critical time frames which frame this initiative, therefore, should such negotiations with the highest ranked, apparent successful Proposer fail to reach agreement in a timely manner as deemed by the City, the City, at its sole discretion, retains the option to terminate negotiations and continue to the next-highest ranked proposal.

### **7.13 Prohibition on Advance Payments.**

No request for early payment, down payment or partial payment will be honored except for products or services already received. Maintenance subscriptions may be paid in advance provided that should the City terminate early, the amount paid shall be reimbursed to the City on a prorated basis; all other expenses are payable net 30 days after receipt and acceptance of satisfactory compliance.

### **7.14 Prime Contractor**

The City intends to award to the highest ranked Vendor that will assume financial and legal responsibility for the contract. Proposals that include multiple vendors must clearly identify one Vendor as the "prime contractor" and all others as subcontractors.

### **7.15 Seattle Business Tax Revenue Consideration.**

SMC 20.60.106 (H) authorizes that in determining the lowest and best bid, the City shall consider the tax revenues derived by the City from its business and occupation, utility, sales and use taxes from the proposed purchase. The City of Seattle's Business and Occupation Tax rate varies according to business classification. Typically, the rate for services such as consulting and professional services is .00415% and for retail or wholesale sales and associated services, the rate is .00215%. Only vendors that have a City of Seattle Business License and have an annual gross taxable Seattle income of \$100,000 or greater are required to pay Business and Occupation Tax. The City will apply SMC 20.60.106(H) and calculate as necessary to determine the lowest bid price proposal.

### **7.16 Taxes.**

The City is exempt from Federal Excise Tax (Certificate of Registry #9173 0099K exempts the City). Washington state and local sales tax will be an added line item although not considered in cost evaluations.

### **7.17 Equal Benefits.**

Seattle Municipal Code Chapter 20.45 (SMC 20.45) requires consideration of whether bidders provide health and benefits that are the same or equivalent to the domestic partners of employees as to spouses of employees, and of their dependents and family members. The bid package includes a "Vendor Questionnaire" which is the mandatory form on which you make a designation about the status of such benefits. If your company does not comply with Equal Benefits and does not intend to do so, you must still supply the information on the Vendor Questionnaire. Instructions are provided at the back of the Questionnaire.

### **7.18 Women and Minority Opportunities.**

The City intends to provide the maximum practicable opportunity for successful participation of minority and women owned firms, given that such businesses are underrepresented. The City requires all Bidders agree to SMC Chapter 20.42, and will require bids with meaningful subcontracting opportunities to also supply a plan for including minority and women owned firms.

A Woman and Minority Inclusion Plan is a mandatory submittal with your RFP response, and is provided for you in the Submittal Instruction section of this RFP document. The City requires all vendors to submit an Inclusion Plan. Failure to submit a plan will result in rejection of your RFP response. The inclusion plan will be scored as part of the evaluation. The Inclusion Plan is a material part of the contract. Read the Inclusion Plan carefully; it is incorporated into the contract. At City request, vendors must furnish evidence of compliance, such as copies of agreements with WMBE subcontractors. The plan seeks WMBE business utilization as well as recognizes those companies or respondents that have a unique business purpose for hiring of workers with barriers.

### **7.19 Insurance Requirements.**

If formal proof of insurance is required to be submitted to the City before execution of the Contract, the City will remind the apparent successful proposer in the Intent to Award letter. The apparent successful proposer must promptly provide such proof of insurance to the City in reply to the Intent to Award Letter. Contracts will not be executed until all required proof of insurance has been received and approved by the City.

Vendors are encouraged to immediately contact their Broker to begin preparation of the required insurance documents, in the event that the Vendor is selected as a finalist. Proposers may elect to provide the requested insurance documents within their Proposal..

### **7.20 Effective Dates of Offer.**

Offer prices and costs in Proposer submittal must remain valid until City completes award. Should any Proposer object to this condition, the Proposer must provide objection through a question and/or complaint to the RFP Coordinator prior to the proposal due date.

### **7.21 Proprietary Proposal Material.**

The State of Washington’s Public Records Act (Release/Disclosure of Public Records) Under Washington State Law (reference RCW Chapter 42.56, the Public Records Act) all materials received or created by the City of Seattle are considered public records. These records include but are not limited to bid or proposal submittals, agreement documents, contract work product, or other bid material.

The State of Washington’s Public Records Act requires that public records must be promptly disclosed by the City upon request unless that RCW or another Washington State statute specifically exempts records from disclosure. Exemptions are narrow and explicit and are listed in Washington State Law (Reference RCW 42.56 and RCW 19.108).

Proposers must be familiar with the Washington State Public Records Act and the limits of record disclosure exemptions. For more information, visit the Washington State Legislature’s website at <http://www1.leg.wa.gov/LawsAndAgencyRules>).

If you have any questions about disclosure of the records you submit with your bid, please contact City Purchasing at (206) 684-0444.

#### **Requesting Materials be Marked for Non Disclosure (Protected, Confidential, or Proprietary)**

As mentioned above, all City of Seattle offices (“the City”) are required to promptly make public records available upon request. However, under Washington State Law some records or portions of records are considered legally *exempt from disclosure* and can be withheld. A list and description of records identified as exempt by the Public Records Act can be found in RCW 42.56 and RCW 19.108.

If you believe any of the records you are submitting to the City as part of your proposal are exempt from disclosure you can request that they not be released before you receive notification. To do so you must complete the City Non-Disclosure Request Form in the Vendor Questionnaire included in Section 9. Very clearly and specifically identify each record and the exemption(s) that may apply. If you are awarded a City contract, the same exemption designation will carry forward to the contract records.

The City will **not** withhold materials from disclosure simply because you mark them with a document header or footer, page stamp, or a generic statement that a document is non-disclosable, exempt, confidential, proprietary, or protected. Do not identify an entire page as exempt unless each sentence is within the exemption scope; instead, identify paragraphs or sentences that meet the specific exemption criteria you cite on the Form. Only the specific records or portions of records properly listed on the Form will be protected and withheld for notice. All other records will be considered fully disclosable upon request.

If the City receives a public disclosure request for any records you have properly and specifically listed on the Form, the City will notify you in writing of the request and will postpone disclosure. While it is not a legal obligation, the City, as a courtesy, will allow you up to ten business days to file a court injunction to prevent the City from releasing the records (reference RCW 42.56.540). If you fail to obtain a Court order within the ten days, the City may release the documents.

The City will **not** assert an exemption from disclosure on your behalf. If you believe a record(s) is exempt from disclosure you are obligated to clearly identify it as such on the Form and submit it with your solicitation. Should a public record request be submitted to City Purchasing for that (those) record(s) you can then seek an injunction under RCW 42.56 to prevent release. By submitting a bid document, the bidder acknowledges this obligation; the proposer also acknowledges that the City will have no obligation or liability to the proposer if the records are disclosed.

### **Requesting Disclosure of Public Records**

The City asks bidders and their companies to refrain from requesting public disclosure of proposal records/bids until an intention to award is announced. This measure is intended to protect the integrity of the solicitation process particularly during the evaluation and selection process or in the event of a cancellation or re-solicitation. With this preference stated, the City will continue to be responsive to all requests for disclosure of public records as required by State Law. If you do wish to make a request for records, please address your request in writing to: Zuzka Lehocka-Howell at [Zuzka.Lehocka-Howell@seattle.gov](mailto:Zuzka.Lehocka-Howell@seattle.gov).

### **7.22 Cost of Preparing Proposals.**

The City will not be liable for any costs incurred by the Proposer in the preparation and presentation of proposals submitted in response to this RFP including, but not limited to, costs incurred in connection with the Proposer's participation in demonstrations and the pre-proposal conference.

### **7.23 Readability.**

Proposers are advised that the City's ability to evaluate proposals is dependent in part on the Proposer's ability and willingness to submit proposals which are well ordered, detailed, comprehensive, and readable. Clarity of language and adequate, accessible documentation is essential.

### **7.24 Proposer Responsibility.**

It is the Proposer responsibility to examine all specifications and conditions thoroughly, and comply fully with specifications and all attached terms and conditions. Proposers must comply with all Federal, State, and City laws, ordinances and rules, and meet any and all registration requirements where required for Vendors as set forth in the Washington Revised Statutes.

### **7.25 Changes in Proposals.**

Prior to the Proposal submittal closing date and time established for this RFP, a Proposer may make changes to its Proposal provided the change is initialed and dated by the Proposer. No change to a Proposal shall be made after the Proposal closing date and time.

### **7.26 Proposer Responsibility to Provide Full Response.**

It is the Proposer's responsibility to provide a full and complete written response, which does not require interpretation or clarification by the RFP Coordinator. The Proposer is to provide all requested materials, forms and information. The Proposer is responsible to ensure the materials submitted will properly and accurately reflect the Proposer specifications and offering. During scoring and evaluation (prior to interviews if any), the City will rely upon the submitted materials and shall not accept materials from the Proposer after the RFP deadline; however this does not limit the right of the City to consider additional information (such as references that are not provided by the Proposer but are known to the City, or past experience by the City in assessing responsibility), or to seek clarifications as needed by the City.

### **7.27 Errors in Proposals.**

Proposers are responsible for errors and omissions in their proposals. No such error or omission shall diminish the Proposer's obligations to the City.

### **7.28 Withdrawal of Proposal.**

A submittal may be withdrawn by written request of the submitter, prior to the quotation closing date and time. After the closing date and time, the submittal may be withdrawn only with permission by the City.

### **7.29 Rejection of Proposals, Right to Cancel.**

The City reserves the right to reject any or all proposals at any time with no penalty. The City also has the right to waive immaterial defects and minor irregularities in any submitted proposal.

### **7.30 Incorporation of RFP and Proposal in Contract.**

This RFP and the Proposer's response, including all promises, warranties, commitments, and representations made in the successful proposal, shall be binding and incorporated by reference in the City's contract with the Proposer.

### **7.31 Non-Endorsement and Publicity**

In selecting a Vendor to supply to the City, the City is not endorsing the Vendors products and services or suggesting that they are the best or only solution to the City's needs. Vendor agrees to make no references to the City or the Department making the purchase, in any literature, promotional materials, brochures, news releases, sales presentation or the like, regardless of method of distribution, without prior review and express written consent of the City RFP Coordinator.

The City may use Vendor's name and logo in promotion of the Contract and other publicity matters relating to the Contract, without royalty. Any such use of Vendor's logo shall inure to the benefit of Vendor.

### **7.32 Proposal Disposition**

All material submitted in response to this RFP shall become the property of the City upon delivery to the RFP Coordinator.

### **7.33 Ethics Code.**

Please familiarize yourself with the new code: [http://www.seattle.gov/ethics/etpub/et\\_home.htm](http://www.seattle.gov/ethics/etpub/et_home.htm). Specific question should be addressed to the staff of the Seattle Ethics and Elections Commission at 206-684-8500.

**No Gifts and Gratuities.** Vendors shall not directly or indirectly offer anything of value (such as retainers, loans, entertainment, favors, gifts, tickets, trips, favors, bonuses, donations, special discounts, work, or meals) to any City employee, volunteer or official, if it is intended or may appear to a reasonable person to be intended to obtain or give special consideration to the Vendor. An example is giving a City employee sporting event tickets to a City employee that was on the evaluation team of a bid you plan to submit. The definition of what a “benefit” would be is very broad and could include not only awarding a contract but also the administration of the contract or the evaluation of contract performance. The rule works both ways, as it also prohibits City employees from soliciting items of value from vendors. Promotional items worth less than \$25 may be distributed by the vendor to City employees if the Vendor uses the items as routine and standard promotions for the business.

**Involvement of Current and Former City Employees**

If a Vendor has any current or former City employees, official or volunteer, working or assisting on solicitation of City business or on completion of an awarded contract, you must provide written notice to City Purchasing of the current or former City official, employee or volunteer’s name. The Vendor Questionnaire within your bid documents prompts you to answer that question. You must continue to update that information to City Purchasing during the full course of the contract. The Vendor is to be aware and familiar with the Ethics Code, and educate vendor workers accordingly.

**Contract Workers with more than 1,000 Hours**

The Ethics Code has been amended to apply to vendor company workers that perform more than 1,000 cumulative hours on any City contract during any 12-month period. Any such vendor company employee covered by the Ethics Code must abide by the City Ethics Code. The Vendor is to be aware and familiar with the Ethics Code, and educate vendor workers accordingly.

**No Conflict of Interest.**

Vendor (including officer, director, trustee, partner or employee) must not have a business interest or a close family or domestic relationship with any City official, officer or employee who was, is, or will be involved in selection, negotiation, drafting, signing, administration or evaluating Vendor performance. The City shall make sole determination as to compliance.

**7.34 Registration into City On-line Business Directory**

If you have not previously completed a one-time registration into the City On-line Business Directory, we request you register at: <http://www.seattle.gov/business-in-seattle/doing-business-with-the-city/registration>. The City On-line Business Directory is used by City staff to locate your contract(s) and identify companies for bid lists on future purchases. Bids are not rejected for failure to register, however, if you are awarded a contract and have not registered, you will be required to register, or you will be added into the system. Women and minority owned firms are asked to self-identify. If you need assistance, please call 206-684-0444.

**8 PROPOSAL FORMAT AND ORGANIZATION**

**General Instructions:**

- a) Number all pages sequentially. The format should follow closely that requested in this RFP
- b) All pricing is to be in United States dollars.
- c) If the City has designated page limits for certain sections of the response, any pages that exceed the page limit will be excised from the document for purposes of evaluation.
- d) The City will consider supplemental brochures and materials. Proposers are invited to attach any brochures or materials that will assist the City in evaluation

**Preferred Paper and Binding:**

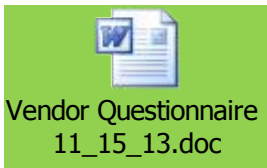
The City requests a particular submittal format, to reduce paper, encourage our recycled product expectations, and reduce package bulk. Bulk from binders and large packages are unwanted. Vinyl plastic products are unwanted. The City also has an environmentally-preferable purchasing commitment, and seeks a package format to support the green expectations and initiatives of the City.

- a) City seeks and prefers submittals on 100% PCF paper, consistent with City policy and City environmental practices. Such paper is available from Keeney’s Office Supply at 425-285-0541 or Complete Office Solutions at 206-650-9195.
  
- b) Please do not use any plastic or vinyl binders or folders. The City prefers simple, stapled paper copies. If a binder or folder is essential due to the size of your submission, they are to be fully 100% recycled stock. Such binders are available from Keeney’s Office Supply at 425-285-0541 or Complete Office Solutions at 206-650-9195.

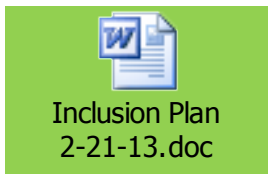
**Proposal Format**

Submit proposal with the following format and attachments as follows:

- 1. **Cover Letter.**
  
- 2. **Legal Name Verification:** Submit a certificate, copy of web-page, or other documentation from the Secretary of State in which you incorporated that shows your legal name as a company. Many companies use a “Doing Business As” name, or a nickname in their daily business. However, the City requires the legal name of your company, as it is legally registered. When preparing all forms below, be sure to use the proper company legal name. Your company’s legal name can be verified through the State Corporation Commission in the state in which you were established, which is often located within the Secretary of State’s Office for each state. <http://www.coordinatedlegal.com/SecretaryOfState.html>
  
- 3. **Vendor Questionnaire:** This response is mandatory. The Vendor Questionnaire includes the Equal Benefits Compliance Declaration and the City Non-Disclosure Request that will allow you to identify any items that you intend to mark as confidential.



- 4. **Inclusion Plan.** This response is mandatory. The City finds that this Solicitation has the opportunity for significant subcontracting with woman and minority-owned firms, and/or diverse employment.



5. **Minimum Qualifications:** This response is mandatory. The determination that you have achieved all the minimum qualifications may be made from this page alone; the RFP Coordinator is not obligated to check references or search other materials to make this decision.

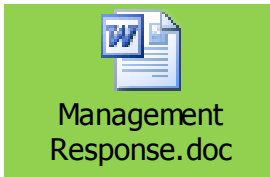


6. **Mandatory Functional and Technical Requirements:** This response is mandatory. The determination that you have achieved the mandatory technical requirement may be made from this document alone and therefore the RFP Coordinator is not obligated to check other materials to make this decision.



7. **Reseller Certification:** If you are acting as a reseller of software included in this bid, attach proof of your reseller certification.

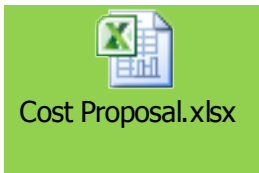
8. **Management Response:** This response is mandatory.



9. **Technical Response:** This response is mandatory.



10. **Cost Proposal:** This response is mandatory.



11. **City's Contract Terms & Conditions.**



Acceptance of Contract Terms & Conditions: Provide a one-page statement that confirms acceptance of the City Contract (Attachment # 2), including Terms & Conditions, and represents complete review as needed by the Vendor. If the Vendor has a legal office that must review contract prior to signature, the Vendor must clearly confirm that such review is complete.

If Vendor desires exceptions to the City Contract, attach the City Contract that shows the alternative contract language (print out a version with your suggested new language clearly displayed in a track changes mode). You must provide the alternative language, and not simply list an exception you wish to discuss. You may attach a narrative of why each change is to the benefit of the City and any financial impact. Also attach any licensing or maintenance agreement supplements.

As stated earlier in the RFP instructions, the City will not allow a Best and Final Offer. The City will review the proposed language, and will thereupon either accept or reject the language. The City will then issue a contract for signature reflecting City decisions. Any exceptions or licensing and maintenance agreements that are unacceptable to the City may be grounds for rejection of the proposal.

**Submittal Checklist:** Each complete proposal submittal to the City must contain the following:

Cover Letter		<input type="checkbox"/>
Legal Name		<input type="checkbox"/>
Vendor Questionnaire	Mandatory	<input type="checkbox"/>
Inclusion Plan	Mandatory	<input type="checkbox"/>
Minimum Qualifications	Mandatory	<input type="checkbox"/>
Mandatory Functional & Technical Requirements	Mandatory	<input type="checkbox"/>
Management Response	Mandatory	<input type="checkbox"/> <b>Attachments:</b> These attachments are to be provided in the Management Proposal. If any attachments are incomplete, the City may reject your proposal or may require the Vendor to submit the missing information within a specified deadline.  <b>For Software Vendor:</b> Organization Chart  <b>For System Integrator (which may be the Software Vendor):</b> Project Schedule in MS Project Sample Status Report Project Organization Chart
Technical Response	Mandatory	<input type="checkbox"/>
Pricing Proposal:	Mandatory	<input type="checkbox"/>
Reseller Certification		<input type="checkbox"/>
City Contract Acceptance or Exceptions	Mandatory	<input type="checkbox"/>

## 9 EVALUATION PROCESS

The evaluation shall be conducted in a multi-tiered approach. Proposals must pass through each round to proceed forward to the next round. Those found to be outside the competitive range in the opinion of the evaluation team will not continue forward to the next evaluation tier. Only the proposers advancing to round 4 will be offered the opportunity to conduct a demonstration. Evaluation points will not be carried over from Round 3 to Round 4. Whichever finalist moving into Round 4 scores the highest will be selected as the Apparent Successful Vendor.

Vendors will be evaluated based on the following categories:

<b>Rounds 1 and 2</b>	
Minimum Qualifications	Pass/Fail
Mandatory Technical Requirements	Pass/Fail
<b>Round 3</b>	<b>Maximum points</b>
Pricing Proposal	100
*Management Proposal	450
*Technical Response/Requirements	350
Inclusion Plan	100
<b>Round 3 Total</b>	1000
<b>Round 4</b>	<b>Maximum points</b>
Final Cost	200
Demonstrations	250
Management Interview	250
References	300
<b>Round 4 Total</b>	1000

**\*NOTE:** A proposer must score a minimum of 30% of the maximum available points in those categories marked with an asterix to proceed to the next Round and consideration for award.

**Round 1: Minimum Qualifications and Responsiveness.** City Purchasing shall first review submittals for initial decisions on responsiveness and responsibility. Those found responsive and responsible based on this initial pass/fail review shall proceed to Round 2.

**Round 2: Mandatory Technical Requirements** –The City will then review submittals for initial decisions on responsiveness to the specific mandatory functional and technical requirements as listed in Section 3. Those found responsive based on this initial pass/fail review shall proceed to the Round 3.

### Round 3: Proposal Evaluation

The City will evaluate proposals that successfully pass through the previous Rounds. The City will evaluate vendors based on Pricing, Management, Functional and Technical Responses to the RFP. Those proposals that cluster within a competitive range in the opinion of the evaluation team shall continue to Round 4.

### Round 4 - Final Cost, Demonstrations, Management Interviews, and References.

After the selection of finalists, Vendors who remain active and competitive will conduct a product demonstration and management interview in Seattle. For those finalists, references and a final cost proposal will also be evaluated and scored along with the product demonstrations.

Should only a single Vendor remain active and eligible to provide a Demonstration and Interview, the City shall retain the option to proceed with a Demonstration and Interview or may waive this Round in full. If the Demonstration and Interview score is not within the competitive range, the City may eliminate any Vendor and discontinue scoring that Vendor for purposes of award.

Prior to the product demonstrations and management interviews, references will be evaluated and scored for the finalists. Although references are requested in the management response form, the City also reserves the right to contact any current or former clients of the proposer, whether or not they have been submitted by the proposer. The City may also choose to serve as a reference if the City has had work performed by the proposer. Although the City anticipates completing reference after finalists are selected and prior to the demonstrations, , the City may contact references, at any time to assist the City with its evaluation. References may be conducted over the phone or on-site. Companies receiving a failed reference may be disqualified from consideration.

Prior to the demonstrations, finalists will be provided with data to use to create a demonstration. They will also be provided with an opportunity to come on-site to SPD for Discovery Sessions to learn about more details regarding the data they will be working with to create the Data Analytics Platform. Based on this additional information they will be expected to submit a final, more detailed cost proposal.

All Vendors will submit the list of names and company affiliations with the Buyer before the Demonstration. Vendors invited to a Demonstration and Interview must bring the assigned Project Manager that has been named by the Vendor in the Proposal, and may bring other key personnel named in the Proposal. The Vendor shall not, in any event, bring an individual who does not work for the Vendor or for the Vendor as a subcontractor on this project without specific advance authorization by the City Buyer.

At the City's option, City staff may travel to the location of the highest ranked Vendor for an on-site visit and/or to visit identified user site(s) to evaluate real-world use of one or more of the finalist Vendor's respective solution(s), performance and customer service. The City may elect to visit all top ranked candidates for a site visit, or only those as needed to obtain additional understanding of the Vendor proposal. Such site visits will be used as a reference, on a pass/fail basis. Transportation costs for City staff shall be at the City cost; the City will not reimburse the Vendor for any Vendor costs associated with such visits.

**Repeat of Evaluation Rounds:** If no Vendor is selected at the conclusion of all the rounds, the City may return to any round of the process to repeat the evaluation of those proposals that were active in that round of the process. In such event, the City shall then sequentially proceed through all remaining rounds as if conducting a new evaluation process. The City reserves the right to terminate the process if it decides no proposals meet its requirements.

**Points of Clarification:** Throughout the evaluation process, the City reserves the right to seek clarifications from any Vendor.

**Award Criteria in the Event of a Tie:** In the event that two or more Vendors receive the same Total Score, the contract will be awarded to that Vendor whose response indicates the ability to provide the best overall service and benefit to the City.

## **Round 5: Identify Apparent Successful Vendor**

Based on the aforementioned evaluation processes, the evaluation committee will produce a ranking of the finalist vendors. They will evaluate any other findings or factors deemed appropriate for this acquisition and then select and announce the apparent successful Vendor.

## **Round 6: Negotiations.**

The City will initiate contract negotiations with the apparent successful Vendor. The apparent successful Vendor will work with the City's project staff to develop a Statement of Work (SOW), and a project plan to the level of detail that will reduce uncertainty to a minimal level. The SOW and the project plan will become part of the contractual term for performance by the Vendor. The Contract will be executed upon the Vendor's satisfactory

completion of negotiations. If negotiations cannot be completed to mutual satisfaction within 15 calendar days or in an otherwise reasonable time frame in the opinion of the City, then the City retains the sole option to terminate negotiation. In such an event, the City reserves the right to name another apparent successful Vendor and restart with the new Vendor or to terminate the RFP process.

The City may repeat any or all evaluation rounds if no vendor is selected at the conclusion of the evaluation. The City reserves the right to terminate the process if it decides no proposals meet its requirements.

## **10 AWARD AND CONTRACT EXECUTION INSTRUCTIONS**

The City RFP Coordinator intends to provide written notice of the intention to award in a timely manner and to all Vendors responding to the Solicitation. Please note, however, that there are time limits on protests to bid results, and Vendors have final responsibility to learn of results in sufficient time for such protests to be filed in a timely manner.

### **Protests and Complaints.**

The City has rules to govern the rights and obligations of interested parties that desire to submit a complaint or protest to this RFP process. Please see the City website at <http://www.seattle.gov/city-purchasing-and-contracting/solicitation-and-selection-protest-protocols> for these rules. Interested parties have the obligation to be aware of and understand these rules, and to seek clarification as necessary from the City.

### **No Debriefs to Proposers.**

The City issues results and award decisions to all proposers, and does not otherwise provide debriefs of the evaluation of their respective proposals.

### **Instructions to the Apparently Successful Vendor.**

The Apparently Successful Vendor will receive an Intention to Award Letter from the RFP Coordinator after award decisions are made by the City. The Letter will include instructions for final submittals that are due prior to execution of the contract or Purchase Order.

If the Vendor requested exceptions per the instructions (Section 6), the City will review and select those the City is willing to accept.

After the City reviews Exceptions, the City may identify proposal elements that require further discussion in order to align the proposal and contract fully with City business needs before finalizing the agreement. If so, the City will initiate the discussion and the Vendor is to be prepared to respond quickly in City discussions. The City has provided no more than 15 calendar days to finalize such discussions. If mutual agreement requires more than 15 calendar days, the City may terminate negotiations, reject the Proposer and may disqualify the Proposer from future submittals for these same products/services, and continue to the next highest ranked Proposal, at the sole discretion of the City. The City will send a final agreement package to the Vendor for signature.

Once the City has finalized and issued the contract for signature, the Vendor must execute the contract and provide all requested documents within ten (10) business days. This includes attaining a Seattle Business License, payment of associated taxes due, and providing proof of insurance. If the Vendor fails to execute the contract with all documents within the ten (10) day time frame, the City may cancel the award and proceed to the next ranked Vendor, or cancel or reissue this solicitation.

Cancellation of an award for failure to execute the Contract as attached may result in Proposer disqualification for future solicitations for this same or similar product/service.

### **Checklist of Final Submittals Prior to Award.**

The Vendor should anticipate that the Letter will require at least the following. The Vendor are encouraged to prepare these documents as soon as possible, to eliminate risks of late compliance.

- Ensure Seattle Business License is current and all taxes due have been paid.
- Ensure the company has a current State of Washington Business License.
- Supply Evidence of Insurance to the City Insurance Broker if applicable
- Special Licenses (if any)
- Proof of certified reseller status (if applicable)
- Supply a Taxpayer Identification Number and W-9 Form

**Taxpayer Identification Number and W-9.**

Unless the apparently successful Vendor has already submitted a fully executed Taxpayer Identification Number and Certification Request Form (W-9) to the City, the apparently successful Vendor must execute and submit this form prior to the contract execution date.



W9 2013.pdf

**Attachments**

The following documents have been embedded within this document. To open, double click on Icon.

**Attachment #1 Insurance Requirements**



Insurance Requirements.doc

**Attachment #2 Contract**



Contract Terms and Conditions.docx