

INTRADEPARTMENTAL CORRESPONDENCE

March 6, 2015
1.17

TO: The Honorable Board of Police Commissioners

FROM: Chief of Police

SUBJECT: REQUEST APPROVAL OF THE SECOND AMENDMENT TO PERSONAL SERVICES AGREEMENT WITH GARTNER, INC. FOR MAINFRAME MODERNIZATION AND RECORDS MANAGEMENT SYSTEM (RMS) REQUIREMENTS STUDY

RECOMMENDED ACTIONS

1. That the Board of Police Commissioners (Board) REVIEW and APPROVE the attached Second Amendment to Personal Services Agreement for services with Gartner, Inc. subject to City Attorney review and approval as to form and legality.
2. That the Board TRANSMIT the Second Amendment to the Office of the Mayor for approval.
3. That the Board AUTHORIZE the Department to enter into the Second Amendment with Gartner, Inc.

DISCUSSION

The Los Angeles Police Department (LAPD) desires to amend the Agreement with Gartner, Inc. (Contractor) to conduct research and prepare a report for Mainframe Modernization and Records Management System (RMS) requirements for the LAPD.

The underlying Agreement between LAPD and the Contractor is based upon a Request for Proposals issued by San Diego County on February 10, 2010, for a broad range of technology systems services, which include, and exceed, the services LAPD requires and is authorized to perform. The term of the original Agreement was for one (1) year with two (2) additional one-year periods, with a cost of \$397,000.

The Second Amendment attached hereto, will exercise both options to extend the contract resulting in a contract termination date of May 7, 2017. The ceiling price of the contract amount will be increased to \$1,957,000.00, and the scope of work will be updated. The Department has available General Fund monies for this purpose.

The Second Amendment has been reviewed and approved as to form by the City Attorney.

If you have any questions regarding this matter, please have a member of your staff contact Chief Information Officer Maggie Goodrich, Commanding Officer, Information Technology Bureau, at (213) 486-0370.

Respectfully,

A handwritten signature in black ink, appearing to read 'Charlie Beck', with a long, thin vertical line extending downwards from the end of the signature.

CHARLIE BECK
Chief of Police

Attachment

**SECOND AMENDMENT TO CITY CONTRACT NO. C-123898
BETWEEN THE CITY OF LOS ANGELES
AND
GARTNER, INC.
MAINFRAME MODERNIZATION AND RMS REQUIREMENTS STUDY**

This **SECOND AMENDMENT** ("Second Amendment") to Los Angeles City Contract No. C-123898 is made and entered into by and between the City of Los Angeles, a municipal corporation (herein referred to as "City"), acting by and through the Los Angeles Police Department (herein referred to as "LAPD" or "Department"), and Gartner, Inc., a Delaware Corporation, (herein referred to as "Contractor").

WHEREAS, the City and the Contractor have entered into Los Angeles City Contract No. C-123898 (the "Agreement") wherein Contractor agreed to conduct research and prepare a Report for mainframe modernization and Records Management system (RMS) requirements; and

WHEREAS, Section 15 of the Agreement provides for Amendments to the Agreement; and

WHEREAS, the City and the Contractor are desirous of amending the Agreement to exercise both options to extend the contract resulting in a contract termination date of May 7, 2017. The ceiling price of the contract amount will be increased, and the scope of work will be updated. Initially as part of this Amendment, the City will fund Task 1 and 3A for \$315,000; and

WHEREAS, this Second Amendment is necessary and proper to continue and/or complete certain activities authorized under the Agreement.

NOW, THEREFORE, the City and the Contractor hereby agree that the Agreement be amended as follows:

1. Section 2.0, Term of the Agreement
 - A. This section is amended in its entirety as follows: The term of this Agreement will commence on May 8, 2014 and will terminate on May 7, 2017, unless terminated as provided in Section 11.4 of this Agreement.

2. Section 4.0, Statement of Work
 - A. Appendix A of the Agreement, which is entitled "Statement of Work," is hereby amended to add the additional tasks as stated in Exhibit A of this Second Amendment and attached hereto.

3. Section 6.0, Compensation and Method of Payment
 - A. Under the original Agreement and prior to this Second Amendment, City paid to Contractor the amount of Three Hundred Sixty-Seven Thousand (\$367,000) for complete and satisfactory performance of the terms of the Agreement.
 - B. Under this Second Amendment, City shall pay to Contractor as compensation for complete and satisfactory performance of the terms of the Agreement, an increased amount not to exceed One Million Nine Hundred Fifty-Seven Thousand Dollars (\$1,957,000), including state and local taxes. Of this amount, Three Hundred Fifteen Thousand Dollars (\$315,000) is designated to fund Task 1 and 3A of the updated Statement of Work attached hereto as Exhibit A.
 - C. The difference between the amounts specified in Section 6.0(A) and (B) above, One Million Two Hundred Seventy-Five Thousand (\$1,275,000), is designated as Contingency monies to be dispersed at the sole discretion of the City via a written Change Order to the Agreement. The City will not be liable for payment of contingency monies unless there is a written Change Order to the Agreement executed by the City.

4. **Order of Precedence of Documents.** In the event of an inconsistency between any of the provisions of this Second Amendment to the Contract No. C123898, the inconsistency shall be resolved by the following order:
 - i. Second Amendment
 - ii. First Amendment
 - iii. Contract No. C-123898
 - iv. Standard Provisions for City Contracts (Rev. 3/09)

Except as herein amended or modified, all terms and conditions of the Agreement shall remain unchanged and in full force and effect.


This Second Amendment may be executed in one or more counterparts, each of which shall be deemed an original, but all of which together shall constitute one and the same instrument. This Second Amendment includes three (3) pages and one (1) Exhibit, which constitute the entire understanding and agreement of the parties.

IN WITNESS THEREOF, the City and the Contractor have caused this Second Amendment to be executed by their respective duly authorized representatives.

THE CITY OF LOS ANGELES

GARTNER, INC.

By: _____
CHARLIE BECK
Chief of Police

By: 
PHILLIP A. CUMMINGS
Director, Government Contracts

Date: _____

Date: 27 February 2005

APPROVED AS TO FORM:

MICHAEL N. FEUER, City Attorney

(Contractor's Corporate Seal or Notary)

By: _____
ANTHONY-PAUL DIAZ
Deputy City Attorney

Date: _____

ATTEST:

HOLLY L. WOLCOTT, City Clerk

By: _____
Deputy City Clerk

Date: _____

City Business Tax Registration Certificate (BTRC) Number: 0000658414-0001-6

Internal Revenue Service Taxpayer Identification Number: 04-3099750

Agreement Number: C-123898

EXHIBIT A

STATEMENT OF WORK

Statement of Work



LAPD Application and Data Modernization Program Support

19 January 2015
Engagement: 330025008
Version 3.1

Table of Contents

1.0	Introduction	2
2.0	Background and Understanding	2
3.0	Scope of Work	3
3.1	Approach	3
3.2	Detailed Statement of Work	5
3.2.1	Task 1 - Program Framework and Sourcing Strategy	5
3.2.1.1	Initiation and Project Management	6
3.2.1.2	Workshop Preparation	7
3.2.1.3	Facilitate Strategic Workshops	7
3.2.1.4	Close Gaps	8
3.2.1.5	Document Decisions and Action Plans	8
3.2.2	Task 2 - CAD Feasibility Analysis Support	9
3.2.2.1	Background of CAD Feasibility Analysis	9
3.2.2.2	Initiation and Project Management	12
3.2.2.3	Independent Operational and Process Review	12
3.2.2.4	Validate LAFD Requirements Definition	13
3.2.2.5	Support and Review of Proof of Concept	14
3.2.2.6	Review Final Fit/Gap Report	15
3.2.2.7	Final Summary Report	15
3.2.3	Task 3 - Procurement Support	16
3.2.3.1	Requirements and RFP Development	16
3.2.3.2	Task 3B – Vendor Evaluation and Selection	21
3.2.3.3	Sample Procurement Deliverables	24
3.2.4	Task 4 - Program Monitoring and Quality Assurance (PM/QA)	26
3.2.4.1	Establish PM/QA Baseline	27
3.2.4.2	Ongoing PM/QA Oversight	28
3.2.4.3	Monthly Risk Reporting	28
3.2.4.4	Quarterly Risk Assessment (Optional)	29
3.2.4.5	Program Closeout and Knowledge Transfer (Optional)	30
3.2.4.6	Sample Deliverables for Program Monitoring and Quality Assurance	30
4.0	Gartner Project Team Organization	32
5.0	Project Pricing	35
6.0	Appendix – Project Team Bios	38

1.0 Introduction

This Statement of Work is presented as an Appendix to the Agreement (referred to as “Contract”) entered into by the City of Los Angeles (referred to as “City”), and Gartner, Inc. Currently, the Los Angeles Police Department (interchangeably referred to as “LAPD” or “Department”).

To meet the outlined scope and objectives, Gartner will complete the tasks outlined in this Statement of Work described in detail this document.

2.0 Background and Understanding

LAPD is in the process of developing an Application and Data Modernization Program with a supporting data integration platform that will involve transition of core mainframe application and employment of a modern Records Management System (RMS). The Program will enable key capabilities throughout the Department including effective shared information among LAPD operational units, process efficiencies, reduction of redundant and manual processes and improved analytics. The Program will be supported by integrated applications such as RMS and Computer Aided Dispatch (CAD) and various ancillary applications and supported by key data management components, established common data standards and a robust data infrastructure.

Gartner has assisted the LAPD by assessing its current mainframe environment and developing an application modernization roadmap and RMS requirements. To effectively move the Program forward the LAPD must define its Application and Data Modernization Program scope, determine an effective sourcing strategy that is aligned with both near term and long term objectives and execute procurement and implementation phases as defined Program plan.

As part of the planning process several key decisions must be made prior to engaging a procurement phase. These decisions will establish baseline requirements for LAPD’s data platform in areas of data warehousing, archival, data integration and access control.

LAPD must also define its sourcing strategy, which will determine the scope of and approach to planned initiatives and procurements. Alternatives may include procuring an integrated data solution, of which RMS is a component, or, procuring RMS through an independent solicitation.

Further, LAPD must identify ‘quick wins’ that can be accomplished early in the program, establish momentum and demonstrate success that can be built upon.

These defined frameworks will support definition of key Program components and associated action plans for the organization and the project team(s) to move forward.

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3.0 Scope of Work

3.1 Approach

Gartner's proven best practice project support helps our clients achieve their most complex IT goals and objectives. For LAPD we have summarized four key support tasks to ensure its Application and Data Modernization Program meet expectations.

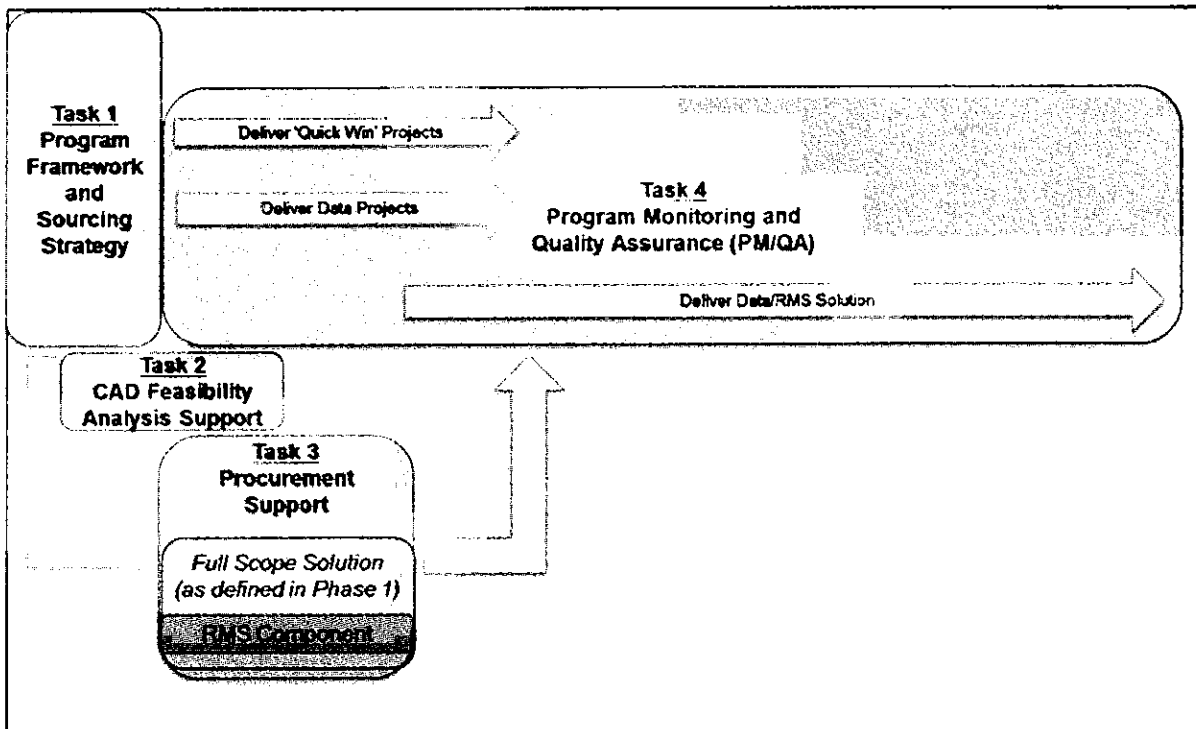
Table 1. Proposed Four Task Approach

Support Task	Key Activities	Key Outcomes
1. Program Framework and Sourcing Strategy	<ul style="list-style-type: none"> ▪ Decision support for key data projects ▪ Identification and framing of quick win projects ▪ Establish Data/RMS Program sourcing strategy 	<ul style="list-style-type: none"> ▪ Documented high level Program objectives and approach (Framework) ▪ Action plans for 'quick win' projects ▪ Defined sourcing strategy to establish vendor and contracting approach
2. CAD Feasibility Analysis Support	<ul style="list-style-type: none"> ▪ Evaluation of City's fit/gap approach and vendor process ▪ Assess vendor's proof of concept ▪ Validation of fit/gap analysis 	<ul style="list-style-type: none"> ▪ Assessment of City's CAD requirements ▪ Objective evaluation of evaluation process conducted and vendor recommendations ▪ Independent report on CAD solution fit for purpose
3. Procurement Support	<ul style="list-style-type: none"> ▪ Complete technical and non-functional requirements ▪ Develop solicitation/RFP ▪ Vendor evaluation and selection ▪ Contract negotiation support 	<ul style="list-style-type: none"> ▪ Best practice definition for documenting LAPD's requirements (added to RMS functional requirements) ▪ Comprehensive, strategic RFP development ▪ Structured, transparent vendor evaluation process ▪ Identification of most appropriate vendor for LAPD
4. Program Monitoring and Quality Assurance (PM/QA)	<ul style="list-style-type: none"> ▪ Defined program management structure and processes ▪ Regular, independent oversight and risk analysis ▪ Targeted subject matter 	<ul style="list-style-type: none"> ▪ Established baseline standards for managing an effective program ▪ Proactive identification and mitigation of risk

Support Task	Key Activities	Key Outcomes
	expertise where needed	<ul style="list-style-type: none"> ▪ Independent perspective on program progress, issues and alternatives ▪ Best practice guidance and SME support

This four task approach will be executed concurrently to be able to provide consistent momentum and meaningful results throughout the project as illustrated below. The approach also overlays the existing recommended IT Modernization Program Roadmap.

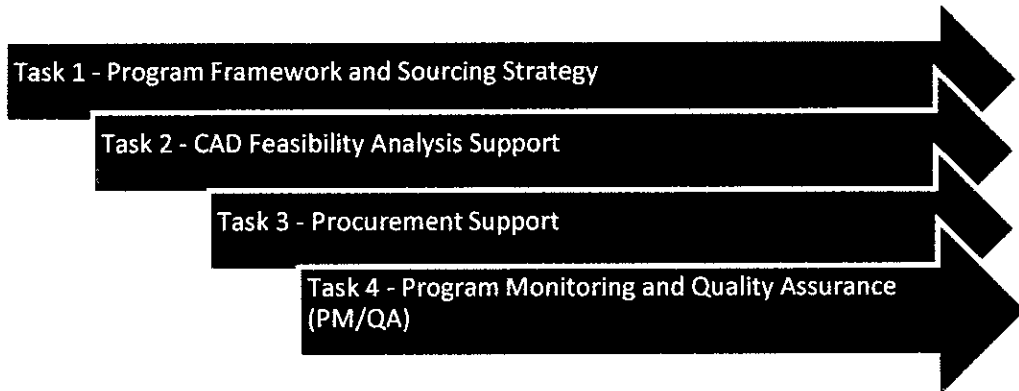
Table 2. Support Task Process



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3.2 Detailed Statement of Work

In this Statement of Work section, Gartner has outlined how each proposed task will be executed.



3.2.1 Task 1 - Program Framework and Sourcing Strategy

This task will facilitate the framework of the Application and Data Modernization Program; support decisions needed to confirm LAPD’s data requirements and drive its solution strategy; identify and frame ‘quick win’ projects and identify the Program’s sourcing strategy. Gartner proposes that this task will be complete in six (6) weeks and will consist of five steps as outlined in the following two figures.

Figure 1. Program Framework and Sourcing Strategy Schedule

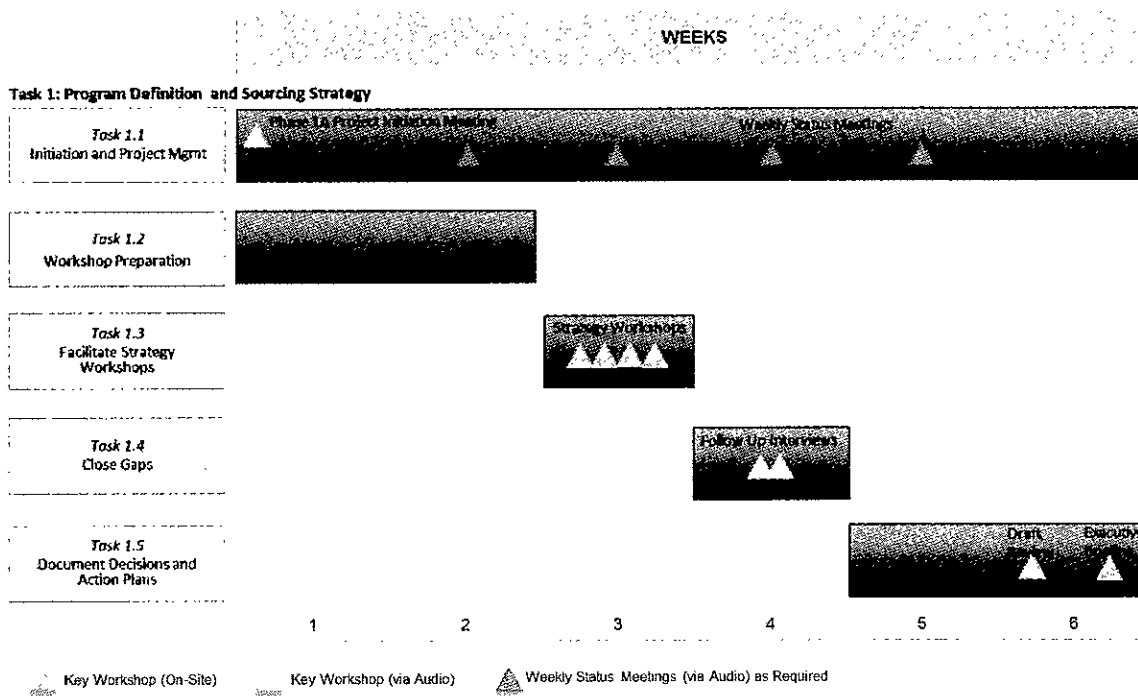


Figure 2. Program Framework and Sourcing Strategy Five Step Process

Task 1 Program Framework and Sourcing Strategy					
	Task 1.1 Initiation and Project Management	Task 1.2 Workshop Preparation	Task 1.3 Facilitate Strategy Workshops	Task 1.4 Close Gaps	Task 1.5 Document Decisions and Action Plans
Activities	<ul style="list-style-type: none"> • Launch Task • Conduct project task initiation meeting • Confirm workshop topics • Finalize approach, plan and schedule 	<ul style="list-style-type: none"> • Develop discussion topics and decision points • Develop summary alternatives • Develop facilitation material 	<ul style="list-style-type: none"> • Facilitate Strategic workshop series to drive project objectives, alternatives and LAPD decisions • Conduct internal working sessions to synthesize LAPD input and update workshop materials • Capture decisions and baseline project frameworks 	<ul style="list-style-type: none"> • Conduct follow up interviews to collect additional required information 	<ul style="list-style-type: none"> • Develop and document decisions and frameworks for each project identified during workshops • Develop mini charters and action plans for each target project • Document sourcing approach
Deliverables	<ul style="list-style-type: none"> • Project Plan and Schedule (Updated) • Status Report (Weekly) 	<ul style="list-style-type: none"> • Baseline Workshop Materials 	<ul style="list-style-type: none"> • Strategic Workshops 	<ul style="list-style-type: none"> • N/A 	<ul style="list-style-type: none"> • Project Framework Summaries

3.2.1.1 Initiation and Project Management

Launch the first task of the project, validating and level setting the approach that will be taken to deliver the Program Framework and Sourcing Strategy.

Activities performed by Gartner:

- Launch Task
- Conduct project Task 1 initiation meeting
- Confirm workshop topics
- Finalize approach, plan and schedule

LAPD responsibilities:

- Schedule and participate in initiation meeting

Deliverable(s):

- Project Plan and Schedule (Updated)
- Status Report (Weekly)

Time frame:

- Week 1 (Status reports continue through Week 5)

Assumptions:

- One (1) hour initiation meeting conducted by teleconference
- Weekly 30 minute project status meetings via teleconference, as required
- No additional background documentation or information is required in support of this task

3.2.1.2 Workshop Preparation

Develop materials in support of facilitative workshops.

Activities performed by Gartner:

- Develop discussion topics and decision points
- Develop summary alternatives
- Develop facilitation material

LAPD responsibilities:

- Confirm workshop materials as required

Deliverable(s):

- Baseline Workshop Materials

Time frame:

- Week 1-2

Assumptions:

- Development activities will be conducted remotely
- Documentation will be presented during workshop task
- Materials will be summary in nature, for facilitation purposes, developed in MS PowerPoint

3.2.1.3 Facilitate Strategic Workshops

Conduct a series of targeted workshops over the course of one week with LAPD leaders to facilitate strategic decisions and establish frameworks for each key project in support of LAPD's Application and Data Modernization Program.

Activities performed by Gartner:

- Facilitate Strategic workshop series to drive project objectives, alternatives and LAPD decisions
- Conduct internal working sessions to synthesize LAPD input and update workshop materials
- Capture decisions and baseline project frameworks

LAPD responsibilities:

- Schedule and participate in workshops
- Review, provide input to and approve content and key decisions

Deliverable(s):

- Strategic Workshops

Time frame:

- Week 3

Assumptions:

- Four (4) separate four (4) hour strategic workshops conducted onsite over four (4) consecutive business days (mornings)
- Four (4) separate four (4) hour internal (Gartner) working sessions conducted onsite (afternoons) as direct follow up to each workshop with LAPD project team
- Topics will include:
 - 'Quick Win' project identification
 - Mainframe Migration Project Decisions
 - Data/RMS project sourcing strategy
 - Carryover topics/needs from workshop sessions

3.2.1.4 Close Gaps

Gather additional information as required based on gaps discovered during strategic workshops.

Activities performed by Gartner:

- Conduct follow up interviews to collect additional required information

LAPD responsibilities:

- Schedule and participate in follow up interviews as needed
- Provide additionally requested supporting information as needed

Deliverable(s):

- None

Time frame:

- Week 4

Assumptions:

- Up to four (4) one (1) follow up interviews conducted by teleconference
- Inputs will be provided in the Document Decisions and Action Plans step

3.2.1.5 Document Decisions and Action Plans

Memorialize decisions made through strategic workshop process and develop action plans for each identified project to codify program components and define LAPD's go forward plan for its Application and Data Modernization Program.

Activities performed by Gartner:

- Develop and document decisions and frameworks for each project identified during workshops
- Develop mini charters and action plans for each target project
- Document sourcing approach

LAPD responsibilities:

- Review and finalize summary deliverable
- Schedule and participate in Executive Briefing

Deliverable(s):

- Project Framework Summaries

Time frame:

- Weeks 5-6

Assumptions:

- Final deliverable will be summary in nature and developed in MS PowerPoint
- One (1) two (2) hour Executive Briefing conducted onsite

3.2.2 Task 2 - CAD Feasibility Analysis Support

3.2.2.1 Background of CAD Feasibility Analysis

The Los Angeles Police Department (LAPD) has been asked by the City's Information Technology Agency (ITA) to evaluate the feasibility of using LAPD's Computer Aided Dispatch (CAD) system to support the Los Angeles Fire Department (LAFD). The LAPD has convened a working group of representatives from LAPD, LAFD, ITA and Motorola, (LAPD's CAD vendor), to collectively evaluate LAFD's requirements and complete a fit / gap assessment against Motorola's existing CAD capabilities.

Motorola will facilitate documenting LAFD's CAD operational and technical needs, develop a proof of concept as to how Motorola's CAD solution will support LAFD and provide the City with a summary report defining how Motorola's solution may be fit for purpose.

The LAPD recognizes that each of the working group members may bring their own history, experience and biases to the process, which can make it challenging to present a unified, objective assessment.

The LAPD, LAFD and ITA desire the participation of an independent third-party who can help to insure that that the process is complete, fair and objective and has the full input and participation of all parties.

Gartner proposes to provide Quality Assurance support throughout the City's LAFD CAD Feasibility process. The scope of activities will include:

- Ongoing participation in project planning, team meetings and execution activities to enable visibility into the City's process, data collection, requirements definition and feasibility analysis. Provide ongoing input at key milestones and a final summary report based on observations, risk analysis and recommendations.
- Conduct an independent, high level review of LAFD's operational needs as related to CAD.
- Assess the City's project plan and analysis process for completeness; definition of goals, objectives and outcomes; thoroughness of approach and evaluation criteria; and, stakeholder roles and responsibilities (organization and governance).
- Review Motorola's definition of LAFD's requirements; assess for validity, alignment with operational and functional needs and priorities and for consistency with the defined feasibility process.
- Review Motorola's proof of concept (POC) and POC approach for: alignment with and representation of LAFD functional needs, comprehensive process to demonstrate and

validate capabilities, effective participation of City stakeholders and viability in support of LAFD priorities.

- Review Motorola’s final fit / gap assessment for completeness and alignment with the agreed upon approach
- Develop a final report summarizing observations from the steps noted above and to provide an independent perspective of proposed solution feasibility to meet the City’s needs with identified risks and mitigation recommendations.

The project oversight and quality assurance will be provided over the five (5) month analysis period and follow the process outlined in this section.

Figure 3. CAD Feasibility Analysis Support Schedule

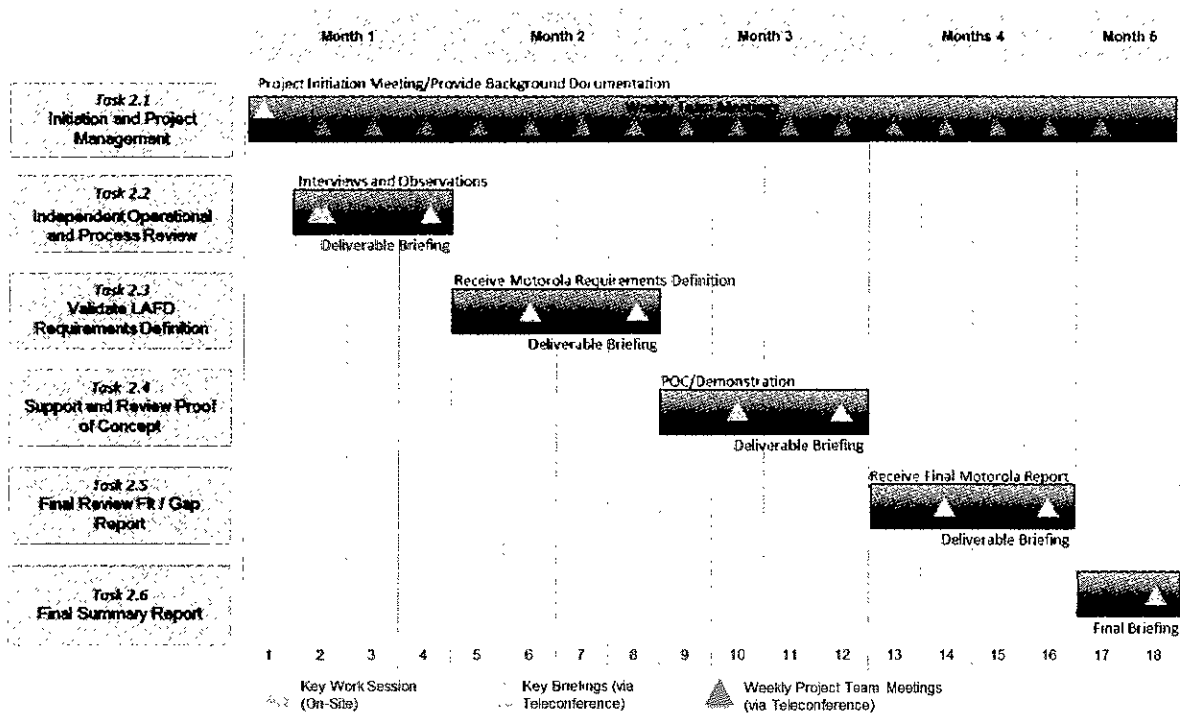


Figure 4. CAD Feasibility Analysis Support Six Step Process

		task 2 CAD Feasibility Analysis Support					
		Task 2.1 task 2 Initiation/PM.	Task 2.2 Independent Operational and Process Review	Task 2.3 Validate Requirements Definition	Task 2.4 Support and Review POC	Task 2.5 Review Final Fit/Gap Report	Task 2.6 Summary Report
Activities		<ul style="list-style-type: none"> Launch task 2; conduct initiation meeting Finalize approach, plan and schedule Confirm stakeholder landscape Perform background documentation review 	<ul style="list-style-type: none"> Review operational documentation Conduct functional interviews, observations Document summary findings Review City/Motorola project plan and process Summary analysis of feasibility approach 	<ul style="list-style-type: none"> Review Motorola's definition of LAFD functional requirements and priorities Provide summary report to City stakeholders 	<ul style="list-style-type: none"> Assess POC approach and demonstration plan Provide recommendations for functional demonstration process Observe POC process Develop summary report of POC approach and independent perspective of alignment with LAFD functional needs 	<ul style="list-style-type: none"> Review and assess output of Motorola fit / gap process Provide independent perspective to validate conclusions 	<ul style="list-style-type: none"> Develop summary report of observations collected and recommendations throughout feasibility analysis process Develop risk analysis and mitigation recommendations Provide executive briefing
	Deliverables	<ul style="list-style-type: none"> Project Plan and Schedule (Updated) Status Report (Weekly) 	<ul style="list-style-type: none"> Process Assessment Requirements Assessment 	<ul style="list-style-type: none"> Assessment of Motorola's Evaluation of LAFD CAD Requirements 	<ul style="list-style-type: none"> Assessment of POC Assessment of POC Approach 	<ul style="list-style-type: none"> Assessment of Motorola's Final Deliverables 	<ul style="list-style-type: none"> Assessment of Process and Recommendations

While within Gartner's consulting capabilities, the scope for the CAD Feasibility Analysis Support does not include:

- An assessment of the current LAFD CAD capabilities
- An assessment of the current LAPD CAD capabilities (assumed to be Motorola's responsibility)
- An assessment of additional or future Motorola solutions other than that which is proposed by Motorola to support the City's needs
- An assessment of other vendor or custom CAD alternatives (e.g. non-Motorola alternatives)
- Program management, quality assurance of any resulting CAD implementation project

Assumptions for this project task include:

- Motorola will define the process for developing requirements and validating solution fit against Motorola solution(s).
- Gartner's role is to observe and provide quality assurance and recommendations to the City's process; the City's project team will facilitate the feasibility process, engage stakeholders as appropriate, develop demonstration and proof points and develop summary conclusions – Gartner's will not develop the City's process, proof of concept nor final feasibility analysis.
- Gartner will have access to and participate as needed and per the scope defined herein to all feasibility process meetings, activities and deliverables.

- Gartner deliverable schedule is based on assumptions noted, including delivery of key Motorola artifacts required as inputs for Gartner to complete assessment tasks.

3.2.2.2 *Initiation and Project Management*

The task objective includes:

- Confirm assessment objectives and expected outcomes with stakeholders / team members (LAPD, LAFD, ITA and Motorola)
- Establish platform for an effective engagement
- Establish engagement process with City's project team

Activities performed by Gartner:

- Gartner will participate in project initiation meeting to discuss project goals and objectives, confirm roles and responsibilities, schedule and communications plan
- Gartner will review relevant background material from LAPD, LAFD and Motorola
- Participate in weekly project team meetings, providing weekly QA input
- Provide weekly QA report summarizing tasks and analysis per scope definition

LAPD responsibilities:

- Ensure attendance at initiation meeting by Project Sponsor, Project Manager and key stakeholders from LAFD, Motorola and ITA

Deliverable(s):

- Project Initiation Document
- Weekly QA reports

Time frame:

- Week 1 as well as ongoing project status meeting participation

Assumptions:

- Motorola and LAFD have already been meeting to exchange information about current environment and requirements
- Background documentation will be provided 1 week prior to initiation meeting
- Gartner will provide weekly QA reports during the proposed project schedule (excluding week 1 and week 18)
- Gartner will participate in one (1) project team status meeting per week for the duration of the project (up to 18) via teleconference

3.2.2.3 *Independent Operational and Process Review*

Develop independent assessments of the proposed process and the high-level LAFD CAD requirements.

Activities performed by Gartner:

- Review operational documentation
- Conduct LAFD functional interviews

- Conduct LAFD observation / walk-throughs
- Review Motorola project plan and process
- Develop summary analysis of LAFD CAD requirements
- Develop summary analysis of feasibility of approach
- Provide summary briefing for LAPD project team

LAPD responsibilities:

- Ensure participation from project stakeholders
- Make personnel and existing documentation available on a timely basis to facilitate aggressive discovery and analysis by Gartner team

Deliverable(s):

- Summary Assessment of Motorola Process
- Summary Assessment of LAFD CAD Requirements

Time frame:

- Weeks 2-4

Assumptions:

- LAPD / LAFD / Motorola will provide available documentation within 1 week of Gartner start
- Gartner will meet with Motorola / LAPD to review proposed assessment process
- Gartner will conduct up to four (4), two-hour interviews / working sessions with LAFD operations personnel familiar with CAD requirements
- Gartner will conduct up to two (2), two-hour on-site observations of LAFD dispatch facilities
- Gartner will conduct one (1), 90-minute summary briefing to the City's project team to review task deliverables via teleconference
- Deliverables will be provided in MS PowerPoint format

3.2.2.4 Validate LAFD Requirements Definition

Develop an independent assessment of Motorola's definition and prioritization of LAFD CAD requirements.

Activities performed by Gartner:

- Review Motorola's requirements documentation
- Review Motorola's findings and documentation that conveys their definition of the LAFD CAD requirements, objectives, priorities and gaps.

LAPD responsibilities:

- Ensure participation of project stakeholders
- Ensure participation of Motorola and timely delivery of the required inputs/documents

Deliverable(s):

- Summary Assessment of Motorola's Evaluation of LAFD CAD Requirements

Time frame:

- Week 5-8

Assumptions:

- Stakeholder participation (Motorola, LAFD, LAPD)
- Motorola's summary documentation will be provided by week 6 of the defined process (per schedule herein)
- Gartner will review Motorola's inputs and provide summary feedback within 2 business weeks of receipt
- Gartner will conduct one (1), 90-minute summary briefing for the City's project team to review task deliverables by teleconference
- Deliverables will be provided in MS PowerPoint format

3.2.2.5 Support and Review of Proof of Concept

Provide an independent Review of Proof of Concept Approach.

Activities performed by Gartner:

- Assess the proposed proof-of-concept approach and demonstration plan
- Provide recommendations for functional demonstration and / or use of scripts
- Observe proof of concept process
- Develop an independent assessment of the POC process, inputs, outputs and conclusions
- Present briefing to City's project team

LAPD responsibilities:

- Make personnel available on a timely basis
- Review and validate Gartner's recommendations

Deliverable(s):

- Summary Assessment of Proof of Concept Approach
- Summary Assessment of Proof of Concept Outcomes

Time frame:

- Weeks 9-12

Assumptions:

- Motorola will define, lead and manage the POC process
- Motorola's POC process will occur within 30 days of the completion of requirements development
- Gartner will participate as independent observer
- Gartner will participate in Motorola's demonstration process on-site for a period of up to one (1) business week

- Gartner will develop its summary assessment within two (2) weeks of the completion of the POC process
- Gartner will conduct one (1), 90-minute summary briefing for the City's project team to review task deliverables by teleconference
- Deliverables will be provided in MS PowerPoint format

3.2.2.6 Review Final Fit/Gap Report

Provide an independent assessment of Motorola's final report / output of their fit / gap analysis.

Activities performed by Gartner:

- Review Motorola's final deliverables
- Develop independent assessment
- Present briefing to City's project team

LAPD responsibilities:

- Provide final deliverables for review

Deliverable(s):

- Summary Assessment of Motorola's final deliverables

Time Frame:

- Weeks 13-16

Assumptions:

- Gartner will review up to two (2) revisions of Motorola's deliverables
- Motorola will produce a final report and recommendation that includes a detailed assessment of requirements and fit / gap
- Gartner will develop its summary assessment within two (2) weeks of the completion of Motorola's final deliverable submission
- Gartner will conduct one (1), 90-minute summary briefing for the City's project team to review task deliverables by teleconference
- Deliverables will be provided in MS PowerPoint format

3.2.2.7 Final Summary Report

Provide a Final Summary Report.

Activities performed by Gartner:

- Gartner will provide a final summary assessment report of the process, activities and final assessment of outcomes.
- Gartner will deliver the report to project team and / or other stakeholders.

LAPD responsibilities:

- Review draft summary assessment report and provide feedback / comments
- Ensure participation of stakeholders

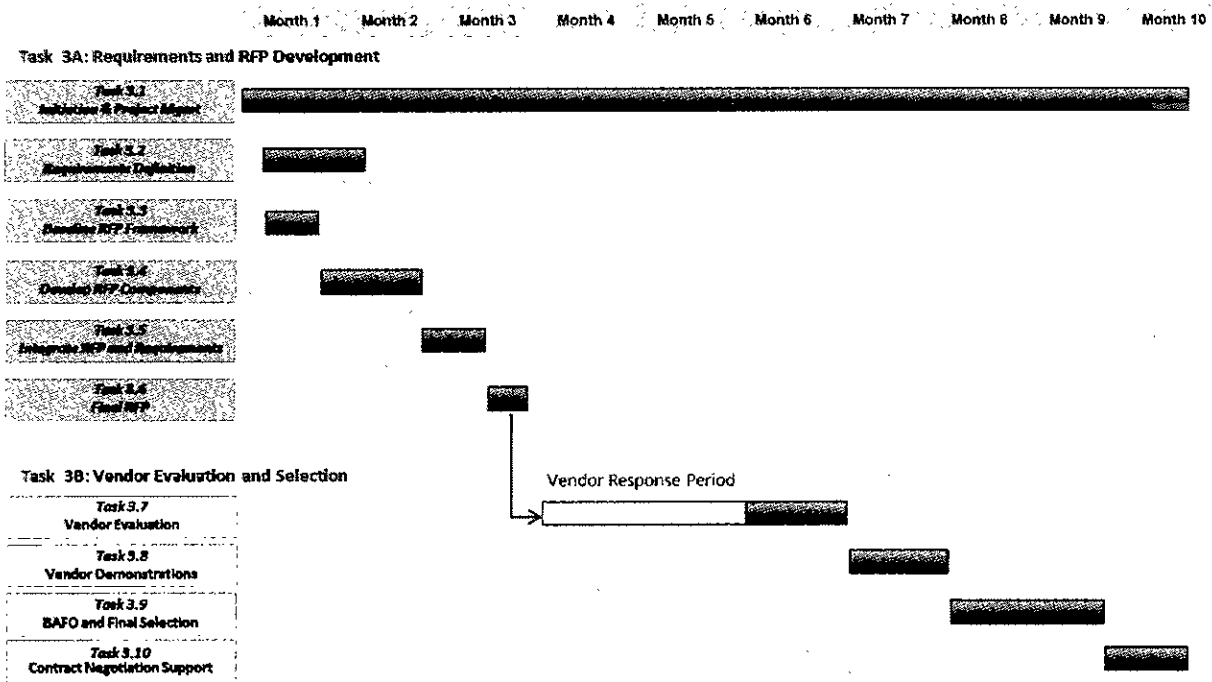
3.2.3 Task 3 - Procurement Support

Support of the procurement process will be delivered over a period of forty-four (44) weeks through a two-task approach. However, actual durations will depend on Sourcing Strategy and LAPD/City Procurement Processes.

Task 3A Requirements and RFP Development

Task 3B Vendor Evaluation and Selection

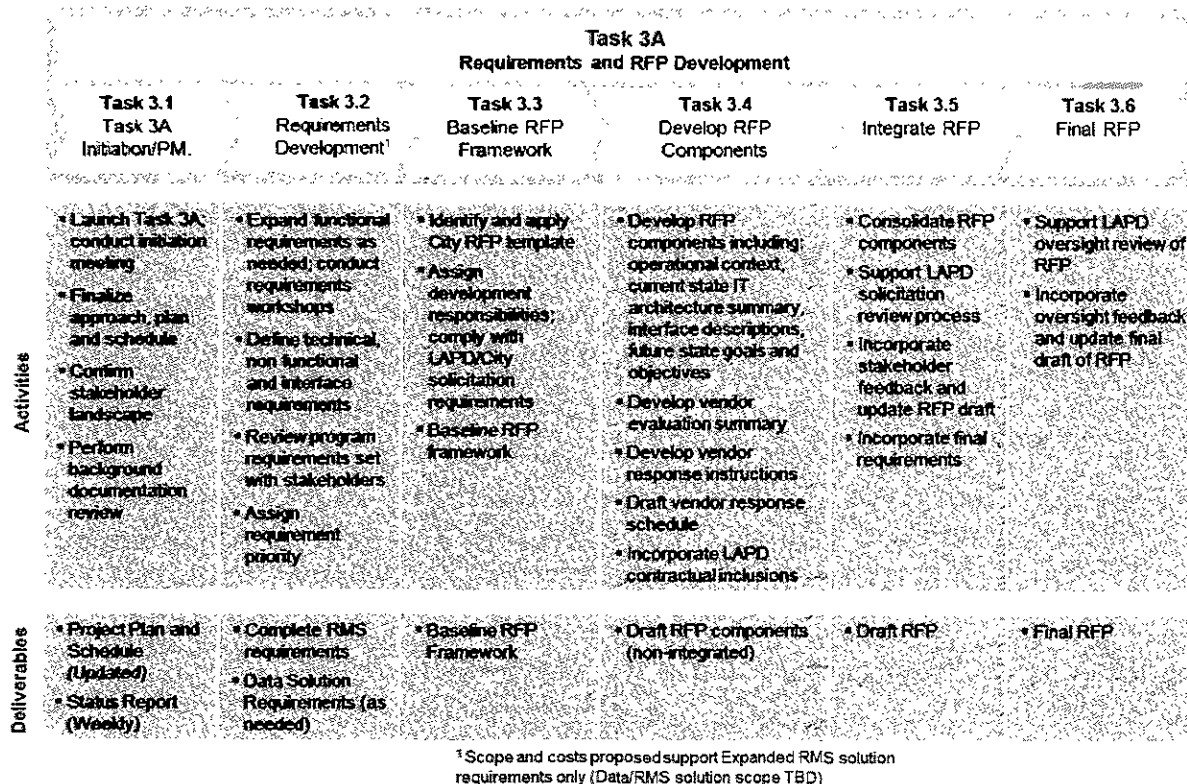
Figure 5. Procurement Support Schedule



3.2.3.1 Requirements and RFP Development

Gartner's approach for developing the requirements and the RFP documents consists of a six (6) step proven process.

Figure 6. Task 3A – Requirements and RFP Development Process



3.2.3.1.1 Initiation and Project Management

Initiate Task 3A by confirming project approach, team alignment and the communication plan then validate and finalize Task 3 scope, schedule and communications plan.

Activities performed by Gartner:

- Launch Task 3A
- Conduct project Task 3A initiation meeting
- Finalize approach, plan and schedule
- Confirm stakeholder landscape
- Confirm communications plan
- Perform background documentation review

LAPD responsibilities:

- Attend initiation meeting
- Provide requested documentation
- Schedule and participate in interviews

Deliverable(s):

- Project Initiation Document (PID)

- Status Report (Weekly)

Time frame:

- Week 1 (Status Reports continue throughout proposed project schedule)

Assumptions:

- One (1) hour project initiation meeting via teleconference
- Weekly 30 minute project status meetings via teleconference
- Requested background documentation will be provided by the end of week 1

3.2.3.1.2 Requirements Definition

Based on Program scope, complete RMS requirements and expand as needed to meet scope and objectives; draft final requirements for inclusion with RFP (Task 3B). Scope and costs proposed support Expanded RMS solution requirements only.

Activities performed by Gartner:

- Expand baseline requirements as needed; conduct requirements workshops as needed
- Define technical, interface and non-functional requirements
- Review program requirements set with stakeholders
- Assign requirement priority

LAPD responsibilities:

- Schedule and participate in interviews/workshops
- Review deliverables and provide feedback

Deliverable(s):

- Completed RMS requirements (Technical, Non-Functional and Interfaces)
- Final Expanded Data Solution Requirements (as needed)

Time frame:

- 4 Weeks (Weeks 2-5)

Assumptions:

- Six (6) separate one (1) hour Requirements Workshops will be conducted on-site
- Up to four (4) separate one (1) hour follow-up Requirements Working Sessions will be conducted remotely by conference call

3.2.3.1.3 Baseline RFP Framework

Develop RFP components including: operational context, current state IT architecture summary, interface descriptions, future state goals and objectives.

Activities performed by Gartner:

- Identify and apply City RFP template
- Assign development responsibilities; comply with LAPD/City solicitation requirements
- Baseline RFP framework

LAPD responsibilities:

- Provide LAPD/City procurement template, guidelines, policies and procedures, contractual requirements
- Schedule and participate in interviews/workshops
- Review deliverables and provide feedback

Deliverable(s):

- Baseline RFP Framework

Time frame:

- 2 Weeks (Week 2-3)

Assumptions:

- Two (2) separate two (2) hour stakeholder interviews will be conducted on-site
- 4 x 1 hour follow-up interviews will be conducted remotely by conference call
- City RFP template will serve as the basis for the RFP

3.2.3.1.4 Baseline RFP Framework

Develop RFP components including: operational context, current state IT architecture summary, interface descriptions, future state goals and objectives.

Activities performed by Gartner:

- Identify and apply City RFP template
- Assign development responsibilities; comply with LAPD/City solicitation requirements
- Baseline RFP framework

LAPD responsibilities:

- Provide LAPD/City procurement template, guidelines, policies and procedures, contractual requirements
- Schedule and participate in interviews/workshops
- Review deliverables and provide feedback

Deliverable(s):

- Draft RFP Components (non-integrated)

Time frame:

- 4 Weeks (Week 4-7)

Assumptions:

- Three (3) separate two (2) hour RFP Development Workshops will be conducted on-site
- Eight (8) separate one (1) hour follow-up RFP Working Sessions will be conducted remotely by teleconference

3.2.3.1.5 Integrate RFP Components and Requirements

Consolidate RFP components and facilitate quality and completeness reviews.

Activities performed by Gartner:

- Consolidate RFP components
- Support City review process
- Incorporate stakeholder feedback and update RFP draft
- Incorporate final requirements

LAPD responsibilities:

- Schedule and participate in interviews/workshops
- Review deliverables and provide feedback
- Facilitate RFP approval groups and review cycles

Deliverable(s):

- Draft RFP (integrated)
- RFP Assessment Criteria and Tools (also including Evaluation Summary, Vendor Response Instructions and Vendor Response Schedule)

Time frame:

- 2 Weeks (Week 8-9)

Assumptions:

- Conduct two (2) one (1) hour weekly RFP Development Workshops by conference call.

3.2.3.1.6 Final RFP

Support LAPD oversight review of RFP, finalize and release the RFP.

Activities performed by Gartner:

- Consolidate RFP components
- Support LAPD/City oversight review of RFP
- Incorporate oversight feedback and update final draft of RFP

LAPD responsibilities:

- Schedule and participate in interviews/workshops.
- Review deliverables and provide feedback
- Finalize and release RFP

Deliverable(s):

- Final RFP

Time frame:

- 2 Weeks (Week 10-11)

Assumptions:

- A two (2) hour final RFP briefing conducted on-site if required
- Timeframe and scope does not include potentially required tasks for LAPD/City oversight review or approvals and any document updates that may result

3.2.3.2 Task 3B – Vendor Evaluation and Selection

Gartner supports the vendor evaluation and section process following a four step process.

Figure 7. Vendor Evaluation and Selection Process

Task 3B Vendor Evaluation and Selection				
	Task 3.7 Vendor Evaluation	Task 3.8 Vendor Demonstrations	Task 3.9 BAFO and Final Selection	Task 3.10 Contract Negotiation Support
Activities	<ul style="list-style-type: none"> ▪ Support vendor question and answer during response period ▪ Review initial proposals ▪ Develop proposal assessment workbook ▪ Support development of vendor questions ▪ Facilitate initial scoring and down select process, as appropriate 	<ul style="list-style-type: none"> ▪ Support development of vendor demonstration scripts, processes ▪ Participate in vendor demonstrations ▪ Support development of vendor questions ▪ Facilitate scoring workshop 	<ul style="list-style-type: none"> ▪ Support development of BAFO instructions ▪ Review vendor BAFO proposals ▪ Facilitate evaluation session and scoring workshop ▪ Support selection of finalist vendor ▪ Develop selection report 	<ul style="list-style-type: none"> ▪ Develop negotiation framework ▪ Support contract negotiation sessions ▪ Review final contract
Deliverables	<ul style="list-style-type: none"> ▪ Vendor Evaluation Workbook ▪ Initial Scoring Summary 	<ul style="list-style-type: none"> ▪ Updated Scoring Summary 	<ul style="list-style-type: none"> ▪ Updated Evaluation Workbook ▪ Updated Scoring Summary ▪ Selection Report 	<ul style="list-style-type: none"> ▪ Contract Negotiation Framework ▪ Contract Risk Summary

3.2.3.2.1 Vendor Evaluation

Conduct thorough vendor evaluation and analysis to identify finalist vendors to proceed with further assessment and selection.

Activities performed by Gartner:

- Support pre-bid conference if necessary
- Support vendor question and answer during response period
- Support development of vendor demonstration scripts, processes
- Participate in vendor demonstrations
- Support development of vendor questions
- Facilitate scoring workshop

LAPD responsibilities:

- Establish evaluation committee
- Facilitate pre-bid meeting if necessary
- Support all direct and documented vendor communication
- Review all submitted proposals; provide input to evaluation process
- Provide input to scoring process and drive selection decisions
- Support all direct communication with vendors and all required vendor documentation

- Schedule and participate in interviews/workshops
- Review deliverables and provide feedback

Deliverable(s):

- Vendor Evaluation Workbook
- Initial Scoring Summary

Time frame:

- 12 Weeks (Week 20-31)

Assumptions:

- Eight (8) week vendor response period
- Support for up to two (2) series of vendor questions and answers during vendor response period
- Review of up to six (6) vendor proposals
- Support for one (1) series of vendor questions
- Up to four (4) separate two (2) hour vendor evaluation and scoring workshops

3.2.3.2.2 Vendor Demonstrations

Engage down-selected vendors in onsite demonstrations to further evaluate capabilities and solutions scenarios, provide hands on stakeholder participation and support selection process.

Activities performed by Gartner:

- Support development of vendor demonstration scripts, processes
- Participate in vendor demonstrations
- Support development of vendor questions
- Facilitate scoring workshop

LAPD responsibilities:

- Incorporate Gartner demonstration script and scenario planning into LAPD demonstration process
- Support all direct communication with vendors and all required vendor documentation
- Facilitate vendor demonstrations
- Provide input to scoring process and drive selection decisions
- Schedule and participate in interviews/workshops
- Review deliverables and provide feedback

Deliverable(s):

- Updated Scoring Summary

Time frame:

- 4 Weeks (Week 32-35)

Assumptions:

- Up to three (3) vendor demonstrations
- Vendor demonstrations will be conducted over one (1) business week
- Support for one (1) series of vendor questions
- Up to two (2) separate two (2) hour vendor evaluation and scoring workshops
- Updates will be incorporated into the Scoring Summary task

3.2.3.2.3 Best and Final Offer (BAFO) and Final Selection

Facilitate down select and best and final offer (BAFO) process to drive selection of best price and optimal solution for LAPD.

Activities performed by Gartner:

- Support development of BAFO instructions
- Review vendor BAFO proposals
- Facilitate evaluation session and scoring workshop
- Support selection of finalist vendor
- Develop selection report

LAPD responsibilities:

- Incorporate Gartner BAFO feedback into BAFO vendor instructions
- Support all direct communication with vendors and all required vendor documentation
- Provide input to scoring process and drive selection decisions
- Schedule and participate in interviews/workshops
- Review deliverables and provide feedback

Deliverable(s):

- Updated Evaluation Workbook
- Updated Scoring Summary
- Selection Report

Time frame:

- 6 Weeks (Week 36-41)

Assumptions:

- Three (3) week BAFO response period
- Up to two (2) separate two (2) hour vendor evaluation and scoring workshops
- Updates will be incorporated into the Scoring Summary, Evaluation Workbook

3.2.3.2.4 Support Contract Negotiation

Support LAPD/City negotiation process based on Gartner best practice and Sourcing subject matter expertise to help LAPD obtain effective contract structure, terms and pricing.

Activities performed by Gartner:

- Develop negotiation framework
- Support contract negotiation sessions
- Review final contract; provide risk profile with summary recommendations for contract execution and management

LAPD responsibilities:

- Facilitate contract negotiation process
- Support all direct communication with vendors and all required vendor documentation
- Drive all contract decisions for LAPD/City
- Review deliverables and provide feedback

Deliverable(s):

- Contract Negotiation Framework
- Contract Risk Summary

Time frame:

- 3 Weeks (Week 42-44)

Assumptions:

- Participate in up to two (2) separate one (1) hour internal LAPD/City negotiation sessions per week for up to two (2) weeks
- Submission of one (1) negotiation framework; update based on iterative process between LAPD/City and vendor
- Gartner will not directly participate in negotiation sessions with selected vendor
- Risk summary will be provided at the conclusion of the contract negotiation period.

3.2.3.3 Sample Procurement Deliverables

The following two (2) figures are examples of requirements and procurement artifacts that may be applied throughout the engagement.

Figure 8. Requirements Artifacts

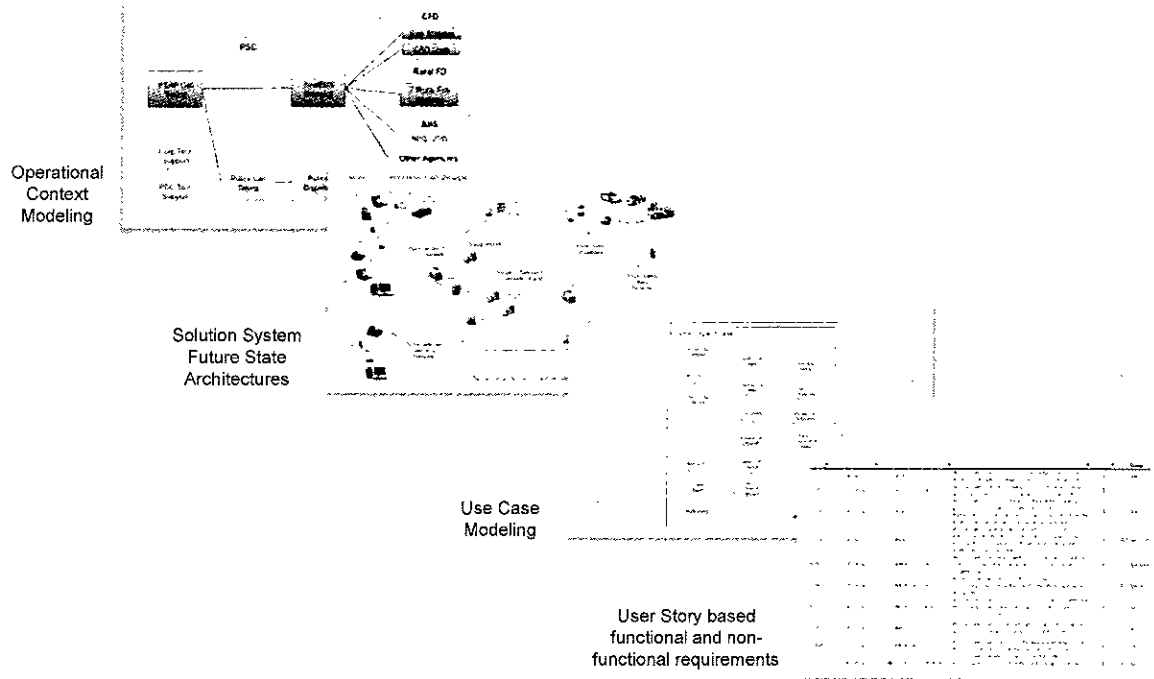
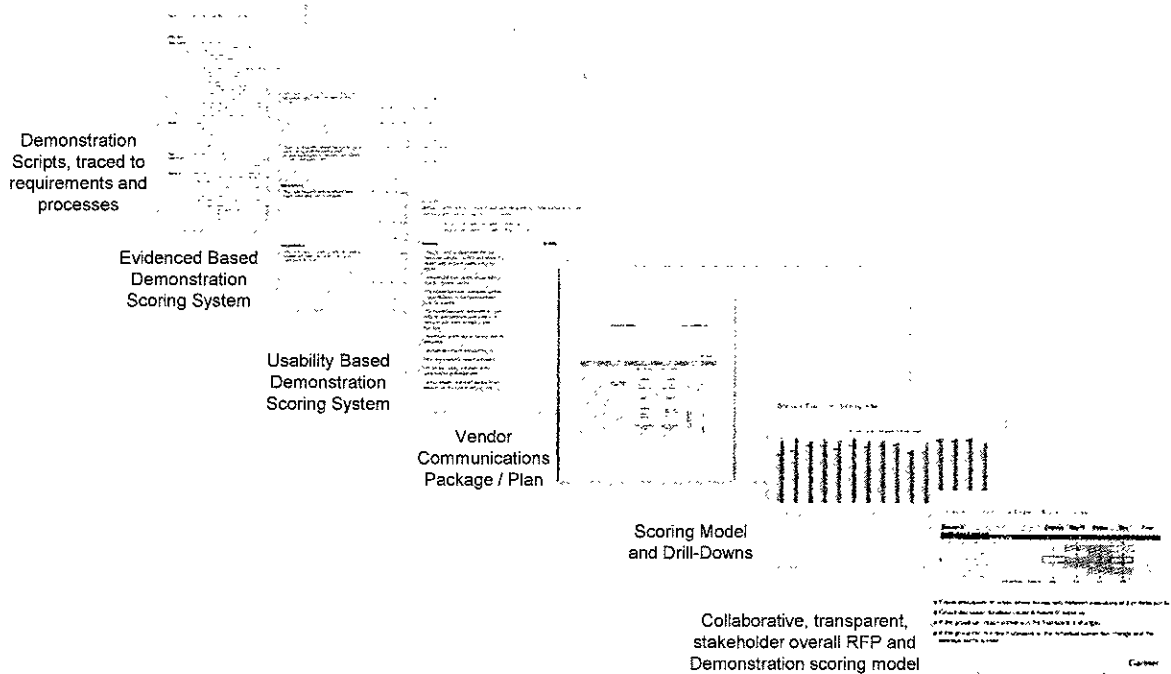


Figure 9. Procurement Artifacts



3.2.4 Task 4 - Program Monitoring and Quality Assurance (PM/QA)

This task will provide ongoing support, objective oversight, risk management and targeted Subject Matter Expertise (SME) through the delivery of 'quick win' projects, data components and LAPD's Data/RMS solution.

The actual completion date of this task will be based on the final project plan. However, the timing of activities will follow the schedule example illustrated below.

Figure 10. Program Monitoring and Quality Assurance Schedule

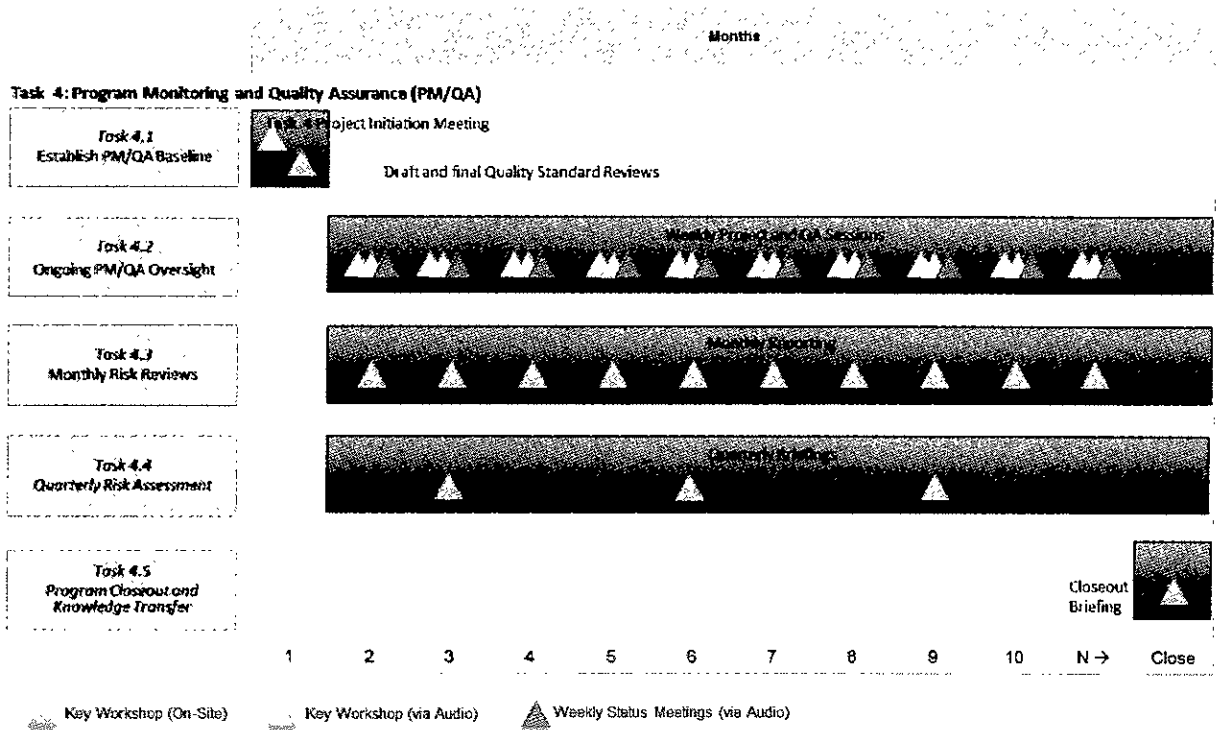
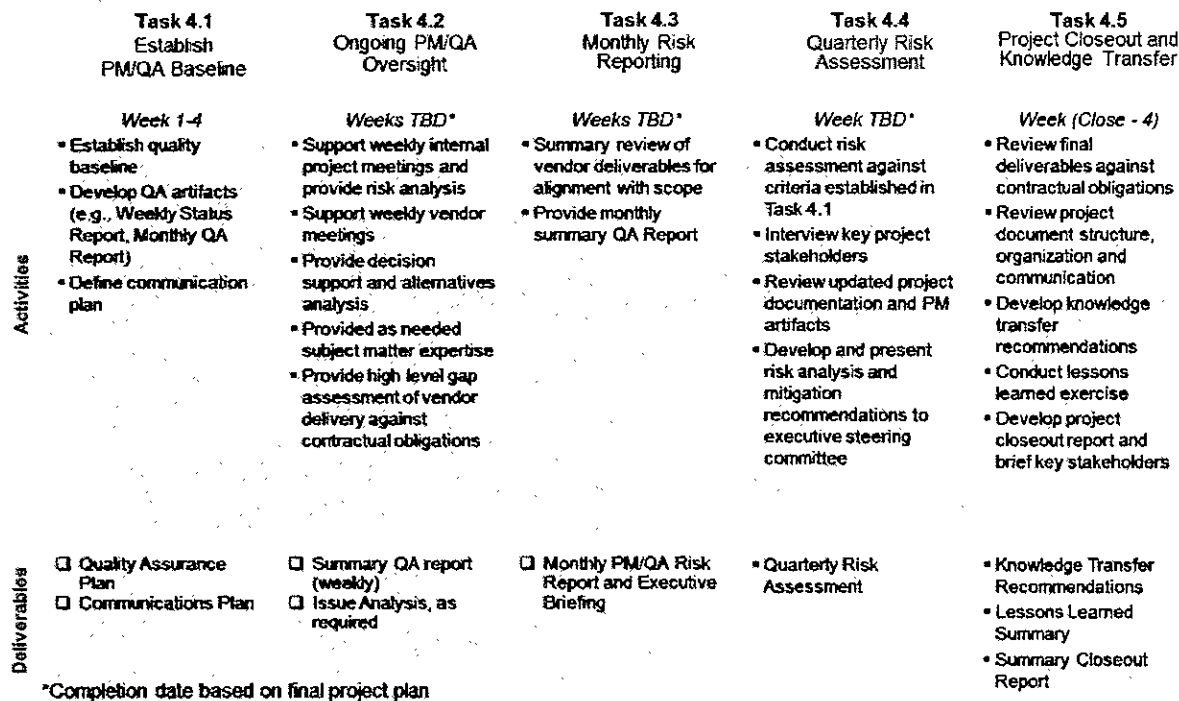


Figure 11. Program Monitoring and Quality Assurance Process



3.2.4.1 Establish PM/QA Baseline

Establish a standard QA processes communication to ensure ongoing PM/QA role is structured, consistent and meets LAPD's Program objectives.

Activities performed by Gartner:

- Establish quality baseline
- Develop QA artifacts (e.g., Weekly Status Report, Monthly QA Report)
- Define communication plan

LAPD responsibilities:

- Schedule and participate in initiation meeting
- Schedule and participate in interviews
- Make LAPD and City Program Management requirements and standards available for incorporation into Quality Standards

Deliverable(s):

- Quality Assurance Plan
- Communications Plan

Time frame:

- Weeks 1-4

Assumptions:

- An one (1) hour project initiation meeting

- Up to four (4) separate one (1) hour interviews conducted onsite with LAPD/City PM representatives
- Two (2) separate one (1) hour baseline standards workshops to be conducted via teleconference
- Deliverables will be provided in MS PowerPoint format

3.2.4.2 Ongoing PM/QA Oversight

Provide objective, independent assessment of and guidance for the Program through delivery based on best practices program management and aligned Subject Matter Expertise (SME).

Activities performed by Gartner:

- Support weekly internal project meetings and provide risk analysis
- Support weekly vendor meetings
- Provide decision support and alternatives analysis
- Provided as needed subject matter expertise
- Provide high level gap assessment of vendor deliverables against contractual obligations

LAPD responsibilities:

- Provide access to all relevant project meetings, artifacts, vendors and vendor deliverables
- Provide access to vendor contract and key stakeholders as appropriate

Deliverable(s):

- Summary QA report (weekly)
- Issue Analysis, as required

Time frame:

- Weeks: Ongoing (beginning week 5)

Assumptions:

- Support an one (1) hour project meeting weekly
- Support up to an one (1) hour vendor project meetings weekly
- Support an one (1) hour QA review meeting with project team weekly
- Support up to two (2) hours/week of deliverable review (structural, contractual review)
- Support up to two (2) one (1) hours per week of Subject Matter Expert support (in addition to Quality Assurance tasks)
- Provide one (1) monthly PM/QA report delivered in MS PowerPoint format

3.2.4.3 Monthly Risk Reporting

Provide ongoing, independent review of Program deliverables and Program Risk Assessment

Activities performed by Gartner:

- Summary review of vendor deliverables for alignment with scope
- Provide monthly summary QA Report

LAPD responsibilities:

- Provide access to all relevant vendor deliverables and processes
- Schedule and participate in monthly PM/QA briefings

Deliverable(s):

- Monthly PM/QA Risk Report and Executive Briefing

Time frame:

- Monthly: Ongoing

Assumptions:

- Two (2) hour Monthly QA briefing conducted onsite
- Monthly Risk Report will be delivered in MS PowerPoint format
- Baseline risk criteria and deliverable framework will be established within the tasks and assumptions of the Establish PM/QA Baseline task of this task

3.2.4.4 Quarterly Risk Assessment (Optional)

Provide key Program sponsors and stakeholders with a regular, independent assessment of Program progress against objectives, risks and opportunities. Provide platform for escalation of key decisions, issues and recommendations.

Activities performed by Gartner:

- Conduct risk assessment against criteria established in the Establish PM/QA Baseline task of this task
- Interview key project stakeholders
- Review updated project documentation and PM artifacts
- Develop and present risk analysis and mitigation recommendations to executive steering committee

LAPD responsibilities:

- Schedule stakeholders for and participate in quarterly briefing

Deliverable(s):

- Quarterly Risk Assessment

Time frame:

- Weeks: Ongoing

Assumptions:

- A two (2) hour Quarterly Risk Assessment briefing conducted onsite
- Baseline program assessment criteria will be established within the tasks and assumptions in the Establish PM/QA Baseline task of this task

3.2.4.5 Program Closeout and Knowledge Transfer (Optional)

Provide a structured, transparent process to ensure LAPD/City team receives all required documentation and adopts defined Program responsibilities.

Activities performed by Gartner:

- Review final deliverables against contractual obligations
- Review project document structure, organization and communication
- Develop knowledge transfer recommendations
- Conduct lessons learned exercise
- Develop project closeout report and brief key stakeholders

LAPD responsibilities:

- Schedule and participate in closeout interviews
- Schedule and participate in knowledge transfer workshops
- Schedule and participate in Closeout Briefing

Deliverable(s):

- Knowledge Transfer Recommendations
- Lessons Learned Summary
- Summary Closeout Report

Time frame:

- 4 Weeks – Week Final (-4)

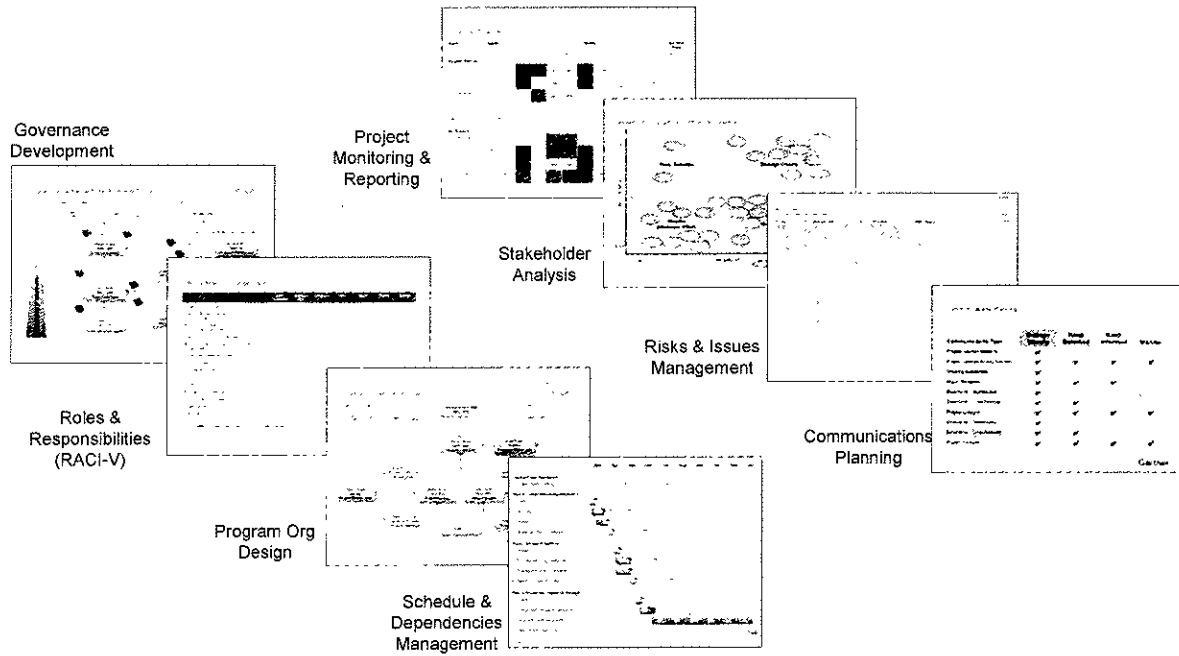
Assumptions:

- Six (6) separate one (1) hour closeout interviews conducted onsite
- Four (4) separate two (2) hour knowledge transfer workshops conducted via teleconference
- A final two (2) hour Closeout Report briefing; inclusive of Lessons Learned Summary

3.2.4.6 Sample Deliverables for Program Monitoring and Quality Assurance

The following figure provides an example PM/QA Control Processes and Tools that may be developed through the Gartner engagement.

Figure 12. Sample Artifacts

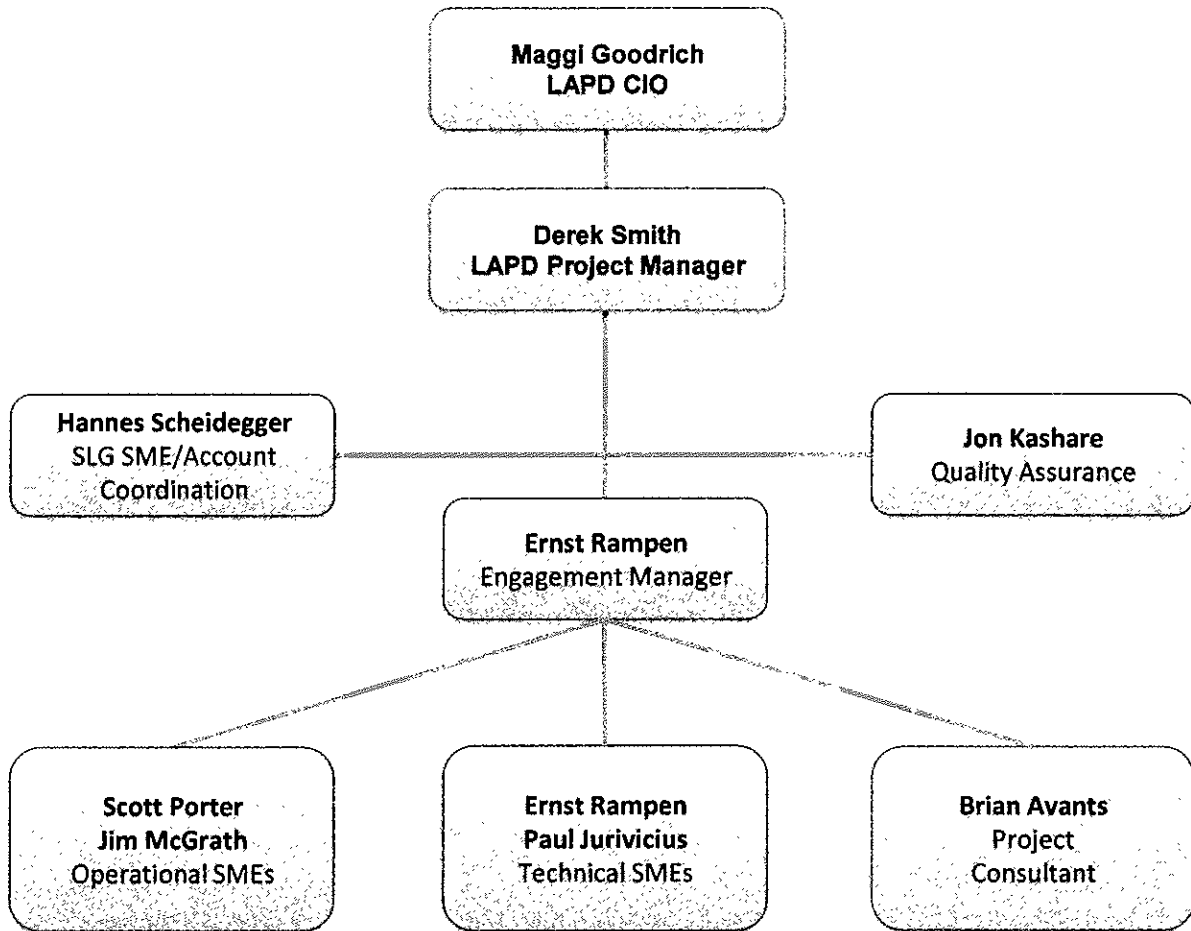


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4.0 Gartner Project Team Organization

Gartner has created an organization structure for this engagement that ensures high-level sponsorship and quality assurance, strong day-to-day project management, a focused team of project consultants, and deep subject matter expertise. The key roles and proposed individuals for the Gartner team are shown below.

Figure 13. Project Team










4.1 Roles and Responsibilities

Following is a description of the roles and responsibilities for this engagement. The Gartner team will work with the LAPD project team to develop a full complement of roles and responsibilities for execution of the project.

Table 3. Project Team Roles and Responsibilities

Gartner Associate & Role	Responsibilities
--------------------------	------------------

Gartner Associate & Role	Responsibilities
 Jon Kashare Managing Partner and QA Review	<ul style="list-style-type: none"> ■ Ensure that Gartner activities support LAPD's goals ■ Build and maintain a long-standing relationship with LAPD ■ Provide quality assurance review of Gartner project plan and Gartner deliverables throughout the engagement ■ Ensure value through the Gartner Project Management Life Cycle
 Ernst Rampen Engagement Manager & Applications SME	<ul style="list-style-type: none"> ■ Provide high-level oversight to the project and become more heavily involved should any issue resolution be necessary ■ Be responsible for the day-to-day management of project initiatives ■ Ensure that project deliverables are completed on time and meet the Gartner quality standards ■ Act as the primary point of contact for the Gartner team ■ Work closely with LAPD to ensure that Gartner is meeting its needs
 Scott Porter Public Safety Operations and Technical SME	<ul style="list-style-type: none"> ■ Provide day-to-day consulting support for project tasks ■ Be supported by additional project consultants as needed
 Jim McGrath Public Safety Operations and Technical SME	<ul style="list-style-type: none"> ■ Provide day-to-day consulting support for project tasks ■ Be supported by additional project consultants as needed

Gartner Associate & Role	Responsibilities
 <p>Paul Jurivicius Public Safety Operations and Technical SME</p>	<ul style="list-style-type: none">■ Provide day-to-day consulting support for project tasks■ Be supported by additional project consultants as needed
 <p>Brian Avants Lead Consultant</p>	<ul style="list-style-type: none">■ Develop draft deliverables■ Support ongoing, tactical communication
 <p>Hannes Scheidegger State and Local Government Subject Matter Expert</p>	<ul style="list-style-type: none">■ Support the core project team by providing subject matter expertise as needed throughout the engagement■ Participate in deliverable creation, deliverable review and client presentations as needed

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5.0 Project Pricing

Gartner proposes to complete the scope defined in this proposal with a combination of firm-fixed price and time/materials.

Table 4. Project Cost Breakdown for Tasks 1 – 3

Task Number/Name	Deliverables Included in Milestone	Payment Amount
Task 1* – Program Definition and Sourcing Strategy	<ul style="list-style-type: none"> ■ 50% upon completion of Task 1.1 ■ 50% upon completion of Task 1.5 	\$140,000
Task 2 – CAD Feasibility Assessment Support	<ul style="list-style-type: none"> ■ 15% upon completion of Task 2.1 ■ 25% upon completion of Task 2.3 ■ 25% upon completion of Task 2.4 ■ 35% upon completion of Task 2.6 	\$160,000
Task 3A* – Requirements and RFP Development	<ul style="list-style-type: none"> ■ 30% upon completion of Task 3.1 ■ 30% upon completion of Task 3.2 ■ 40% upon completion of Task 3.6 	\$175,000
Task 3B – Vendor Evaluation and Selection	<ul style="list-style-type: none"> ■ 30% upon completion of Task 3.7 ■ 30% upon completion of Task 3.8 ■ 40% upon completion of Task 3.10 	\$200,000
Task 4 – Program Management and Quality Assurance	<ul style="list-style-type: none"> ■ Task 4.1 – Establish PM/QA Baseline (Firm-Fixed Price) 	\$80,000
	<ul style="list-style-type: none"> ■ Tasks 4.2, 4.3, 4.4 – Ongoing PM/QA, Monthly support¹ (Time and Materials) for 22 months following the PM/QA Baseline (Time and Materials) 	\$35,000 per month ² (total of \$770,000)
	<ul style="list-style-type: none"> ■ Task 4.5 – Program Closeout and Knowledge Transfer (Firm-Fixed Price) 	\$65,000
Total Tasks 1 – 4		\$1,590,000

* These tasks are intended to begin immediately upon contract signature, all other tasks will begin upon request from LAPD.

¹ Begins upon completion of Task 1 (Est. Month 2)

² Assumes 22 months; support levels may be adjusted based on the project density and LAPD requirements of the life of the Program

Fees noted include all expenses and costs. Our professional fees are based upon the task details, stated assumptions herein, and level of effort required to perform our work and complete an assignment in a thorough and professional manner. Taxes not included.

All invoices are payable net 30 days from date of invoice. While we do not itemize billing for professional services, we agree and will comply with any reasonable requests for records substantiating our invoices.

5.1 Assumptions

The deliverables, schedule and pricing in this proposal are based on the following assumptions:

- LAPD Participation
 - LAPD will designate a project manager to act as the primary point of contact for this project and proposed work streams
 - The LAPD project manager will be expected to work closely with the Gartner employees as needed and will: (a) approve project priorities, detailed task plans and schedules; (b) facilitate the scheduling of Gartner interviews with appropriate client personnel; (c) notify Gartner in writing of any project or performance issues; (d) assist in resolving project issues that may arise; and (e) coordinate deliverable distribution, review and feedback in a timely basis.
 - The work effort described in this proposal assumes LAPD personnel are available to actively participate in interviews and deliverable/report review sessions as scheduled. In the event that LAPD personnel are not available, a change of scope may be necessary.
 - LAPD will make every effort to review and approve documents within 5 business days. If additional time is needed, LAPD will request an additional period of 10 days before the initial period expires.
 - LAPD will schedule its resources for project activities and provide meeting facilities as necessary.
- Interviews, Document Collection and Analysis
 - Gartner assumes that LAPD will provide requested relevant documentation that is existing and available prior to week 1 interviews, a document request will be submitted before the project start date for any documentation that Gartner does not currently have.
 - All interviews will be conducted on-site at LAPD facilities. Some/all follow-up discussions will be held via conference call.
- Other Key Assumptions
 - With the exception of review meetings and interviews, Gartner work will be performed at Gartner locations, unless mutually agreed to by both parties.
 - LAPD will provide working facilities for activities scheduled to occur at the LAPD that are commensurate with the tasks described in this scope of work.
 - All deliverables will be developed using Microsoft products (specifically PowerPoint but also Excel and Word where appropriate). The Executive Report for each task will be in PowerPoint format.

- ❑ Any requests for additional information (beyond the details described in the tasks above) that are made by LAPD may be considered a change in scope for this engagement and will be handled accordingly (see Changes to Scope section of this proposal).

5.2 Changes to Scope

The scope of this engagement is defined by services outlined in this Statement of Work. All requests for changes to this Statement of Work must be in writing and must set forth with specificity the requested changes. As soon as practicable, Gartner shall advise the City of the cost and schedule implications of the requested changes and any other necessary details to allow both parties to decide whether to proceed with the requested changes. The parties shall agree in writing upon any requested changes prior to Gartner commencing work.

As used herein, “changes” are defined as work activities or work products not originally planned for or specifically defined by this Statement of Work. By way of example and not limitation, changes include the following:

- Any activities not specifically set forth in this Statement of Work
- Providing or developing any deliverables not specifically set forth in this Statement of Work
- Any change in the respective responsibilities of Gartner and City set forth in this Statement of Work, including any reallocation or any changes in engagement or project manager staffing
- Any rework of completed activities or accepted deliverables
- Any investigative work to determine the cost or other impact of changes requested by the City
- Any additional work caused by a change in the assumptions set forth in this Statement of Work
- Any delays in deliverable caused by a modification to the acceptance criteria set forth in this Statement of Work

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6.0 Appendix – Project Team Bios

Ernst Rampen, Director, Applications Practice

Mr. Rampen has over 20 years of experience as an application development and architecture subject matter expert. Based in Los Angeles, he focuses on applications and technology assessments, strategy and roadmaps, large scale systems integration, agile development approaches and application architecture. His background crosses disciplines including architecture, project management and process development. Project experience includes:

- For a large payment processor – assessed the legacy architecture of a high volume transaction processing system and developed a roadmap for incremental improvement
- For a large state department – assessed the legacy system architecture, developed a future-state architecture and sourcing approach
- For a large state department – assessed the current-state mainframe architecture, developed future-state architecture direction of core applications and technology and assisted with procurement of application modernization
- For a large online payment processor – developed conceptual future-state architecture alternatives and roadmap for a Merchant Reporting Platform, comprised of data management, data warehousing and business intelligence technologies.
- For a large vehicle manufacturer – assessed current dealer CRM and developed future-state options to enable a shift from manufacturing to customer-focused organization.
- For a university campus – assessed risk of a financial application and developed modernization approaches.
- For a state-level Courts services provider – developed a roadmap to develop an enterprise architecture management program, including reference architectures.
- For a large public school system – assessed the requirements management approach of a multi-year development effort, developed a use-case driven requirements process aligned with an agile software development process.
- For a large municipal law enforcement agency – developed the solution architecture of an early intervention system to help comply with professional policing requirements of a Federal Consent Decree.

Prior to Gartner, Mr. Rampen was a Technology Director and Solutions Architect for a leading systems integration firm, focusing on technology strategy and application architecture for clients in State and Local Government, Justice and Public Safety, Education, Health Care and Entertainment.

Mr. Rampen holds a BS in Management Information Systems from the HES School of Business in Amsterdam.

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Jim McGrath, Director, Public Safety

Jim McGrath is a Director with Gartner Consulting supporting critical programs for state and local government clients focused on IT strategy, procurement and project oversight. Mr. McGrath is an experienced project manager specializing in the Public Safety and Telecommunications industries on large scale change programs. He has extensive experience through a variety of high profile IT projects with a number of clients across several industries; most notably the Metropolitan Police Service (MPS), the City of New York's Police and Fire Departments, United States Marines Corps Systems Command, British Telecom (BT) and EuroPol.

In addition to project management and strategic advisory consultancy services, Mr. McGrath has experience of business and product development, formally a Vice President at Portrait Software International, responsible for global business development in the Public Safety industry and also responsible for Portrait's global public sector product development operation. Mr. McGrath's most relevant experience includes the following:

- Quality Assurance & Strategic Advisor to New York City's DoITT — QA Program Lead for a \$2B Emergency Communications Transformation Program (ECTP) that is delivering business and technical change for the New York Police Department (NYPD) and Fire Department of New York (FDNY) and the City's 911 service. Responsible for quality assuring the program management team and component projects on behalf of the Deputy Mayor for Operations, the program's executive sponsor. Responsible for providing the City and the ECTP Program with strategic options for mitigating risks and ensuring the timely and quality delivery of the program's objectives. Responsible for managing a team of Gartner consultants deployed across the program.
- 911 Systems Replacement Strategy & Risk Assessment for the City of Aurora, Colorado — Public Safety SME for a Computer Aided Dispatch (CAD) replacement project. Responsible for performing an operational and technical gap analysis and risk assessment of the 911 center's current CAD system as part of an overall system replacement strategy engagement.
- E-911 Systems Upgrade Alternatives Assessment for the United States Marines Corps (USMC) — Public Safety SME for an E-911 and NG-911 alternatives assessment. Responsible for reviewing the capability and suitability of the technical infrastructure and systems that support 911 Communication Centers on 13 USMC bases across the continental US (CONUS). Objectives were to validate 911 site surveys performed by USMC; identify and document USMC CONUS Bases E-911 routing and infrastructure; identify any base that Gartner would recommend not receive E911 equipment and to provide the rationale for that recommendation; prioritize the proposed order of E911 implementations; identify potential E911 equipment vendors; identify any E911 that would not be compatible with NG911 solutions.
- Command & Control (C&C) Project Management for the Metropolitan Police Service (MPS) — Responsible for a portfolio of projects delivering change to MPS C&C operations. Delivered an infrastructure upgrade for all hardware, storage, telephony and networks to support C&C during the 2013 Olympic games until 2015. Migration of all C&C infrastructure from existing datacenters into 2 new List-X datacenters. Implementation a new Alarms Management application and technology platform into C&C.
- 911 Call Handling Strategy for New York City's DoITT — Engaged with New York City's Deputy CIO and representatives from the police (NYPD) and fire departments (FDNY)

regarding contact handling strategy. Invited to work with the joint task-force as a CRM domain expert by Gartner Consulting to aid in the development of their contact handling strategy for the City's new 911 service.

- Contact Management / Multi-Channel CRM Consultancy and Project Management for the Metropolitan Police Service — Responsible for leading the analysis & design of a joined-up Emergency and Non-Emergency call center packaged application solution implementation. Role consisted of: analysis, design, specification and configuration of the packaged solution to meet the requirements of the business; Managing a team of 10 consultants. Responsible for evaluating CRM and Call Center vendors through a rigorous and intensive package evaluation process on behalf of the client, evaluated 10 of the leading CRM vendors.
- Head of IT Strategy, Post Office Limited (Consultant to Curve Consultancy)— Responsible for developing an IT Strategy integrated with the Business Strategy. Developed the IT Road Map to support the business achieving their 5 year goals. Responsible for managing third party suppliers to POL, primarily Fujitsu UK.

Prior to joining Gartner Mr. McGrath was a Vice President of Emergency Services and Public Sector for Portrait Software and a Senior Consultant with Unisys. Mr. McGrath holds a Bachelor of Science degree from the University of Hull in the United Kingdom.

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Scott Porter, Senior Director, Consulting

Scott Porter is a Senior Director at Gartner Consulting where he focuses primarily on state and local government technology strategy and project management. Scott is also an expert in public safety and justice systems and provides thought leadership in the areas E911, computer aided dispatch, records management and geographical information systems and 311.

Based in New York City, Mr. Porter is currently part of the East Consulting team. He has a wide range of experience in project management and oversight, strategic planning, development, implementation and testing of complex IT solutions. He has worked with both state and local government agencies and Fortune 1000 companies for more than 25 years. Mr. Porter's value comes from a wide range of both project and practical experience, and his ability to quickly understand complex business requirements and relate them to technology solutions. He is certified as an agile scrum master and product owner and has experience working with a variety of software development and project management methodologies.

- **City of Calgary Fire Department (Canada)** – subject matter expert. Assess Fire Department's critical systems and recommend strategy for portfolio management and project prioritization.
- **Montgomery County, MD** – subject matter expert. Assess 911 center operations and make recommendations for organizational, technical and facility changes.
- **United States Marine Corps VA** – subject matter expert. Assist the USMC with the evaluation of current capability and suitability of the technical infrastructure and systems that support 911 Communication Centers on 13 USMC bases across the continental US (CONUS).
- **City of Charlotte, NC** – engagement manager. IT services consolidation and shared services organization roadmap. Assist the City make the case for change and develop a roadmap for the implementation of a consolidated shared services IT organization.
- **City of Aurora, CO** – engagement manager. Provide an alternatives assessment of City's computer aided dispatch system including a review of the City's systems, contracts, capabilities and requirements. Gartner also assisted the City with the procurement of a new system including the development of requirements and evaluation of vendor proposals.
- **City of Cincinnati** – project manager. Developed RFP and managed the vendor selection process to replace the CAD / RMS.
- **New York State Department of Motor Vehicles**—project manager. Developed e-Government strategy, including visioning, assessment of current technical capabilities, business case development and implementation plan.
- **New York State Police**—project manager. Involved with procurement of statewide NCIC message switching system. Defined requirements, developed RFPs, managed RFP process and vendor selection, and assisted in contract negotiations.
- **Nashville Metropolitan Government**—project manager. Conducted an audit of the E911 systems and operations. Conducted business impact analysis for E911 operations and assisted in the development of a business continuity plan.
- **City of Greensboro, North Carolina**—project manager. Developed an RFP for the City's public safety systems, including police and fire records management. RFP also included enterprise reporting and GIS requirements.

Prior to joining Gartner, Mr. Porter's professional experience included project management for MCI Systemhouse and Litton PRC, large systems integration firms that specialized in the development and deployment of high-availability, mission-critical public safety systems for clients in North America and the United Kingdom. Mr. Porter also worked in local government for several years, where he was a paramedic and 911 communications supervisor.

Mr. Porter earned a Bachelor of Science degree in business, management and economics from State University of New York. Mr. Porter is also a member of the Project Management Institute (PMI) and National Emergency Number Association (NENA) and the Scrum Alliance.

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Paul Jurevicius, Director, Consulting

Paul Jurevicius has over 11 years of experience in financial services, healthcare, manufacturing and telecommunication industries and is based in Chicago. Mr. Jurevicius experience includes enterprise information management, master data and reference data management, business intelligence, enterprise architecture, data governance, data quality, data modeling, business analysis/requirements and project management. Mr. Jurevicius's previous roles has advised and worked with Fortune 500 companies, global financial institutions and federal healthcare providers.

Representative experience includes the following:

- For an investment Management Company with 1.7 trillion AUM, led the analysis for a global data management project. Defined future-state capabilities and created a road-map for the global data management model across all front-office business in Americas, Europe and Asia. Assessed current-state and defined future-state data management capabilities for security reference master, benchmark, portfolio, trade, corporate actions, position mgmt. and accounting, ETF, performance attribution, risk management and compliance major business processes. Data management model consisted of detailed business requirements for a global data management solution, conceptual and logical data models, data life cycle, data dictionary and governance for reference, market and operational data.
- For a global investment management company, as part of an engagement completed:
 - An assessment and a gap analysis resulting in recommendations to improve the client's enterprise security master by providing pristine and timely gold copy security reference data to various business units including back-office (e.g., fund accounting) and front-office (portfolio managers and traders).
 - Future-state scope and business requirements definition for an Investment Book of Record (IBOR) and mapped requirements to capabilities offered by candidate solutions.
 - An assessment, cost benefit and risk analysis to determine whether the client should use an external index data aggregator service or manage index data internally.
- Worked with a top tier global bank holding company on a strategic reference data project and across their operations, technology and other business units to improve client and product reference data. Defined a data governance model, data owner and steward roles & responsibilities and reference data life cycle.
- For a global bank holding company, led the business analysis effort to enable straight through processing of their trade confirmation, clearing and settlement process. Defined future-state business capabilities and requirements to ensure that trade breaks are routed efficiently to the appropriate business unit/team for correction and settlement. The solution included development of a data governance charter, roles and responsibilities, policies and procedures and a global communication plan to ensure coverage.
- For an investment Management Company, led the analysis for the enterprise gold-copy reference data sourcing by the front-office (investment management group). The work included providing business requirements for extending the data model, data distribution requirements and data mapping. Also, created a global operating model by defining services, future-state business process, organizational boundaries, roles and responsibilities. The objective of the global operating model was to provide complete

coverage from the people and process perspective for security reference, market data, benchmark, legal entity, and portfolio and account data domains.

- For the largest education-only pension provider in the world, serving over 860,000 members with assets under management of ~ \$170 billion. Helped the client create an Enterprise Information Management (EIM) strategy to eliminate information silos, satisfy compliance reporting mandates, solve operational inefficiencies and mitigate data related risk. Collaborated with Pension Provider's leadership team and senior managers to develop an EIM Strategy, Target State, Roadmap and Business Case to serve as the foundation for an enterprise-wide, ongoing and sustainable EIM program.
- For a federal healthcare provider, completed future-state business capability and functional requirement definition to successfully automate clinical and business workflows for a network of 150 hospitals by improving patient clinical data management through an integrated centralized electronic health record (EHR). The scope of the project included replacing paper records with automated solutions across all Intensive Care Units (ICUs). This resulted in improved patient data management practice through data governance to advance data access, security, quality and regulatory compliance.
- For a federal healthcare provider, successfully pioneered the delivery of an integrated solution by completing the business analysis and providing project leadership to develop an interface between the medical device and the patient's centralized electronic health record enabling workflow automation and improving data quality, security and access. The interface is used in client's 130 hospitals across the nation.
- For the largest integrated healthcare provider, helped establish program governance including policies and procedures, roles and responsibilities to perform strategic IT portfolio planning for projects and systems including cost-benefit analysis, return on investment and risk management.
- For a logistics client, completed financial analysis and contract audit project by performing a billing assessment for a core set of client's business contracts helping the client realize and collect incremental revenue.
- Worked with a publishing client to improve their competitive position by transforming their entire business from print to digital content delivery. Provided consulting services to enable their digital information strategy through business, information and technology architecture transformation, conceptual and logical data modeling and data governance.
- In the telecommunications industry, competed multiple projects that included application transformation and conversion from vendor proprietary to internally developed and managed Web-based platform. The solution was used by their Fortune 100 clients.
- For a global medical device manufacturer, performed an enterprise-wide IT health assessment across the areas of organization, applications and infrastructure resulting in specific recommendations used as input to client's 5 year IT strategy. Key drivers for the IT strategy were increasing global footprint with a focus on emerging markets, transformation for growth, mergers and acquisitions, and cost-efficiencies.
- For a global major credit and debit card processor, completed a health assessment of their technical architecture with an emphasis on robustness, scalability for growth, and the technology fit with respect to client's business objectives, drivers and industry best practices. Assessment resulted in identifying specific gaps and aligned recommendations falling into stabilization, scale and growth and strategic categories.

Prior to joining Gartner, Mr. Jurevicius worked for a management advisory consultancy Sagence Group. There he led multiple engagements helping clients maximize the value of their data assets. Mr. Jurevicius was responsible for master data management (MDM), business intelligence (BI), enterprise architecture (EA) knowledge management (KM), data governance and data quality management. Paul also led an effort to build the firm's intellectual property knowledge base.

Mr. Jurevicius holds an MBA from Northern Illinois University, Summa Cum Laude. Prior he received a bachelor of science in computer information systems from DeVry University, Summa Cum Laude.

Paul is a certified Project Management Professional (PMP) from the Project Management Institute (PMI).

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Jon Kashare, Senior Managing Partner, Public Safety

Jon Kashare's areas of specialization include critical program management, defining requirements, procurement, and implementation of public safety systems, IT strategic planning and contract negotiations. He has extensive experience in large-scale emergency communications and Public Safety technology, processes and operations. He has experience with Computer Aided Dispatch (CAD), Records Management Systems (RMS), Automated Vehicle Location (AVL), Geographic Information Systems (GIS), communication center/facilities design and build, radio communications systems and planning, business process re-engineering and operational and program governance. Mr. Kashare's experience includes all aspects of the project life cycle, from strategic planning and design to acquisition and implementation. Based in Los Angeles, he joined Gartner in 1999.

His recent experience includes the following:

- Quality Assurance Lead – USMC 911 modernization program, Calgary Fire Department IT Assessment and Strategic Plan, California Department of Parks and Recreation CAD strategy, PRIMECorp RMS service management assessment and strategy, Las Vegas Metro Police Department JMS operational assessment and upgrade strategy, Maui County Police Department CAD upgrade assessment and strategy, Palm Beach County Sheriff public safety modernization program assessment, Toronto Police Service IT assessment,
- Quality Assurance Program Manager – Program Manager for Gartner's Quality Assurance Team overseeing New York City's consolidation of emergency communications services. This \$1.5B project includes replacement and upgrade of all of NYC's emergency communications facilities, infrastructure and applications in addition to operational consolidation of key emergency communications processes. The Gartner team was responsible for providing objective oversight to develop program strategies, ensuring strategic alignment for the life of the program, project scope and cost validation and budget compliance, oversight of requirements definition and management, risk reporting and delivery assurance.
- CAD/RMS system assessment, strategy, procurement and implementation oversight – Honolulu HI, Cincinnati OH, Kansas City MO, Ft. Worth TX, Anaheim CA, Alhambra CA, Fairfield CA, Fullerton, CA Lakewood CO – included baseline system assessment, alternatives analysis, requirements definition, RFP development, vendor evaluation and selection, contract negotiation assistance.
- Records management system selection and implementation — project manager on an engagement to develop the functional requirements and RFP for the Hawaii County Police Department's RMS and imaging systems, as well as contract negotiations and implementation assistance. This project also included analysis and recommendations for networking, hardware requirements and costs, staffing and business processes.
- Microwave radio system procurement and implementation — project manager on an engagement to define functional requirements, develop an RFP, select a system vendor and negotiate the contract for an replacement of the County of Hawaii's existing microwave system. The project also includes project oversight during the planned two-year implementation phase.
- Radio communications system selection — project consultant on a project for Ingham County, Michigan, to develop the functional requirements and RFP for a Countywide public safety communications system. The project comprised both 800 MHz and conventional radio systems for fire and police agencies.

- Mobile data communications procurement — project consultant on an engagement to procure a computer-aided dispatch (CAD) and mobile-data system (MDS) for the City of Fort Worth, Texas. The project has included developing the functional requirements and the RFP for the city, as well as project oversight during implementation of CAD and the MDS.

Prior to joining Gartner, Mr. Kashare was a business development consultant for Legacy Management Services working with IT-related start-up companies on business planning as well as marketing, funding and management strategy. He was also managing partner — managed operations, for Ocean Park Locations, a Southern California-based film location firm which specialized in representing and marketing commercial and industrial property for location filming.

Mr. Kashare earned a Bachelor of Arts degree from the University of California at Los Angeles. He also earned an MBA from the University of Southern California, specializing in information systems and management consulting.

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Hannes Scheidegger, Managing Partner, State and Local Government, Southern California

Mr. Scheidegger has over 10 years of experience in IT and strategy consulting and currently leads all of Gartner's Public Sector engagements in Southern California. Mr. Scheidegger specializes in IT strategic planning, procurement assistance Quality Assurance and Oversight. Recent experience includes:

- Engagement Lead for the City of Los Angeles, BuildLA Initiative to support the Mayor's Development Services Reform.
- Electronic Health Record (EHR) strategy development and procurement support for large multi-facility care delivery organizations including the Los Angeles County Department of Health Services (LA DHS), Alabama Department of Mental Health and Mental Retardation and California Correctional Health Services among others.
- Engagement Lead in the strategy, requirements development and procurement effort for an integrated Health and Human Services Information Exchange (HHSIE) with the County of San Diego.
- Development of Feasibility Study Report including business case, alternatives analysis and cost model for a multi-facility EHR system.
- Strategy for consolidation of enterprise applications and platforms under a centralized IT organization for the County of San Diego.
- For the California Correctional Health Care Services, developed an RFP for an enterprise-wide Health Care Scheduling System. Documented business processes and system requirements to be included in the RFP using Life of the Case and Use Case methodologies.
- For the California Correctional Health Care Services Project Management Office, conducted a PMO Assessment using the Gartner PPM Maturity Model and developed recommendations for improvement of PMO maturity.
- Developed a Pandemic Influenza Preparedness and Response Plan for the California Department of Corrections and Rehabilitations based on the Gartner Analytical Risk Model (G-ARM).
- Lead the requirements development and RFP development for large public sector IT initiatives, including the California Child Welfare Services/Case management Systems (CWS/CMS), County of San Diego Health and Human Services Information Exchange, CCHCS, LA DHS, and City of Los Angeles BuildLA initiative.

Mr. Scheidegger graduated from the University of Lausanne (Switzerland) with a degree in humanities, and he obtained an MBA from the Graduate School of Management at UC Davis.

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**Any questions regarding this Statement of Work
should be addressed to:**

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