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## Justice Systems

Law enforcement and justice agencies are looking to Information Technology for help. This help takes the form of new systems, new applications, or using technology to integrate existing systems and data. These projects, while far-reaching in their implications, are inherently risky.

These systems are diverse<sup>1</sup>:

- |   |  |
|---|--|
| <input type="checkbox"/> Automated Finger Print Identification System (AFIS ) | <input type="checkbox"/> Forensic Case Management        |
| <input type="checkbox"/> Automated Vehicle Locators                           | <input type="checkbox"/> Geographic Information System   |
| <input type="checkbox"/> Case Management                                      | <input type="checkbox"/> Integrated Justice Info. System |
| <input type="checkbox"/> Computer Aided Dispatch                              | <input type="checkbox"/> Live Scan                       |
| <input type="checkbox"/> Crime Analysis                                       | <input type="checkbox"/> Mobile Computing                |
| <input type="checkbox"/> Criminal History System                              | <input type="checkbox"/> Offender Based Tracking System  |
| <input type="checkbox"/> Document Imaging                                     | <input type="checkbox"/> Photo Imaging                   |
| <input type="checkbox"/> E-911  | <input type="checkbox"/> Records Management System       |
| <input type="checkbox"/> Electronic Filing                                    | <input type="checkbox"/> Video Imaging                   |
| <input type="checkbox"/> Electronic Monitoring                                | <input type="checkbox"/> Video/Digital Mug Shots         |
| <input type="checkbox"/> Field Reporting System                               | <input type="checkbox"/> Wireless Telecommunications     |

The typical process for implementing a system has been well-defined<sup>2</sup>:

- |  |   |
|--|---|
| <b>Step 1.</b> Establish the Scope of the Project<br>Based on Your Agency's Goals and Objectives | <b>Step 10.</b> Develop and Issue Request for Proposal (if necessary) |
| <b>Step 2.</b> Get Help  | <b>Step 11.</b> Select System   |
| <b>Step 3.</b> Form a Working Group  | <b>Step 12.</b> Implement System and Monitor Performance              |
| <b>Step 4.</b> Educate Your Team   |   |
| <b>Step 5.</b> Conduct an Information Technology Assessment                                      |   |
| <b>Step 6.</b> Develop Overall System Needs  |   |
| <b>Step 7.</b> Develop a System Design and Schedule  |   |
| <b>Step 8.</b> Develop a Cost Estimate   |   |
| <b>Step 9.</b> Obtain Management Approval  |   |

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<sup>1</sup> This list of categories for justice systems was taken from Search, The National Consortium For Justice and Information Statistics' web site at [www.it.search.org](http://www.it.search.org).

<sup>2</sup> This twelve-step process is from "A Guide for Applying Information Technology in Law Enforcement, National Law Enforcement and Corrections Technology Center's web site at <http://www.nlectc.org/pdffiles/infotechguide.pdf>.

The RFP Report is published by  
Michael Asner Consulting  
14941 - 23rd Avenue, Surrey, B.C.  
Canada V4A 9X2  
Phone / Fax (604) 530-7881  
ISSN 1192-392X

Printed in Canada.

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#### RFP's and the law of contracts

The process of issuing an RFP and receiving proposals does, by design or inadvertently, establish contractual rights and obligations. Each RFP and the associated process should be reviewed by your lawyer or legal department prior to issuing the RFP. The examples and sample RFP's used throughout this text have been used in many different jurisdictions in the past. The author makes no claim about the appropriateness, correctness, or legal consequences of these examples or sample RFPs. Competent legal advice should be obtained to review your Request For Proposal and the associated process.

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#### Our Products

##### Reference Material

- The Request For Proposal Handbook
- The RFP Report
- A Searchable Library of the Best RFP Practices

##### Video

- Creating A Winning Proposal (102 minutes)

##### Our Web Site

[www.proposalsthatwin.com](http://www.proposalsthatwin.com)

But where do you start? If you have just been made project manager for your agency and given the objective of "using technology to improve our effectiveness and decrease our costs", what do you do?

This issue of *The RFP Report* attempts to organize the wealth of information which you have to locate, acquire, understand, and digest before you can develop a plan. There are great risks associated with the introduction of new technologies into any organization. The risks increase with the complexity of the organization, the number of stakeholders, the lack of access to expertise, and the lack of solid planning. However, good information, expert help, and the experience of others will reduce these risks.

In this issue, we identify four types of information to help you plan your acquisition process and the RFP activities, sources of information which can help you develop a solid plan and identify and deal with risks:

### 1. Some Key Organizations

We first identify organizations, generally not-for-profits which have an interest in justice systems, the acquisition of information technology and RFPs.

### 2. Procurement Guides

We then identify documents which can help you to understand the process and the risks associated with the acquisition and implementation of new technologies.

### 3. Collections of RFPs

No one starts with a blank piece of paper. Where do you find appropriate RFPs? This section identifies major collections of RFPs

### 4. Examples of Best RFP Practices

Finally, we have analyzed an actual RFP and identified some of the really good features which promote the development of solid, low-risk solutions.

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## **Part 1 - Some Key Organizations**

Each of these organizations provides great value to agencies considering the acquisition and implementation of new technology. We have only provided cursory information about each organization, its mission, and some of the valuable material available from its web site. This list is not definitive. The brief descriptions do not do justice to the amount of valuable information which can be found on each of these websites. We have focused primarily on the acquisition process and RFPs.

### **1. Center for Society, Law and Justice**

<http://www.cslj.net/>

*CSLJ* at the University of New Orleans provides technical assistance and training to criminal justice managers and other law enforcement personnel in cooperation with the Bureau of Justice Assistance.

They offer courses and tuition-free seminars on Implementing Criminal Justice Technologies in the 21<sup>st</sup> Century.

### **2. Center for Technology in Government**

<http://www.ctg.albany.edu/>

The Center for Technology in Government works with government to develop information strategies that foster innovation and enhance the quality and coordination of public services. They carry out this mission through applied research and partnership projects that address the policy, management, and technology dimensions of information use in the public sector.

Their Publications page contains some gems such as “Making Smart IT Choices: Understanding Value and Risk in Government IT Investments”.

### **3. CJIS Group**

<http://www.cjisgroup.com/>

The CJIS GROUP is in the business of providing information about justice projects within state and local governments involving information technology. They maintain a couple of data bases of great potential value to agencies planning a justice technology project. Their IT Project Database deals with about 800 justice projects. Each project is tracked and described in detail (including budgets and procurement activities) as it progresses. Their Reports Database currently contains about 45 industry research reports, case studies, white paper and surveys.

This is a great place to some homework – identify similar projects and related data. And it’s free to government agencies.

### **4. Industry Working Group (IWG).**

<http://www.ijis.org>

The mission of the Industry Working Group (IWG) is to contribute to the implementation of integrated justice information systems (IJIS) throughout the country by applying the knowledge and experience of the Information Technology (IT) industry. Its members represent more than 110 private sector firms. The IWG supports the initiative of the Office of Justice Programs (OJP) to involve industry in its IJIS.

The goals of the IWG are to:

- Act as a "sounding board" for the OJP
- Support programs of education for practitioners
- Provide technology-based assistance and the sharing of knowledge
- Create and publish work products.

#### **5. Integrated Justice Information Systems (IJIS) Institute**

<http://www.ijsinstitute.org/>

The mission of the IJIS Institute is to apply the expertise of industry to assist justice agencies in the innovative use of advanced technologies to better share information in a way that benefits industry, the public sector, and society as a whole.

Some of their programs can be extremely helpful to agencies: They provide XML and security training at agency sites; and they make available industry expertise on technology issues impacting integrated justice information systems; they provide justice agencies shared industry knowledge on technology issues; they provide public sector agencies with an objective analysis of technology matters pertaining to integrated justice information systems.

#### **6. International Association of Chiefs of Police**

**Technology Clearinghouse**

**Technology Projects Survey**

<http://www.iacptechnology.org>

This database contains standardized survey information on more than 140 completed technology projects in law enforcement and transportation. The projects range from automation projects of historical significance to cutting edge pilot projects. The data for each project includes a narrative and "additional concerns" which contains valuable comments based on the agency's experience.

#### **7. Justice Information Sharing Professionals**

[http://it.ojp.gov/topic.isp?topic\\_id=51](http://it.ojp.gov/topic.isp?topic_id=51)

The Justice Information Sharing Professionals (JISP) is a national network of local and state justice and public safety integrators responsible for the facilitation, collaboration, and advocacy of information sharing. JISP was created to focus on the need to enhance communication among practitioners.

#### **8. National Center for State Courts**

<http://www.ncsconline.org/>

For more than 30 years, court leaders have called on the National Center for State Courts (NCSC) for up-to-date information and hands-on assistance that helps them better serve the public. Through original research, consulting services, publications, and national educational programs, NCSC offers solutions that enhance court operations with the latest technology; collects and interprets the latest data on court operations nationwide; and provides information on proven "best practices" for improving court operations.

Their CourtInfo Portal has a search engine designed for Court Managers which can search NCSC, Court Web Sites, and Court-Related Organizations.

## **9. National Governors' Association Justice Information Technical Integration Project**

[http://www.nga.org/center/divisions/1,1188,C\\_ISSUE\\_BRIEF^D\\_5167,00.html](http://www.nga.org/center/divisions/1,1188,C_ISSUE_BRIEF^D_5167,00.html)

In January 2002, twenty-six states received a total of \$16.4 million from the U.S. Department of Justice to implement justice information sharing initiatives in their state. The Office of Justice Programs (OJP) Bureau of Justice Assistance (BJA) provides funding and grant administration with the NGA Center for Best Practices (Center) providing technical support and monitoring assistance. In addition, the Center has brought these states together to share lessons learned.

Projects range from electronic data sharing between states and counties to jail management systems to strategic planning for justice information sharing. The "Justice IT Integration Project Summaries" briefly describes the status of each project.

## **10. National Tribal Justice Resource Center**

<http://www.tribalresourcecenter.org/aboutus/whoweare.asp>

The National Tribal Justice Resource Center is the largest and most comprehensive site dedicated to tribal justice systems, personnel and tribal law. The Resource Center is the central national clearinghouse of information for Native American and Alaska Native tribal courts, providing both technical assistance and resources for the development and enhancement of tribal justice system personnel. Programs and services developed by the Resource Center are offered to all tribal justice system personnel -- whether working with formalized tribal courts or with tradition-based tribal dispute resolution forums.

## **11. SEARCH**

<http://www.it.search.org>

SEARCH, The National Consortium for Justice Information and Statistics, is a nonprofit membership organization created by and for the States. Since 1969, SEARCH's primary objective has been to identify and help solve the information management problems of State and local justice agencies confronted with the need to exchange information with other local agencies, State agencies, agencies in other States, or with the Federal government.

Their Law Enforcement IT page is dedicated to "How to plan it, buy it, use it" and contains useful reference texts. Their IT Clearinghouse page provides the criminal justice community with on-line access to a host of justice information resources, including impartial information on available software solutions and a comprehensive, interactive database of justice agency requests for proposals.

## **12. The Forum on the Advancement of Court Technology (FACT)**

<http://fact.ncsc.dni.us>

FACT is a consortium of private sector companies and senior court representatives dedicated to strengthening the dialogue between courts and their providers of technology. FACT's mission statement is "to improve the quality of justice through communication between those who develop and provide technology and services and those who manage the courts." FACT members provide insights and propose methods to improve technology acquisition and development processes. Active membership provides opportunities for business representatives to understand justice priorities and the issues faced by court decision makers examining technology options.

### **13. US Dept. of Justice, Office of Justice Programs, Information Technology Initiatives**

[http://it.ojp.gov/topic.jsp?topic\\_id=17](http://it.ojp.gov/topic.jsp?topic_id=17)

The Office of Justice Programs (OJP) Information Technology (IT) Initiatives Web site is an Internet-based resource that enables justice practitioners at all levels of government to access timely and useful information from information sharing and technology integration processes, initiatives, and technological developments. The Web site is a great place to browse – it provides a wealth of helpful information, such as integration profiles for states, case studies, system descriptions and overviews, funding approaches, and models of integrated systems.

Their Procurement pages provide information about developing RFPs, and the actual RFPs, actual policies and procedures from many states, and actual contracts.

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## **Part 2 – Procurement Guides**

There is a lot of published material dealing with procurement and RFPs. Similarly, there is a lot of material dealing with the planning, acquiring, and implementing information technology. The most useful material deals with these topics but from the viewpoint of justice and law enforcement agencies.

This section identifies some of the major publications, reference material, articles, and websites which provide guidance and information based on experiences obtained in justice agencies.

### **1. Center for Technology in Government**

#### **Making Smart IT Choices: Understanding Value and Risk in Government IT Investments**

<http://www.ctg.albany.edu/publications/guides/smartit2>

IT innovation is risky business in every organization. In the complex public sector environment, these risks are even greater. This 60-page handbook is designed to help any government manager evaluate IT innovations before deciding (with greater confidence) to make a significant investment.

### **2. CJIS GROUP**

#### **Reports Database**

<http://www.cjisgroup.com/databases/Research.cfm>

The Reports Database is a listing of 54 industry and government research reports from a variety of organizations including the International Association of Chiefs of Police, various states, National Association of State Chief Procurement Officers. Access is free to public agencies but requires on-line registration.

### **3. IJIS Industry Working Group**

#### **Integrated Justice Information Systems, Guidelines for Procurement**

[http://www.ijis.org/library/reports/IWG\\_Final\\_White\\_Paper\\_Procurement.pdf](http://www.ijis.org/library/reports/IWG_Final_White_Paper_Procurement.pdf)

This 34-page document describes the procurement process from beginning-to-end and describes standards that must be in place in order to have a successful procurement experience.

#### **4. Industry Working Group Pre-RFP Toolkit**

<http://www.ijisinstitute.org/procure/>

The Pre-RFP Toolkit provides guidance in several areas critical to pre-procurement planning and readiness assessment, ranging from defining integrated justice for your community, to assessing support and governance, to developing strategic plans and project requirements (both technical and functional). The toolkit provides links to key resources, templates, and examples from practitioners and vendors who have gone through the procurement process and have implemented successful justice information sharing systems.

Chapter 9 provides an extremely useful 10-page Risk Assessment Tool which can be used to quantify the risks for a particular project.

#### **5. Joint Technology Committee of the Conference of State Court Administrators and the National Association for Court Management Model RFP**

[http://www.search.org/courts/Modelrfp/general/rfp\\_mgmt.shtml](http://www.search.org/courts/Modelrfp/general/rfp_mgmt.shtml)

This document provides an acquisition methodology for technology and related professional services. It begins with an introductory description of goals that courts should adopt when procuring hardware, software, or professional services and provides a suggested process for generating a request for proposal (RFP).

#### **6. National Law Enforcement and Corrections Technology Center A Guide for Applying Information Technology in Law Enforcement**

[http://it.ojp.gov/procurement/files/Applying\\_IT.pdf](http://it.ojp.gov/procurement/files/Applying_IT.pdf)

This 60-page document provides information concerning the creation of request for proposals (RFPs) for justice integration projects.

#### **7. Office of Justice Programs Information Technology Initiatives**

##### **IT Initiatives Products**

[http://it.ojp.gov/topic.jsp?topic\\_id=85](http://it.ojp.gov/topic.jsp?topic_id=85)

This website identifies about 60 different products to help justice organizations with their technology integration and information sharing needs. The user will find a wide array of resources with application to the courts, law enforcement, information technology, planning, and management at the city, county, state, tribal, and national levels. Products include standards, guides, research papers, Model RFPs, reports, and other sources of information. A hotlink is provided with each product.

##### **Request for Proposals**

[http://it.ojp.gov/topic.jsp?topic\\_id=35](http://it.ojp.gov/topic.jsp?topic_id=35)

This site provides hotlinks to about 25 resources which include guides, approaches to IT, actual RFPs, descriptions of the RFP process, and RFP Templates.

**8. SEARCH**  
**Law Enforcement Technology Guide**  
<http://64.162.18.35/leit/default.asp>

A user-friendly guide, prepared by SEARCH, offering strategies, best practices, recommendations and ideas for successful IT planning, implementation and management. This guide is designed to help law enforcement agencies implement new technologies. It contains step-by-step analyses of the technology planning, acquisition, implementation, and integration processes that focus clearly on supporting public safety and community policing objectives.

**9. The Institute for Law and Justice  
Case Studies**  
[http://www.ilj.org/infotech/casestudies/case\\_studies.htm](http://www.ilj.org/infotech/casestudies/case_studies.htm)

The Institute for Law and Justice (ILJ) is a private corporation dedicated to consulting, research, evaluation, and training in criminal justice. The institute has published a number of case studies which document the experience of specific agencies in acquiring and implementing information technology. This site contains 14 case studies. We have selected one as an illustrative example.

The Case Study for Kansas is 22 pages long and includes narratives of the Procurement Phase, RFP & Selection Process, Contract Negotiations, Challenges, and Key Factors for Success.

A search using [www.google.com](http://www.google.com) for "Kansas Criminal Justice Information System" had more than 200 hits pointing to articles, and presentations dealing with this topic. The RFP used for this acquisition can be obtained from SEARCH ([http://64.162.18.35/it/documents/RFP-KS\(CJIS\).doc](http://64.162.18.35/it/documents/RFP-KS(CJIS).doc)).

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**Part 3 – Collections of RFPs**

No one starts with a blank piece of paper. Where do you find appropriate RFPs? Many agencies post RFPs to their own web sites. If you visit the web sites for individual state agencies such as (i) Iowa Judicial Branch, (ii) CA Courts, (iii) CT Dept. of Children & Families, (iv) NY Office of Funding & Program Assistance (iv) or Hawaii A.G. you'll find RFPs for justice projects. And some of these RFPs may be for projects very similar to yours.

There are, in addition to individual web sites, sites which contain significant collections of RFPs. In this section of *The RFP Report*, we will identify some of these sites.

**1. CJIS GROUP**  
**IT Project Database**  
[www.cjisgroup.com](http://www.cjisgroup.com)

Their **IT Project Database** deals with about 800 justice projects in state, county and local agencies. Each project is tracked and described in detail as it progresses. Using this database, an agency can identify other agencies that have done what they are only now planning to do. They can then review the statement of work for similar projects, review cost estimates and contract values, identify appropriate suppliers, and via hot links, obtain project documents including the RFPs. This is a great place to some homework – identify similar projects and related data. And it's free to government agencies.

**2. FirstGov.gov™**  
[www.FirstGov.gov](http://www.FirstGov.gov)

FirstGov.gov, the official U.S. gateway to all government information, is the catalyst for a growing electronic government. This site is potentially helpful in locating RFPs but it requires some work.

For example, a search for "Integrated justice information system" and "RFP" in the text yielded more than 1000 'hits' for the federal and state governments combined. When it was specified that "RFP" must occur in the title, the number of hits was reduced to 66 – a manageable group.

A search for "fingerprint" in the text and "RFP" in the title for the federal and state governments yielded 22 hits. Many of these were "false positives" as they were not RFPs for Fingerprint systems but simply RFPs for other systems and applications that had the word "fingerprint" somewhere in the text.

**3. International Association of Chiefs of Police  
Technology Clearinghouse  
Past RFPs & RFIs**  
<http://www.iacptechnology.org>

This page contains about 35 RFPs categorized as follows:

- ▶ Automated Integrated Information Systems
- ▶ Mobile Computers and PDAs
- ▶ Records Management Systems
- ▶ Computer-Aided Dispatch
- ▶ Wireless Data
- ▶ Case Management Software

**4. Office of Justice Programs  
Information Technology Initiatives  
Request for Proposals**  
[http://it.ojp.gov/topic.jsp?topic\\_id=35](http://it.ojp.gov/topic.jsp?topic_id=35)

This page contains descriptions and hotlinks for about 20 documents - both guidelines and actual RFPs.

**5. SEARCH, The National Consortium for Justice Information and Statistics  
The IT Acquisition Database**  
<http://64.162.18.35/it/>

This database is a valuable resource to justice agencies, as well as vendors, contractors and others. It contains actual agency documents, such as Requests for Proposals and Requests for Information, that relate to criminal justice issues, with an emphasis on IT acquisition.

Justice agencies, can search for and download current or archived documents that pertain to the acquisition of a variety of justice information technologies. Agencies may then use these documents as models for those they are developing.

Through on-line "subscriptions," justice agencies, vendors, contractors and others can specify the

types of documents they are interested in, such as those relating to Mobile Computing or Computer-Aided Dispatch. When a document in the specified area of interest is posted to this site in the future, the database will send an email notification to the user. This function allows users of this database to remain informed of new postings as they occur, as well as updates to existing documents.

The current database contains 105 RFPs from 1997 onward. These documents are categorized by type of system. (The 22 different categories are listed on page 1 of this Report.)

By the time you receive this edition of The RFP Report, The IT Acquisition Web pages may no longer be available.

However, in mid-December, they are scheduled to be replaced by SEARCH's new **Justice Technology Resource Center** — an **enhanced** and **updated** online source for justice information technology software and procurement needs.

## **PART 4 - SOME BEST RFP PRACTICES**



### **TARRANT COUNTY PURCHASING DEPARTMENT**

#### **REQUEST FOR PROPOSALS FOR INTEGRATED CRIMINAL JUSTICE INFORMATION SYSTEM (ICJIS) 2002**

#### **TABLE OF CONTENTS**

##### **PRE-PROPOSAL CONFERENCE**

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##### **EXHIBIT H — OASIS LEGALSML ELECTRONIC COURT FILING 1.1 STANDARD**

## 1. Some Background<sup>3</sup>

This RFP was issued in August, 2002. Notice of the County's intent to bid was advertised in local newspapers, shown on cable television for two weeks; and posted on the Internet and at the Fort Worth Metropolitan Black Chamber of Commerce and the Fort Worth Hispanic Chamber of Commerce. One hundred and sixty-three (163) vendors were contacted and requested to participate in this proposal process. All documents pertaining to this RFP were posted on the Tarrant County website and were downloaded by interested parties. A pre-proposal conference held on August 21, 2002, was attended by seventeen (17) vendors as well as representatives from the Information Technology Department and Purchasing. Eleven (11) proposals and three (3) no-bids were received.

## 2. Scoring Results

Proposals were scored on the technical and financial information. Technical assessment was based on 750 points; financial, 250 points. Sierra Systems obtained the highest total score. They topped the technical scores with 690, and received the third highest financial score of 169. The value of their proposal was \$365,000. The lowest priced proposal was \$247,000.

## 3. Some Key Features

There are some great features in this RFP, each contributing to its effectiveness:

- ▶ The project is divided into phases.
- ▶ Each phase includes the same acceptance activities.
- ▶ Each phase includes the production of an updated risk analysis.
- ▶ Each phase has a go/no-go ramp.
- ▶ Samples of work products are required.
- ▶ Payment is tied to deliverables.
- ▶ Each phase has a not-to-exceed fixed fee pricing schedule.

Here are the details.

- ▶ **The project is divided into phases.**

Lots of time and effort were expended in planning this project. The project was divided into 8 phases:

1. Planning
2. Analysis and Design
3. Development
4. Testing
5. Acceptance
6. Deployment
7. Operations
8. Training

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<sup>3</sup> This information is taken from Tarrant County Texas, Commissioners Court Communication, Action Requested memo, dated Oct. 29, 2002, Reference Number 2-c.

In five pages, the RFP described each phase, its key elements, and critical deliverables.

The first phase, to be completed during contract negotiations, requires the successful proposer to develop a comprehensive Statement of Work based on the agency's work to date. This is a key element permitting the contractor to review and revise the Agency's Statement of Work based on the Contractor's approach and experience.

### **Statement of Requirements**

The County desires to engage a professional services provider to assist the Information Technology Department in planning, analysis, design, development, deployment, and support of an Electronic Case Filing solution for the District Attorney. Below is a high level overview of the anticipated services and deliverables that are required.

### **Planning**

The County expects the Proposer to be able to provide the resources required to properly plan, control, and execute an application development project. The Proposer will review the current Project Plans and make formal recommendations for the County's consideration. The Proposer will be solely responsible for planning all aspects of the design and development of the intended solution.

During contract negotiation, the successful Proposer will be required to develop a comprehensive Statement of Work. The Statement of Work will identify deliverables, budget, schedule, hardware, software, and resources requirements for the Project. The Statement of Work will form the basis for contract administration and service level management.

### **► Each phase included the same acceptance activities.**

Phases 2 (Analysis and Design) through 7 (Operations) included the following acceptance tasks:

... the Proposer is expected to participate in the following acceptance activities:

- Conduct a Project Team Walk Through of the System Design.
- Produce a revised Project Work Plan and Schedule.
- Conduct a System Design Sign-off Work Session.

### **► Each phase includes the production of an updated risk analysis.**

Phases 2 (Analysis and Design) through 7 (Operations) included the following tasks:

During (this Phase), the County expects the Proposer to perform a comprehensive risk assessment for the proposed solution. As part of the risk assessment, the Proposer must identify all known risks for the Project and make recommendations on how to best mitigate the risk.

### **► Each phase has a go/no-go ramp.**

Phases 2 (Analysis and Design) through 7 (Operations) included the following acceptance tasks:

Although the County fully intends to proceed with the Project, the County also expects to make a "Go/No-Go" decision based on the (deliverables produced to date) and Risk Assessment provided by the Proposer. At that point, the County in its sole discretion may elect to cancel the Project. The successful Proposer will be paid for the System Design based on the agreed fixed-fee not to exceed price and no additional work will be authorized.

► **Samples of work products are required.**

The evaluators are not simply relying on the Contractors statement of its own capabilities, or its proposed work plan. Rather, the Evaluators want to examine work products from other projects.

The Proposer shall provide a sample of work that clearly demonstrates the Proposer's experiences in successfully delivering professional services required by this RFP. Specifically, the Proposer shall provide samples of the following work products;

- Statement of Work
- Project Management – Project Plan
- Application Development – Design Document
- Application Development – Test Plan
- Application Support – Deployment Plan
- Application Support – Training Plan

► **Payment is tied to deliverables.**

The contract links payment with the acceptance of specific results.

The Statement of Work shall include:

- (a) A description of the Work;
- (b) The Schedule of Deliverables;
- (c) Performance timeframes or milestones relating to the Deliverables;
- (d) Documentation and reporting obligations required by County;
- (e) Any applicable acceptance criteria and acceptance testing process; and
- (f) The payment schedule.

► **Each phase has a not-to-exceed fixed fee pricing schedule.**

**Not-To-Exceed Pricing**

The *Financial Proposal* shall include a total Not-To-Exceed Price ("Not-To-Exceed Price") for requirements set forth in this RFP. The Not-To-Exceed Price shall encompass all costs identified in the *Technical Proposal*. This section must include a Not-To-Exceed Price for each deliverable set forth in this RFP. The Not-To-Exceed Price must be an aggregate of unit costs set forth in the Itemized Deliverable Costs.

The Not-To-Exceed Price must identify any assumptions made by the Proposer, and the financial impact of each thereof, regarding the proposed use of any County resources.

This approach is built in to the Model Contract:

#### **V. PAYMENT.**

**5.1 Payment Amount.** The Maximum Not-To-Exceed Compensation, which includes any allowable expenses, payable to Consultant for the Work, Deliverables and Work Products as defined in Exhibit A is \$\_\_\_\_\_. Consultant and the County agree that Consultant shall continue performing the Work until completion and delivery of all Work Products and that no additional compensation will be paid unless authorized by a lawful amendment to this Contract. The County shall pay Consultant for the Work, Deliverables and Work Products identified in Exhibit A as each phase of the project is completed and accepted by the County.

## **4. The Evaluation Process**

It is important that Contractors view the RFP as a “quality document”. When this occurs, they invest the time and energy to ensure that their proposal is a good fit for the requirements. The Evaluation Process as described in this RFP presents a clear, concise view of this critical process and helps establish this RFP as a “quality document”.

### **Proposal Evaluation and Award**

#### **Approach**

The Tarrant County Purchasing Department will guide the evaluation of the responses received. An Evaluation Committee will be established to evaluate and score the submitted Proposals. The Evaluation Committee may consist of representatives from the following County Departments:

- Information Technology
- District Attorney
- Purchasing Department

The County reserves the right at its sole determination to include additional Department(s), Employee(s), or Contractor(s) in the evaluation of proposals, as the County deems necessary.

#### **Evaluation Process**

The County intends to conduct evaluation of the proposal responses in eight (8) phases:

- Phase 1: Evaluation of Administrative Proposal Requirements
- Phase 2: Evaluation of Technical Proposal
- Phase 3: Evaluation of Cost Proposal
- Phase 4: Initial Ranking of Proposals
- Phase 5: Results of Oral Presentations
- Phase 6: Final Ranking of Proposals
- Phase 7: Best and Final Offer
- Phase 8: Contract Negotiation

The County reserves the right at its sole discretion to determine the process for proposal evaluation and may elect to accelerate the evaluation process by combining or eliminating evaluation phases, if it is deemed in the public interest to do so.

#### **Evaluation of Administrative Proposal**

The purpose of this phase is to determine if the Proposal meets the Minimum Proposal Requirements required by Tarrant County. Proposals will be reviewed to determine if they are complete. Failure to comply with the instructions or to submit a

complete Proposal may result in it being deemed non-responsive. Only those Proposals determined to be responsive to the Administrative Proposal Requirements will be considered. The County reserves the right to reject any or all Proposals if it is deemed in the public interest to do so.

**Evaluation of Technical Proposal**

Proposals will be scored according to how well the Proposer responded to each of the requirements in the Technical Proposal Section. Technical Proposal evaluation points given by each evaluator will be summed and divided by the number of evaluators to compute an average performance score for each Proposal. Cost Proposal information will not be available to the Evaluation Committee during the Technical Proposal evaluation phase.

Point Basis:	Points possible:
Methodology	125
Relevant Experience	250
Project Staffing	250
Corporate and personnel reference checks.	125
Maximum Technical Points:	750 points

**Evaluation of Cost Proposal:**

Proposals will be evaluated separately to assess the Cost Proposal. Cost Proposal points will be awarded based upon price/rate. The lowest Cost Proposal price/rate will be awarded the Maximum Cost Points. Cost Proposals with higher prices or rates will be awarded a percentage of the Maximum Cost Points available based on the percentage of their Cost Proposal price/rate relative to the lowest Cost Proposal price/rate.

Maximum Cost Points: 250 Points

**Initial Ranking of Proposals**

The points awarded to the Technical and Cost Proposals will be added together to determine the total score and the ranking of each Proposal.

**Results of Oral Presentations**

The Proposals with the five (5) highest scores may be invited to provide an Oral Presentation to the Evaluation Committee. Prior to the Oral Presentation, the Proposer will be provided with a detailed agenda that reflects specific topics that are of interest to the County. At a minimum, the Proposer will be expected to present the Proposed Project Team to the County. Oral Presentations will last no longer than ½ day. Scoring of the Oral Presentation will be based on the same criteria used for the ranking of the Technical and Cost Proposal.

Point Basis:	Points possible:
Technical Proposal;	750
Cost Proposal;	250
Maximum Oral Presentation Points:	1000 points

The County reserves the right at its sole discretion to determine if Oral Presentation(s) are in the best interest of the County. The County is under no obligation to conduct Oral Presentation(s).

**Final Ranking of Proposals**

The points awarded to the Oral Presentation will determine the total score and the final ranking of the remaining Proposals.

In the event, the County elects not to conduct Oral Presentation(s), the final ranking of the remaining Proposals will be determined by the Initial Rankings previously described.

### Best and Final Offer (BAFO)

The Proposals with the three (3) highest scores may be invited to prepare a Best and Final Offer for consideration by the Evaluation Committee.

The County reserves the right at its sole discretion to determine if pursuing BAFO(s) is in the best interest of the County. The County is under no obligation to pursue BAFO(s).

In the event, the County elects not to pursue BAFO(s), Contract Negotiation will be conducted based on the Final Rankings previously described.

### Contract Negotiation

The Tarrant County Purchasing Department will conduct Contract Negotiations along with representatives from the District Attorney and Information Technology Departments.

The County reserves the right at its sole discretion to determine if a pursuing Contract Negotiation is in the best interest of the County. The County is under no obligation to pursue Contract Negotiation.

## 5. Download the RFP

The RFP can be downloaded from the Purchasing Departments RFP site:  
[http://www.tarrantcounty.com/tc\\_purchasing/cwp/browse.asp?a=638&tc\\_purchasingNav=1](http://www.tarrantcounty.com/tc_purchasing/cwp/browse.asp?a=638&tc_purchasingNav=1)

The URL for the document is:

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