REQUEST AUTHORIZING THE MAYOR TO EXECUTE THE CONTRACT TO PROCURE THE SUNGARD OSSI PUBLIC SAFETY SOLUTION FOR THE RIVIERA BEACH POLICE DEPARTMENT

ABSTRACT

This document below explains the extensive process that the Information Technology Division, Purchasing Division and Police Department have done in finding the proper applications and approach needed to provide the Police Department with a system that completes their requests and allows them the ability to expand and improve upon each year.

Mella, Elvis
IT Manager

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Overview

The City of Riviera Beach Police Department is in need of a public safety and justice system that delivers information to the point of need, leverage existing data, strategize on crime patterns and promotes streamlined communication between multiple Police agencies which increases collaboration and reduces operational costs.

This document below explains the extensive process that the Information Technology Division, Purchasing Division and Police Department have done in finding the proper applications and approach needed to provide the Police Department with a system that completes their requests and allows them the ability to expand and improve upon each year.

The Process

The process used by the Information Technology Division to evaluate the needs for the Police Department was a part of a phased approach in 2015 that was done in collaboration with ClientFirst Consulting LLC for the creation of the IT Master Plan. The approach is as follows:

- Project Initiation and Technology Inventory
  - Set Expectations for I.T.
  - Technology Inventory Analysis
  - Review Documentation
- Needs Assessment Workshop
  - Evaluate issues and needs with the Police Department
  - Build Scope and Requirements
  - Evaluate IT Infrastructure and Operations
  - Preliminary Documentation
- Research & Preliminary Documentation
  - Assess Strengths & Weaknesses
  - Define Strategies, Goals and Objectives
  - Develop Preliminary Initiatives
  - Research Alternative Solutions
- Planning Phase
  - Create Information Technology Steering Committee
  - Create Procurement Selection Process with Steering Committee
  - Document Results with Purchasing Division
  - Transfer procurement process to Purchasing Division
  - Request Negotiation Authorization from Council
  - Create Project Plans and Implementation Strategies
- Implementation
  - Perform Extensive Business Analysis on the Department
  - Implement and Train Department on new software based on best practice for Public Safety.

IT Division Findings and Observations

The IT Division found the following issues with the current Police CAD/RMS System.

- The City currently uses VisionAire CAD and RMS. This Police Department has been using this software for nearly 20 years.
- VisionAire has been relatively affective in assisting the Police Department in their operations but VisionAire's presence in the State of Florida customer base is now town to only five (5) users in the State. This is affecting VisionAire's focus on Florida, and the Police Department is beginning to experience VisionAire's inability to address unique needs and issues pertinent to Florida State Police Departments.
- In response to VisionAire's inability to address a number of the Police Department's needs, they have had to turn to third-party applications. A number of these third-party applications would typically be standard in core CAD/RMS vendor software with a stronger presence in Florida. This would mean less integration or entry of data into multiple systems. The goal is to enter data once a use it as many times as possible.
- A consolidation of required application modules used by the Police Department that will allow provide them ease of data collaboration, strong 2 factor authenticated security, complete audit trails to follow the recommended Internal Audit Office (IAO) Findings.
- The City's USA Tracking Evidence System completely lacks user permission controls, database controls, application controls, audit trails, Records Management integration and is a hindrance to security, process and control for the Riviera Beach Police Department and must be replaced immediately.
- The Police Department have not been ample to implement CompStat model in Riviera Beach due to the lack of system functionality in the current CAD/RMS System
- The Police Department has expressed interest in a specific Police CAD/RMS Vendor system to their prominent number of installations in the State of Florida for Police Departments similar to the Riviera Beach Police Department.

Information Technology Recommended Application Requirements

The following are the Police Department software requirements that the current system does not have the capability to do.

1. The need to be able to a process Arrest Filings remotely to the Records Management System
2. The ability to improve Predictive Policing reporting
3. The ability to improve crime mapping capabilities
4. A system that can connect and collaborate with multiple Police Municipalities. The goal being to share and retrieve data from multiple municipalities when crime incidents occur. More shared data, easier chance of capturing the perpetrators.
5. A system with a crash, citation, crime mapping, quartermaster, evidence tracking, training, reporting, AVL integration, intelligence, case management, records management and asset management modules with an integrated Computer Aided Dispatch system that connects directly to the ESRI ArcGIS Geospatial Database System for accurate location analysis.
6. A system based on Microsoft SQL with strong database encryption
7. Active Directory integrated permission controls for Security

8. 2 Factor Authentication controls for Security
9. Mobile Modules that work on various platforms (Windows, Mac, Android, etc.)
10. Audit Trail and applications controls in place to allow backups of data and protect the users from fraudulent attempts. Audit Trail must track username, IP Address, Mac Address of Computer, Date and Time, and action performed.

Internal Audit Office (IAO) Findings

On February 5th, 2015 the City of Riviera Beach Internal Auditor performed a Police Evidence Section Audit in which he found an alarming concern with the USA Software Evidence System in which he states:

This Section's evidence tracking inventory system lacks controls to:

A. Limit access
B. Authorize changes
C. Maintain data history.

These deficiencies allow changes to evidence data without the ability to prohibit, monitor, or track the changes. A perpetrator of fraud has both access to evidence and the ability to conceal an act of fraud (for example, a theft). Inventory sampling uncovered documentation inconsistencies at various places in the evidence process.

The USA Evidence Tracking System exhibits deficiencies in both general and application controls.

Criteria:

General Controls for computer/technology systems provide access security and protect system databases from unauthorized access and corruption. To this end, users of computer systems should have unique usernames and passwords, aligned with their specific level of access and authorization. These types of controls are excellent ways to track changes and to create a history of, the change date, the user initiating the change, and the data that were altered. General controls should include periodic, mandatory password changes, encryption of databases, and automatic, scheduled back-up of system databases.

Application Controls for computer software are intended to ensure the accuracy and functionality of the data processing being performed by the program. Application controls deal with the specific program (or "application) being accessed by a user, examples of application controls include, "making" the user fill out mandatory fields, ensuring only valid data has been input, and identifying that the user seeking to perform an operation is authorized to do so.

Conditions:

The USA Evidence Tracking Systems used by the Riviera Beach Police Department has significant control weaknesses. The software is not capable of assigning unique usernames and passwords; therefore, access controls are limited to the controls associated with the Microsoft operating system.

The significant risk associated with the current condition can be summarized as follows:

- Multiple staff (civilian and uniformed) are able to change virtually any database field without being identified. Multiple staff have unfettered access to the evidence storage areas. So, for

example, narcotics evidence could be changed from 5 kilos to 2 kilos in the USA Evidence Tracking System – within no historical record of the change, neither the date nor the individual making the change. Then, the 3 kilos could be removed from evidence storage by the perpetrator. Many months or years later, at the time of narcotics disposal, the staff disposing the evidence would look to dispose the 2 kilos amount that would be listed in the USA Evidence Tracking System. Likewise, $572 in confiscated cash, could be changed to $125 in the system – the possibilities for fraud are ***significant***.

- Additionally, even without theft of evidence, **the condition exists where a disgruntled employee could cause extreme hardship** to the Police Department – employees with access to the USA Evidence Tracking System could alter evidence bin locations, evidence descriptions, barcode information, etc. without detection.

Internal Audit Office Recommendation

The USA Tracking Evidence System exhibits deficiencies in both general and application controls.

1. Upgrade, or replace, the USA Evidence Tracking System to one with appropriate **General Controls** – one where users have unique passwords and usernames; where there are periodic mandatory changes of passwords, where the evidence database is encrypted, and an automatic database back-up is performed.
2. Upgrade, or replace, the USA Evidence Tracking System to one with appropriate **Application Controls**, such as:
    a. Authorization levels depending on assigned responsibilities – where users must be authorized to make changes to certain parts of the database (for example, quantity of cash or narcotics evidence stored, or disposed).
    b. Change history logs – identifying and reporting data such as: what change was made, when the change occurred, the identity of the user making the change, and the identity of the person authorizing the change.

ClientFirst/Information Technology Recommendations

- Select a new Public Safety Solutions vendor according to the Software Selection Best Practices initiatives.
- Require an extensive business analysis be performed prior to the implementation of the Police Safety Solution Implementation to ensure best process workflows and processes are being utilized.
- A number of Police RMS Systems (SunGard, Tyler Public Safety, The Beast, etc. to name a few) include Intelligence modules or Internal Affairs modules that allow for investigation of Internal Affairs Cases.
- A number of Police RMS Systems include Property/Evidence Modules that are integrated with the Records Management System allowing solid security and audit trails in place. Replacing the current Evidence System with this module will eliminate duplicate data entry and keep all items in a single secure database.

IT Steering Committee and Selection Process

The City of Riviera Beach created an IT Steering Committee in 2015 that will provide executive level oversight for the technology requests and projects that require the City of Riviera Beach Information Technology Division support and / or provision technology personnel, products, and services. The Steering committee is comprised set of Public Administration/Public Safety Managers and Directors from various Departments and Divisions.

The Steering Committee process for procurement on complex department systems involves the use of a 3-step process: Research and Planning, In-Depth Demonstration and Analysis, and Selection.

This methodology concentrates on the business practices and processes of the Departments requesting a replacement of their current systems.

During the Research and Planning phase, the IT Division does the following:

- Discusses the current business needs of the Department
- Creates a requirements list that suits the Departments Needs
- Using Market Research: finds the top vendors based on functionality and business processes.
- Attends User Group Conferences and finds references from various municipalities
- Discusses the possible procurement steps with the Purchasing Division and provides the Purchasing Division with detailed vendor information (contracts, vendor history, contact information, etc.)

During the In-Depth Demonstration Phase, the following occurs:

- The IT Division with each vendor plans a demonstration of the product to the IT Steering Committee and the Department in question of new software.
- The Demonstration is a 1-4 hour in-depth demonstration explaining each major component requirement that the Department needs to review.
- The IT Steering Committee and Department are advised to question the vendor with as many in-depth possible questions regarding how the software reacts to their current business models.

- The vendor is then released from the meeting and the Steering Committee and Department have a discussion about the pros and cons of the specific vendors' systems functionality.

The Final Phase is the Selection Process which goes as follows:

- The IT Steering Committee and the Department are the only members allowed to vote in this process.
- The Steering Committee Selection is comprised of 4 Different Department Entities which will be the:
    - The Steering Committee (The Analyzers and Selectors of the service)
    - The Department (The Analyzer and Selector of the service)
    - The IT Division (The presenters/mediators of the process)
    - The Purchasing Division (The mediators of the process)
- The Voting will be based on two criteria's
    - Criteria A – Business Functionality
    - Criteria B - Company Overview
- Each IT Steering Committee Member is allowed 1 vote
- The Department is allowed 1 Vote
- If a Department member voting is a part of the Steering Committee, they are only allowed 1 Vote as the Department Vote.
- If a stakeholder or Steering Committee member is found to have a vested interest with a vendor (i.e.: any issues that can cause a liability to the validity of the selection process), this member or Stakeholder will be removed from the selection process for the specific service.
- If a Steering Committee Member did not attend all of the Vendor Presentations for the selection process, their rights to vote are revoked but their opinion and input are welcomed into the decision making process.
- All Documentation is recorded and sent to Purchasing for Evaluation.

Research and Planning Phase

During the research and planning phase, the Information Technology Division took the various software requirements and assigned 1 major initiative:

Initiative: Research and Discovery

Initiative: Research and Discovery

During the research phase, the Information Technology Division looked at the top two vendors for Public Safety Solutions recommended by ClientFirst. The following vendors were Tyler Munis Public Safety Solution and SunGard OneSolution. One honorable mention vendor was New World Systems but due to the recent acquisition by Tyler Technologies to purchase New Work Systems in November 2015, this pushed this vendor out of the running due to the new acquisition. The Information Technology Division did the following during the research phase:

1. Went to each Vendor's User Group Conferences and attended classes based on the software requirements listed above.
2. Went through separate demonstrations and webinars regarding each vendor solution.
3. Spoke with multiple municipalities at the User Group Conferences and separately to validate how the software performs for their users.

4. Verify that both vendors can provide a similar solution to the Police Department.

During this process, here is what was found regarding both vendor solutions:

Software / Business Requirements	SunGard Included	Tyler Included	SunGard Notes	Tyler Munis Notes
Records Management System	Yes	Yes		
Computer Aided Dispatch	Yes	Yes		
Extensive Business Analysis	Yes	No	Complete Business Analysis based on Software and Best Practices	They have a Business Analysis solely based on Software not Best Practice
Policing Reporting	Yes	Yes		
Crime Mapping	Yes	Yes		
Crash Citation	Yes	Yes		
Case Management	Yes	Yes		
Asset Management	Yes	Yes		
Property and Evidence Management	Yes	Yes		
AVL Integration	Yes	Yes		
Intelligence	Yes	Yes		
Training Management	Yes	Yes		
Municipality Collaboration	Yes	Yes	10 Police Departments in Palm Beach, 57 Police Departments in Florida	3 known Police Departments in Florida
GIS Integration	Yes	Yes		
SQL Database Encryption	Yes	Yes		
Active Directory integration	Yes	Yes		
2 Factor Authentication	Yes	Yes		
Mobile Device Modules	Yes	Yes		
Audit Trail System	Yes	Yes		
Canine Tracking	Yes	Yes		
Gang Tracking	Yes	Yes		
Link Analysis	Yes	Yes		

Below is a basic description of each company.

SunGard Public Safety

Formed in 1983, SunGard Public Sector is a leading provider of software and services for public safety and justice agencies and nonprofits. More than 115 million citizens in North America live in municipalities that run SunGard products and services. SunGard is one of the world's leading software and technology services companies, with annual revenue of about $2.8 billion.

SunGard provides software and processing solutions for financial services, education and the public sector. SunGard serves approximately 16,000 customers in more than 70 countries and has more than 13,000 employees.

SunGard's major notoriety in the State of Florida is due to their OSSI One Solution Public Safety Solution. In the State of Florida alone, SunGard is currently being utilized by the following Police Departments:

- Atlantis PD
- Aventura PD
- Boca Raton PD
- Bradenton PD
- Broward County Sherriff's Office
- Cape Coral PD
- Clay County Sherriff's Office
- Coconut Creek PD
- Coral Gables PD
- Dade City PD
- David PD
- Delray Beach PD
- Doral PD
- Florida International University PD
- Fort Lauderdale PD
- Fort Pierce PD
- Fort Walton Beach PD
- Gainesville PD
- Golden Beach PD
- Green Cove Springs PD
- Gulf Stream PD
- Hallandale Beach PD
- High Springs PD
- Hollywood PD
- Juno Beach PD
- Jupiter PD
- Key West PD
- Kissimmee PD
- Lantana PD
- Largo PD
- Leesburg PD
- Margate PD
- Miami Dade Schools PD

- Miami Gardens PD
- Miramar PD
- North Miami Beach PD
- North Palm Beach PD
- North Port PD
- Opa-Locka PD
- Orange Park PD
- Palm Beach Gardens PD
- Palm Beach PD
- Pasco County Sherriff's Office
- Pinecrest PD
- Port St. Lucie PD
- Punta Gorda PD
- Saint Cloud PD
- Seminole Tribe PD
- South Miami PD
- St. Lucie County Sherriff's Office
- Sunny Isles Beach PD
- Sunrise PD
- University of Miami PD
- West Palm Beach PD
- Wilton Manors PD

This allowed for SunGard to create an offering called P2P Police-to-Police Data sharing where other law enforcement agencies using SunGard enable participating agencies to share data while maintaining complete control over their own records management system and databases.

On November 30th, FIS is a global leader in baking and payments technology as well as consulting and outsourcing solutions announced the closing of its acquisition of SunGard, one of the world's leading financial software and technology services companies. The acquisition uniquely positions FIS to offer a broad range of enterprise banking and capital markets capabilities that will further empower the financial industry worldwide.

With complementary technology solutions and services encompassing retail and institutional (or wholesale) banking, payments, risk management, asset solutions and insurance, the combined company now has more than 55,000 employees and $9.3 billion in revenue on a pro-forma basis.

Tyler Munis Public Safety Solutions

Founded in 1966, Tyler operated as a holding company with operations in many industrial, retail and distribution businesses through 1998. During this time, the company acquired and sold many businesses and by 1987 had annual sales of $1.1 billion and 10,000 employees.

In 1997, Tyler began a multi-phase plan that changed the company's focus to servicing the unique information management software needs of local governments nationwide. Changing its name to Tyler Technologies to reflect this growth strategy, the company entered the local government software market in 1998 and 1999 through a series of strategic acquisitions of companies.

With a small footprint in Florida, Tyler Munis is looking to increase their Public Safety presence and introduce collaboration offerings to multiple municipalities for data sharing.

In-Depth Demonstration Phase

During the in-depth Demonstration phase, the main priority of the phase is to provide 1 major initiative:

Initiative: Steering Committee In-Depth Demonstrations

Each Vendor was allowed approximately 4 Hours to do a complete in-depth Demonstration of their product offerings. Each were directed to demonstrate and discuss the requirements that the Police Department required based on their software and the IT Steering Committee plus the Police Department would question them on every aspect of the application.

Below were the dates for each Vendor Presentation

Vendor Review		
	SunGard	Tyler Munis
Date of In Depth Demonstration	11/4/2015	12/3/2015

Attendees of each Demonstration are as follows:

11/4/2015

- Assistant Chief of Police Michael Madden – Department Stakeholder/Steering Committee Member
- City Engineer Terrence Bailey – Steering Committee Member
- Finance Director Randy Sherman – Steering Committee Member
- Chief of Riviera Beach Fire Department Reginald Duren – Steering Committee Member
- Purchasing Manager Dean Mealy – Steering Committee Mediator
- IT Manager Elvis Mella – Steering Committee Mediator

12/3/2015

- Deputy City Manager Danny Jones – Steering Committee Member
- Assistant Chief of Police Michael Madden – Department Stakeholder/Steering Committee Member
- City Engineer Terrence Bailey – Steering Committee Member

- Finance Director Randy Sherman – Steering Committee Member
- Purchasing Manager Dean Mealy – Steering Committee Mediator
- IT Manager Elvis Mella – Steering Committee Mediator
- Systems Administrator Tariq Iqbal – Steering Committee Member

During this phase the Steering Committee viewed these demonstrations and had discussions regarding both software platforms and the organizations after each demonstration.

Selection Phase

During the selection phase, the Information Technology Division provided the Members a brief overview of each product and each company's biography. After, the Purchasing Department recorded the vote proceedings and the Steering Committee in conjunction with the Police Department agreed that the SunGard Public Safety Solution was the best possible offering for the City.

Proposals, contracts, and references from SunGard were then provided to the Purchasing Department for review to allow the City to come to a proper Procurement conclusion that a request to negotiate was properly performed and vetted.

Contract Negotiation

During March of 2016, the negotiation process was implemented. During this process, the City Attorney, Finance Director, Purchasing Director and the Information Technology Division negotiated the contract with SunGard Public Safety. During the process the City was able to reach agreement on proper contract terms and agreements.

On July 5th, 2016, Lina Busby with the City Attorney Department reviewed the contracts and redlined these contract to meet the City's requirements. SunGard then proceeded to update the contract. During that time, the City was negotiating cost. In the process the City was able to receive the following:

1. A Site Enterprise License for the Riviera Beach PD
    a. This allows the City to not pay any extra Licensing Fees for new Recruits as it is an unlimited license system.
2. The City was able to negotiate $75,000 from the original price offered.
3. The City was able to update the Contract to be paid based on Project timelines and acceptance of completion.

Below is a Summary of Costs:

SUMMARY OF COSTS

Payment Schedule		Due on Contract Execution	90 days from Contract Execution	120 days from Contract Execution	Due as incurred	Completion of Detailed	Completion of Mock Go-Live	Go-Live	30 days after Go-Live	As otherwise noted
Component Systems	$ 621,910.00	$155,477.50	$155,477.50	$ 310,955.00						
Services (Training, Installation, Project Management, Professional	307,160.00				$ 307,160.00					
Conversion	155,000.0					$ 15,500.00	$ 38,750.00	$ 38,750.00	$ 62,000.00	
Pay Agency Products	28,440.84									$ 28,440.84
Travel and Living	36,000.00									36,000.00
Total	**$ 1,148,510.84**	**$ 155,477.50**	**$ 155,477.50**	**$ 310,955.00**	**$**	**$ 15,500.00**	**$ 38,750.00**	**$ 38,750.00**	**$ 62,000.00**	**$ 64,440.84**
Percentage										
Annual Support (Year	$ 123,889.60									$ 123,889.60

Sample Project Timeline

Below is a Sample of the Project Timeline.

SUNGARD

PUBLIC SECTOR **SunGard PROJECT SCHEDULE FOR RIVIERA BEACH, FL**

ID	WBS	Task Name	Duration	Work	Start
1	1	Riviera Beach, FL Implementation	193 days	3,006 hrs	Mon 9/26/16
2	1.1	Contract Execution	0 days	0 hrs	Mon 9/26/16
3	1.2	Planning and Kickoff	38 days	128 hrs	Mon 10/3/16
4	1.2.1	Project Planning, Kickoff & Orientation	38 days	128 hrs	Mon 10/3/16
5	1.2.1.1	Project Schedule Planning	2 days	64 hrs	Mon 10/3/16
6	1.2.1.2	Conduct On-Site Kickoff Meeting	2 days	32 hrs	Wed 10/5/16
7	1.2.1.5	Business Analysis and Discovery - CAD	5 days	0 hrs	Mon 11/14/16
8	1.2.1.6	Business Analysis and Discovery - RMS	5 days	0 hrs	Mon 11/14/16
9	1.2.1.7	Business Analysis and Discovery - Mobiles (MCT/MFR)	2 days	0 hrs	Mon 11/14/16
10	1.2.1.3	Core Team and Discovery Meeting	2 days	32 hrs	Tue 11/22/16
11	1.2.1.4	Milestone: Project Kickoff Completed	0 days	0 hrs	Wed 11/23/16
12	1.3	Hardware and Base System Environment	74 days	376 hrs	Mon 10/3/16
13	1.3.19	Hardware Ordering	22 days	0 hrs	Mon 10/3/16
14	1.3.19.1	Notify Technical Services to Order Hardware	1 day	0 hrs	Mon 10/3/16
15	1.3.19.2	Order Hardware/Software for Servers	20 days	0 hrs	Tue 10/4/16
16	1.3.19.3	Send Notifications hardware Received	1 day	0 hrs	Tue 11/1/16
17	1.3.20	Server Implementation	11 days	0 hrs	Wed 11/2/16
18	1.3.20.1	Installation	2 days	0 hrs	Wed 11/2/16
19	1.3.20.1.3	Install and Rack Mount Server	0.5 days	0 hrs	Wed 11/2/16
20	1.3.20.1.4	Install and Rack Mount Scaleable Array	0.5 days	0 hrs	Wed 11/2/16
21	1.3.20.2	Implementation and Testing	6 days	0 hrs	Thu 11/3/16
22	1.3.20.2.3	Physical or Virtual installation and configuration	5 days	0 hrs	Thu 11/3/16
23	1.3.20.2.4	Configuration of servers on network and domain	1 day	0 hrs	Thu 11/10/16
24	1.3.20.3	Install System Software	2.5 days	0 hrs	Fri 11/11/16
25	1.3.20.3.4	Operating System	0.5 days	0 hrs	Fri 11/11/16
26	1.3.20.3.5	SQL	0.5 days	0 hrs	Fri 11/11/16
27	1.3.20.3.6	SecureLink	1.5 days	0 hrs	Mon 11/14/16
28	1.3.20.4	Server Implementation Complete	0 days	0 hrs	Tue 11/15/16
29	1.3.21	Production Hardware Environment Complete	0 days	0 hrs	Tue 11/15/16
30	1.3.22	Base System Installation	42.5 days	376 hrs	Tue 11/15/16
31	1.3.22.7	CAD	2 days	16 hrs	Tue 11/15/16
32	1.3.22.7.5	Install Base SunGard Software	2 days	16 hrs	Tue 11/15/16
33	1.3.22.7.6	Milestone: Install and Base Configuration Complete	0 days	0 hrs	Thu 11/17/16
34	1.3.22.8	RMS/JMS	3 days	24 hrs	Tue 11/15/16
35	1.3.22.8.5	Install Base SunGard Software	3 days	24 hrs	Tue 11/15/16
36	1.3.22.8.6	Milestone: RMS Install and Base Configuration Complete	0 days	0 hrs	Fri 11/18/16
37	1.3.22.9	Property & Evidence Bar Coding Hardware	42 days	336 hrs	Tue 11/15/16
38	1.3.22.9.3	Order Hardware/Software	42 days	336 hrs	Tue 11/15/16
39	1.3.22.9.3.7	Notify Tech to Order Hardware	1 day	8 hrs	Tue 11/15/16
40	1.3.22.9.3.8	Confirm Hardware Received	40 days	320 hrs	Wed 11/16/16
41	1.3.22.9.3.9	Setup and Configure Hardware	1 day	8 hrs	Wed 1/11/17
42	1.17	Production Environment Ready for System Implementation	0 days	0 hrs	Fri 11/18/16
43	1.18	Data Conversion	159 days	0 hrs	Mon 10/10/16
44	1.18.1	RMS Conversion	159 days?	0 hrs	Mon 10/10/16

ID	WBS	Task Name	Duration	Work	Start
45	1.18.1.1	Setup and Analysis	9 days	0 hrs	Mon 10/10/16
46	1.18.1.2	Conversion iterations	150 days	0 hrs	Thu 10/20/16
47	1.18.1.3	Final Data Upload	1 day?	0 hrs	Thu 5/18/17
48	**1.18.5**	**CAD Conversion**	**112 days?**	**0 hrs**	**Mon 10/10/16**
49	1.18.5.1	Setup and Analysis	12 days?	0 hrs	Mon 10/10/16
50	1.18.5.2	Conversion iterations	87 days?	0 hrs	Mon 10/10/16
51	1.18.5.3	Final Data Upload	1 day?	0 hrs	Tue 3/14/17
52	**1.5**	**Application Build and Configuration**	**154 days**	**1,896 hrs**	**Wed 11/9/16**
53	**1.5.1**	**CAD**	**127 days**	**1,024 hrs**	**Wed 11/9/16**
54	**1.5.1.1**	**Milestone: Complete Pre CAD SA Tasks**	**0 days**	**0 hrs**	**Wed 11/9/16**
55	**1.5.1.2**	**Mapping**	**54 days**	**432 hrs**	**Wed 11/9/16**
56	1.5.1.2.1	Review Map Call with Client	0.5 days	4 hrs	Wed 11/9/16
57	1.5.1.2.2	Obtain Map Data Prior to Kick Off	0.5 days	4 hrs	Wed 11/9/16
58	1.5.1.2.3	Perform Initial Map Review	1 day	8 hrs	Thu 11/10/16
59	1.5.1.2.4	Load Centerline Data on Client Server	1 day	8 hrs	Fri 11/11/16
60	1.5.1.2.5	Post CAD SA Training Map Consulting	16 hrs	16 hrs	Mon 11/14/16
61	1.5.1.2.6	Build layers and fix centerline	35 days	280 hrs	Wed 11/16/16
62	1.5.1.2.7	2nd Map Review with Client	1 day	8 hrs	Wed 1/4/17
63	1.5.1.2.8	Audit Polygon Layers Submitted by Client	1 day	8 hrs	Thu 1/5/17
64	1.5.1.2.9	Correct any issues from Audit and Continue building layers	10 days	80 hrs	Fri 1/6/17
65	1.5.1.2.10	Load Polygons on Client Server	1 day	8 hrs	Fri 1/20/17
66	1.5.1.2.11	Final Map Audit	1 day	8 hrs	Mon 1/23/17
67	**1.5.1.2.12**	**Milestone: Maps Complete**	**0 days**	**0 hrs**	**Mon 1/23/17**
68	**1.5.1.3**	**CAD Implementation**	**81 days**	**568 hrs**	**Mon 1/9/17**
69	1.5.1.3.1	Build Pick Lists, Code Tables and Users/Rights	10 days	80 hrs	Mon 1/9/17
70	1.5.1.3.2	Provide System Review from 10% Audit - there will only be 2 audits for both CAD and RMS; please adjust these	1 day	8 hrs	Mon 1/23/17
71	1.5.1.3.3	Build Pick Lists, Code Tables and Users/Rights	25 days	200 hrs	Tue 1/24/17
72	1.5.1.3.4	Provide Intermediate CAD Audit (50%)	1 day	8 hrs	Tue 2/28/17
73	1.5.1.3.5	Provide System Review from 50% Audit	1 day	8 hrs	Wed 3/1/17
74	1.5.1.3.6	Build Pick Lists, Code Tables and Users/Rights	25 days	200 hrs	Thu 3/2/17
75	1.5.1.3.7	Provide Final CAD Audit (90%)	2 days	16 hrs	Thu 4/6/17
76	1.5.1.3.8	Provide System Review from 90% Audit	1 day	8 hrs	Mon 4/10/17
77	1.5.1.3.9	Provide Final Maps Verification	1 day	8 hrs	Tue 4/11/17
78	1.5.1.3.10	Advisory Remote Consulting through CAD Build	4 days	32 hrs	Wed 4/12/17
79	**1.5.1.3.11**	**Milestone: Final CAD Audit Complete**	**0 days**	**0 hrs**	**Mon 4/17/17**
80	**1.5.1.4**	**CAD Interfaces**	**3 days**	**24 hrs**	**Tue 4/18/17**
81	1.5.1.4.1	Activate & Verify CAD Interfaces	3 days	24 hrs	Tue 4/18/17
82	**1.5.1.4.2**	**CAD Interfaces Readiness Complete**	**0 days**	**0 hrs**	**Thu 4/20/17**
83	**1.5.1.5**	**Milestone: CAD Build Complete**	**0 days**	**0 hrs**	**Thu 4/20/17**
84	**1.5.2**	**RMS/JMS**	**90 days**	**632 hrs**	**Mon 1/16/17**
85	**1.5.2.1**	**RMS/JMS Implementation**	**90 days**	**632 hrs**	**Mon 1/16/17**
86	1.5.2.1.1	Build Pick Lists, Code Tables and Users/Rights	10 days	80 hrs	Mon 1/16/17
87	1.5.2.1.2	Provide System Review from 10% Audit - see note for CAD	0.5 days	4 hrs	Mon 1/30/17
88	1.5.2.1.3	Build Pick Lists, Code Tables and Users/Rights	30 days	240 hrs	Mon 1/30/17

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PUBLIC SECTOR **SunGard PROJECT SCHEDULE FOR RIVIERA BEACH, FL**

ID	WBS	Task Name	Duration	Work	Start
89	1.5.2.1.4	Provide Intermediate RMS/JMS Audit (50%)	2 days	16 hrs	Mon 3/13/17
90	1.5.2.1.5	Provide System Review from 50% Audit	0.5 days	4 hrs	Wed 3/15/17
91	1.5.2.1.6	Build Pick Lists, Code Tables and Users/Rights	30 days	240 hrs	Thu 3/16/17
92	1.5.2.1.7	Provide RMS/JMS Audit Prior to Go-Live	1 day	8 hrs	Thu 4/27/17
93	1.5.2.1.8	Advisory Remote Consulting through RMS Build	5 days	40 hrs	Fri 4/28/17
94	**1.5.2.1.9**	**Milestone: Final Audit Successful**	**0 days**	**0 hrs**	**Thu 5/4/17**
95	**1.5.2.2**	**Milestone: RMS Build Complete**	**0 days**	**0 hrs**	**Thu 5/4/17**
96	1.5.3	**AVL Installation and Training**	27 days	216 hrs	Fri 4/21/17
97	**1.5.5**	**Internet Applications**	**2 days**	**24 hrs**	**Mon 5/22/17**
98	**1.5.5.1**	**P2P/P2C**	**1 day**	**8 hrs**	**Mon 5/22/17**
99	1.5.5.1.1	Install and Configure P2P and P2C	1 day	8 hrs	Mon 5/22/17
100	**1.5.5.2**	**OpCenter (CAD & RMS)**	**2 days**	**16 hrs**	**Mon 5/22/17**
101	1.5.5.2.1	Install and Configure OpCenter	2 days	16 hrs	Mon 5/22/17
102	1.5.5.4	FTO Installation	2 days	0 hrs	Mon 5/22/17
103	**1.6**	**Training**	**118 days**	**494 hrs**	**Mon 1/2/17**
104	**1.6.1**	**CAD Training**	**109 days**	**114 hrs**	**Mon 1/2/17**
105	**1.6.1.1**	**Milestone: Training Facilities Ready**	**0 days**	**0 hrs**	**Mon 1/2/17**
106	**1.6.1.2**	**CAD Maintenance Training**	**6 days**	**50 hrs**	**Mon 1/2/17**
107	1.6.1.2.1	Provide CAD Maintenance Training	5 days	50 hrs	Mon 1/2/17
108	**1.6.1.3**	**CAD User Training**	**9 days**	**64 hrs**	**Mon 5/22/17**
109	1.6.1.3.1	CAD User Training #1	4 days	32 hrs	Mon 5/22/17
110	1.6.1.3.2	CAD User Training #2	4 days	32 hrs	Mon 5/29/17
111	**1.6.2**	**RMS Training**	**110 days**	**232 hrs**	**Mon 1/9/17**
112	**1.6.2.1**	**RMS Maintenance Training**	**5 days**	**40 hrs**	**Mon 1/9/17**
113	1.6.2.1.1	Provide RMS Maintenance Training	5 days	40 hrs	Mon 1/9/17
114	**1.6.2.2**	**RMS End User Training**	**9 days**	**56 hrs**	**Fri 5/12/17**
115	1.6.2.2.1	RMS User Training	5 days	40 hrs	Fri 5/12/17
116	1.6.2.2.2	RMS Training for Detectives	2 days	16 hrs	Fri 5/19/17
117	1.6.2.2.5	RMS System Overview Training	2 days	0 hrs	Mon 5/22/17
118	**1.6.2.3**	**RMS Add-on Training**	**17 days**	**136 hrs**	**Mon 5/15/17**
119	**1.6.3**	**Mobiles Training**	**71 days**	**112 hrs**	**Wed 3/8/17**
120	**1.6.3.1**	**MCT Training**	**62 days**	**40 hrs**	**Wed 3/8/17**
121	1.6.3.1.1	Provide Message Switch and MCT Maintenance Training	2 days	16 hrs	Wed 3/8/17
122	1.6.3.1.2	MCT Train the Trainer Training	3 days	24 hrs	Tue 5/30/17
123	**1.6.3.2**	**MFR Training**	**14 days**	**72 hrs**	**Fri 5/26/17**
124	1.6.3.2.1	MFR Maintenance Training	3 days	24 hrs	Thu 5/11/17
125	1.6.3.2.2	MFR Train the Trainer Training Class #1	3 days	24 hrs	Thu 5/18/17
126	1.6.3.2.3	MFR Train the Trainer Training Class #1 (Teachback)	3 days	24 hrs	Thu 5/25/17
127	**1.6.5**	**Internet Training**	**3 days**	**36 hrs**	**Mon 5/22/17**
128	1.6.5.1	OPSCAD	0.5 days	4 hrs	Mon 5/22/17
129	1.6.5.2	OPSRMS	0.5 days	4 hrs	Mon 5/22/17
130	1.6.5.3	P2P	0.5 days	4 hrs	Tue 5/23/17
131	1.6.5.5	FTO	2 days	16 hrs	Mon 5/22/17
132	1.6.5.4	P2C	1 day	8 hrs	Wed 5/24/17
133	**1.8**	**Go-Live - All Products**	**3 days**	**112 hrs**	**Mon 6/19/17**
134	**1.8.1**	**Production Go-Live**	**3 days**	**112 hrs**	**Mon 6/19/17**

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PUBLIC SECTOR SunGard PROJECT SCHEDULE FOR RIVIERA BEACH, FL

ID	WBS	Task Name	Duration	Work	Start
135	**1.8.1.1**	Phased product Go-Live	**3 days**	**112 hrs**	**Mon 6/19/17**
136	**1.8.1.1.1**	**CAD/MCT**	**2 days**	48 hrs	**Mon 6/19/17**
137	1.8.1.1.1.1	Go-live Assistance	2 days	48 hrs	Mon 6/19/17
138	**1.8.1.1.2**	**RMS**	**2 days**	**48 hrs**	**Mon 6/19/17**
139	1.8.1.1.2.1	Go -live Assistance	2 days	48 hrs	Mon 6/19/17
140	**1.8.1.1.4**	**MFR**	**2 days**	**16 hrs**	**Mon 6/19/17**
141	1.8.1.1.4.1	Go-Live Assistance	2 days	16 hrs	Mon 6/19/17
142	**1.8.1.2**	**Milestone: Live Operations**	**0 days**	**0 hrs**	**Tue 6/20/17**

Conclusion

In conclusion, the Information Technology Division in collaboration with the Police Department, Steering Committee, Client First Consulting, City Attorney, Finance Department and the Purchasing Division feel that the City has gone out properly to view the current market trends, proper research and development on what is needed to implement a major Public Safety Solution, retrieved the top vendors in the market and were able to find a solution that will completely enhance the productivity of the Department but improve and secure their processes while providing a business model that the Police Department can expand upon for years to come.