

EXHIBIT A
STATEMENT OF WORK
FOR
NETWORKED LOGGING RECORDER SYSTEM

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SOW ATTACHMENTS

Attachment A.1 Tasks and Deliverables

Attachment A.2 Deliverable Acceptance Process

Attachment A.3 System Interfaces

Attachment A.4 Hardware and Software Delivery List and Specification Sheet [Not Attached to Sample Contract Exhibits; see Exhibit 7 (Hardware and Software Delivery List and Specification Sheet) of Appendix B (Required Forms)]

Attachment A.5 Project Control Document and Specification List (Placeholder)

1.0 INTRODUCTION

The Los Angeles County (County) Sheriff's Department (Department) desires to implement a commercial off-the-shelf (COTS) Networked Logging Recorder System (NLRS) Solution (Solution), which includes:

- Replacing its existing 9-1-1, telephone (analog & VOIP) and radio recording system,
- Capturing digital/analog voice radio, 9-1-1/ and telephone transmissions (analog & VOIP),
- Supporting Cisco Unified Communications Manager (CUCM) for VOIP system,
- Artificial Intelligence (AI) driven Speech to Text Transcription and Search capabilities,
- Artificial Intelligence (AI) Radio Transcription,
- Interfacing with Next Generation 911 (NG911),
- A Criminal Justice Information Services (CJIS) Hybrid Cloud NLRS solution,
- Automating digital recordings, archives, and indexes,
- An interface with internal and external Department systems, such as the Computer Aided Dispatch (CAD) and the Los Angeles Regional Crime Information System (LARCIS),
- Compatibility to the future Computer Aided Dispatch System (CAD) and the future Records Management System (RMS), and
- Interfaces with Evidence.com, the Department's digital evidence repository.

2.0 BACKGROUND

The Department is a law enforcement agency which serves the County, an area totaling approximately 4,084 square miles with a population of over ten million people (2020 U.S. Census). It is the largest Sheriff's Department in the world, with approximately 18,000 employees. The Department provides general law enforcement services to 42 contract cities, 153 unincorporated communities, 216 facilities, hospitals, and clinics located throughout the County, nine community colleges, the Metropolitan Transit Authority, and Superior Courts. Additionally, the Department is responsible for securing approximately 15,000 inmates daily in seven custody facilities.

In the mid-1990s, the Department purchased a voice radio and telephone logging and recording system to capture and catalog digital voice radio transmissions, 9-1-1 emergency calls, and routine calls for service. The legacy system to be replaced is still currently in use and is proprietary to NICE Systems, Inc. (NICE). The system currently has up to 47 servers located in custody facilities, hospitals, patrol stations, colleges, and the Sheriff's Communication Center (SCC). Each location varies in the number of recordings and the length of time of each

recording, but the average number of recordings in a month is approximately 47,000, and about a minute in length, however, SCC averages approximately 1,332,708 recordings per month with an average length of 45 seconds.

3.0 LEGACY SYSTEM(S) TO BE REPLACED

The Solution is intended to replace all the components and functionality of the County's current 9-1-1 telephone and radio recording system.

The current legacy technology to be replaced includes:

- Components and functionality from the County's current NICE and Voice Recording System,
- NICE devices and peripheral components located throughout the County with current technology, as listed in Exhibit B (Solution Requirements) to the Contract, and
- Interfaces linking the NICE legacy system to internal systems and external systems as listed in Attachment A.3 (System Interfaces) to this SOW.

4.0 PROJECT SCOPE STATEMENT, GOALS, AND OBJECTIVES

4.1 Scope Statement

The Department requires Contractor to provide and implement a technologically advanced NLRs Solution capable of supporting a large number of Users simultaneously.

The Solution must be based upon a proven COTS software platform. Contractor must provide all necessary configuration and development Services during implementation to meet the Solution Requirements outlined in Exhibit B (Solution Requirements) to the Contract. The Tasks, Subtasks, and Deliverables in Attachment A.1 (Tasks and Deliverables) to this SOW outlines the scope of Contractor's Work in establishing an NLRs COTS based Solution. To achieve this, Contractor must provide the following required Services, as further specified in the Tasks, Subtasks, and Deliverables in Attachment A.1 (Tasks and Deliverables) to this SOW.

Contractor must purchase and facilitate the installation of all hardware, as applicable, and provide ongoing software and hardware maintenance. Upon Final Acceptance, Contractor must provide Maintenance & Support and Preventive Maintenance Services throughout the entire Term of the Contract, including any and all exercised extensions.

Additionally, Contractor must provide Professional Services, as needed, including training, during and after implementation for the agreed-upon firm fixed price per Service outlined in Exhibit H (Pricing Schedule) to the Contract, when requested to do so by County Project Manager.

4.2 Project Goals and Objectives

Contractor must provide the County with unlimited User Licenses to access the Solution. Contractor's deployment will be a hybrid of centralized

(Sheriff's Communication Center SCC) and decentralized (Sheriff's Stations, Men's Central Jail, Twin Towers, etc.) NLRs voice recorders, with a secondary data center (Disaster Recovery) installed on premises or Cloud-based, as applicable. Contractor may offer alternative methods to ensure business continuity of the Solution. All components, including but not limited to, algorithms, virtual and physical hardware, and Third-Party Software, must be fully owned by the County and Contractor must provide corresponding support and maintenance. The deployed Solution must meet all the County's requirements listed in Exhibit B (Solution Requirements) to the Contract.

Contractor must facilitate User and technical training to ensure customer buy-off of the new Solution.

5.0 SUCCESS FACTORS

Contractor's success factors will be considered complete when:

- a. Contractor has successfully replaced all existing NICE equipment at all locations as a phased rollout,
- b. Contractor has successfully configured the software solution, including interfaces that will be used for the Solution,
- c. Contractor has provided User and technical training to select train-the-trainer (T3) subject matter experts, and
- d. Contractor has successfully delivered all User and technical Documentation as well as all Documentation generated during implementation as defined throughout Attachment A.1 (Tasks and Deliverables) to this SOW, and Contractor has received the County's Final Acceptance for the Solution upon successful completion of all Deliverables outlined in Attachment A.1 (Tasks and Deliverables) to this SOW, including the delivery of a 90 Day Warranty Period free from Defects as described in Paragraph 7.17 (Solution Warranty Period) below.

6.0 PROJECT REVIEW

The Project Review is a critical element of the County's Quality Control Plan. Any deviations from the original and subsequent versions of the Detailed Work Plan must be documented by both Contractor and County Project Director in a form and format agreed-to by the parties.

- 6.1 Upon such time the cumulative effect of project delays equals 30 Days, a Change Notice will be processed not later than 15 Days following the last observed delay. In like manner, a Change Notice will be processed for each subsequent aggregation of project delays which equals 30 Days. Each Change Notice will identify the following:
 - a. The delayed Task(s),
 - b. Date of delay,

- c. The reason(s) for each delay, and
 - d. The description of the Work impacted.
- 6.2 Notwithstanding County Project Director's authority to process Change Notices for Project delays and to grant Contractor extensions of time for Work performed in accordance with Paragraph 10.3 (Extensions of Time) of the Contract, upon such time the cumulative effect of Project delays equals 90 Days or more, the County, in the County's sole discretion, will initiate a formal Project Review. The Project Review will be conducted by, though not be limited to, the Department's Office of Technology Planning (OTP) in consultation with County Counsel. In like manner, the County will initiate a formal Project Review for each subsequent 90-Day extension thereafter.
- 6.3 At minimum, both Contractor Project Director and Project Manager must attend all Project Review meetings, as-needed, pursuant to Paragraph 2.1.4 (Project Review Meetings) of Attachment A.1 (Tasks and Deliverables) to this SOW.
- 6.4 Each Project Review may result in any of the following:
 - a. An assessment of the Project's progress to date and the likelihood of future Project success,
 - b. An assessment of accountability for the schedule slippage, quality lapses, and/or other Project issues,
 - c. Recommended remedial actions for continued Work,
 - d. A reset of the Project Schedule, and/or
 - e. Termination of the Contract, in whole or in part.

7.0 TASKS AND DELIVERABLES, SUMMARY OF ATTACHMENT A.1

The Tasks, Subtasks, and Deliverables listed in Attachment A.1 (Tasks and Deliverables) to this SOW, outline the scope of Contractor's Work in establishing a COTS-based Solution. To achieve this, Contractor must provide the following required Services, as further specified in Attachment A.1 (Tasks and Deliverables), to this SOW:

7.1 Project Planning

Develop the Project Control Document (PCD), outlining the implementation plan for the Solution.

7.2 Project Management

Upon the Contract effective date, throughout the entire Term of the Contract, including any and all extensions, and throughout M&S, under the direction of County Project Manager, Contractor must:

- a. Apply requisite technical and management skills, as well as techniques to ensure satisfactory and timely completion of implementation Tasks and Deliverables,
- b. Establish a Project control and reporting system after Final Acceptance, and
- c. Provide routine and realistic assessments of Solution operations.

7.3 Requirements Review and Gap Analysis

Contractor and the County will analyze Contractor's COTS base software functionality as compared to Solution Requirements listed in Exhibit B (Solution Requirements) to the Contract, and determine the degree of "fit" between the two. Contractor must document the gaps requiring Contractor development.

7.4 Project Review Point

At the direction of the Department's Office of Technology Planning (OTP), a Project Review of the Solution Requirements review and gap analysis may be conducted; especially if there are significant changes to the scope and/or Project cost based on the final Solution Requirements.

7.5 Technical Assessment

The Technical Assessment includes an Infrastructure Readiness Assessment in the areas of hardware, network, System management, software and operational readiness (e.g., human resources, facilities, etc.) and the development of a Technical Architecture document.

7.6 Implementation Assessment and Strategies

Contractor, with assistance from the County, must draft strategies for executing the implementation and transition to the Production Environment, based on the findings of the Technical Assessment. The implementation strategies take into consideration the County's organizational and Project constraints, while addressing the County's Solution Requirements.

7.7 Project Review Point

A Project Review of the results of the Technical Architecture and Implementation Assessment may be conducted by the County, at the direction of OTP.

7.8 Design Review of Proposed COTS Solution - Final Design

This is the County Project team's review of Contractor's proposed design. As a result of this review and feedback sessions, Contractor must document any changes that have resulted from the review process and must develop a Final Design for the County's approval.

7.9 Project Review Point

If there are significant differences between Contractor's proposed COTS Solution design and the Final Design, OTP, in its sole discretion, may initiate a Project Review of Contractor's Final Design. This will most likely occur if there are any material changes in cost to what Contractor originally agreed to.

7.10 Pre-Production Environment

Contractor must install and configure, as required, the NLRS Solution in the System environment, as specified in the Technical Architecture Document and Implementation Assessment Document.

7.11 Contractor's Proposed COTS Solution Programming Modifications – Configurations / Customizations / Interfaces

Contractor must ensure that the Programming Modification effort aligns with the County's original Solution Requirements, as specified in Contractor's proposed COTS Solution and the final Solution Requirements and Design Documentation agreed-to by the parties. At specific points during the Programming Modification process, the County's Project team will review the modifications. These checkpoint reviews determine if the Programming Modification effort is on schedule and meets the County's final Solution Requirements. The fully functional NLRS Solution will be defined as Contractor's customized COTS Solution.

7.12 Data Conversion from Legacy System(s)

As part of the Data Conversion process, Contractor must:

- a. Develop an effective Data Conversion plan,
- b. Perform a test conversion of a sizable representative sample of the County's existing data to test the procedures, and
- c. Upon the County's approval, conduct the initial Data Conversion.

Data Conversion includes the initial full data upload from the legacy system, and multiple incremental data catch-ups covering periods of time from the prior catch-up period, up to Go-Live. This task also requires the inclusion of a one-to-one validation strategy to ensure that records extracted from the legacy system match records imported into the Solution, at both the record and field levels. Contractor must also conduct a full Data Conversion and establish an audit trail for all actions taken throughout the Data Conversion process.

7.13 Testing of Contractor's Customized COTS Solution Software

The testing process ensures that all components of Contractor's customized COTS Solution are thoroughly tested and that the Solution consists of high quality and reliable software. The testing process will consider the unique testing requirements of a COTS Solution that is based upon a customized version of Contractor's COTS base software.

7.14 Training and Documentation

The Training and Documentation techniques must be modeled by Contractor to ensure that training is successfully conducted and finalized prior to Final System Acceptance. Contractor must develop all training materials, including T3 guides/handouts for all NLRs Users. Contractor must modify existing COTS Documentation to include all NLRs Customizations, in support of User operations (manuals). Contractor must also include a problem-solving help desk reference for use by Contractor's and the County's respective Help Desks. Contractor must keep all Solution training and System Documentation updated throughout the entire Term of the Contract, including any and all exercised extensions .

7.15 Transition to Production Environment (Prepare for Go-Live)

As part of transitioning the Solution to Production Environment Contractor must:

- a. Convert the Pre-Production Environment in the primary data center to the Production Environment,
- b. Purge training records from the database and update the Solution with the legacy system's data to the then current state,
- c. Establish the Contractor-hosted secondary data center as a backup recovery site,
- d. Establish and test the dedicated network communication line between the primary and secondary data center sites, and
- e. Perform NLRs Solution final testing for Solution Go-Live readiness that will require the County's approval.

7.16 Phased Go-Live

Contractor must be on-site for 14 Days, coordinating and supporting the Go-Live and performing the following:

- a. Monitor the NLRs Solution while on-site by documenting/maintaining incident logs,
- b. Analyze System performance and usage,
- c. Assist the Communications & Fleet Management Bureau (CFMB) Help Desk with any incoming service calls,
- d. Retrieve data entered by Users in the legacy system daily, and upload all data, including audit trails, into the Solution,
- e. Coordinate with the County all major Deficiency(ies),
- f. Monitor and report any and all Solution regression issues and assist the County in verifying that the Solution meets Final Acceptance Criteria.

7.17 Solution Warranty Period

Contractor must provide 90 Days of Warranty Support starting from the phased Go-Live, in achieving Final Acceptance, up to post-Final Acceptance, demonstrating to the County that Contractor's customized COTS Solution operates defect free.

7.18 Post-Implementation Services

Contractor must provide M&S as specified in Task 14 [Post-Implementation Maintenance and Support (Ongoing)] of Attachment A.1 (Tasks and Deliverables) to this SOW and in Paragraph 2.1 (Description) of Exhibit C (Service Level Agreement) to the Contract, and Preventive Maintenance Services as specified in Paragraph 1.1.12 (Preventive Maintenance Program) of Attachment A.1 (Tasks and Deliverables) to this SOW and Exhibit C (Service Level Agreement) to the Contract.

7.19 Ongoing Training

At the option of the County, Contractor must provide ongoing Training to NLRS Users/County employees, as specified in Task 15 (Task 15 Post-Implementation Professional Services, As-Needed) of Attachment A.1 (Tasks and Deliverables) to this SOW.

8.0 PROJECT GOVERNANCE

This project will be overseen and monitored by County Project Director and County Project Manager, who will monitor Contractor activities, personnel, and progress on this project pursuant to the Contract.

9.0 PROJECT ASSUMPTIONS, GENERAL

- 9.1 Contractor must utilize only key staff fully trained, experienced, licensed, or certified to engage in the Work activities under this Contractor. The County will have the right to approve or disapprove of Contractor's key staff before and during the performance of any Work.
- 9.2 Key members of Contractor's project team must possess sufficient business and technical experience in NLRS to facilitate discussions with the County's subject-matter experts (SME).
- 9.3 Contractor must perform Work on-site at County facilities, as applicable, during normal business hours (8:00 a.m. to 5:00 p.m. Pacific Time), Monday through Friday (except County-recognized holidays) throughout the entire Term of the Contract, as applicable unless otherwise approved by County Project Manager.
- 9.4 Maintenance Services to be provided by Contractor during the Term of the Contract for maintaining the Solution, including but not limited to the provisioning of Software Updates, Hardware repairs, replacement, and upgrades, software corrections and/or patches, and other updates to the Solution, which impact performance, data security, reports, and regulatory compliance.

- 9.5 Support Services to be provided by Contractor during the Term of the Contract for support of the Solution, including but not limited to the provisioning of Customer Support for all Software Updates, corrections, patches, Interfaces, System performance issues, data security, and report-writing issues/requests.
- 9.6 There may be time gaps where Contractor will have completed one Task or set of Tasks and will have to wait for the County to complete its Tasks or approve Contractor's Deliverables [refer to Attachment A.1 (Tasks and Deliverables) to this SOW].
- 9.7 Contractor must deliver all Documentation to the County in the form of one hard copy and one electronic copy (in Microsoft Office 2007 or higher: Access, PowerPoint, Publisher, InfoPath, OneNote, Word, Excel, Visio, and Project) pursuant to Attachment A.2 (Deliverable Acceptance Process) to this SOW, or in a form and format as otherwise agreed to by the parties.
- 9.8 Contractor must review proposed formats and contents of Deliverables with County Project Manager to validate the agreed-upon expectations. Deliverables will be subject to the County's review and written approval, as set forth in Attachment A.2 (Deliverable Acceptance Process) to this SOW.
- 9.9 Contractor Project Manager must attend meetings with all levels of Department personnel or designees, as required by the County, including but not limited to:
 - a. Executive management,
 - b. SMEs,
 - c. End Users, and
 - d. Technical support staff and programmers.
- 9.10 Contractor must provide a scribe for all meetings.

10.0 CONTRACTOR RESPONSIBILITIES

Contractor must, under the direction of County Project Manager, perform all Tasks, and Subtasks, as well as produce all Deliverables specified in Attachment A.1 (Tasks and Deliverables) to this SOW, as negotiated and finalized between the parties. Contractor's responsibilities include, but are not limited to, the following:

- a. Providing all Project Documentation in accordance with Attachment A.2 (Deliverable Acceptance Process) to this SOW, in a form and format as directed by County Project Manager.
- b. Maintaining all Project Documentation throughout the entire Term of the Contract, including, but not limited to, the Project Control Document (PCD) [see Paragraph 2.0 (Task 2 Ongoing Project Management) of Attachment A.1 (Tasks and Deliverables) to this SOW]. The PCD may require updates, at County Project Manager's instruction, during implementation. All Documentation, as well as all versions of the PCD to-date, are subject to review by the County at any time.

- c. Attending meetings with all levels of County personnel. While the number of meetings is not quantified, Contractor is expected to attend all meetings as directed by County Project Manager (e.g., weekly and/or monthly meetings during implementation, Project Review meetings, etc.), throughout the entire Term of the Contract. County Project Manager will also inform Contractor of any Documentation and/or presentations required in advance of the meeting (e.g., status reports, demonstrations and/or informational documents). At the County's request, Contractor may be required to provide participation from their Subcontractor(s), if applicable.
- d. Ensuring Contractor's employees undergo and pass to the satisfaction of the Department, a Security Clearance (background investigation) by the Department's Civilian Background Unit, pursuant to Paragraph 9.5 (Background and Security Investigations) of the Contract. Ensuring all Contractor employees obtain and prominently display Department-provided identification badges while at any County-designated location that will be on-site pursuant to Paragraph 9.4 (Contractor's Staff Identification) of the Contract.
- e. Providing all required material and equipment to Contractor staff needed for completing the Services described throughout the Contract. (Contractor assumes all liability for the loss of, and for the safe operating condition of, said equipment).
- f. Working, at minimum, during regular office business hours [8 a.m. to 5 p.m. (PT), Monday through Friday, except County-observed holidays] throughout the entire Term of the Contract, unless prior approval is granted by County Project Manager, to perform at minimum, the following NLRS-related duties:
 - i. Investigate, resolve, and report technical problems,
 - ii. Create new and/or modifying System report designs, and/or aid County staff in providing them,
 - iii. Modify training materials and other NLRS Documentation,
 - iv. Coordinate with off-site Contractor staff,
 - v. Run/provide NLRS audit reports, as determined and instructed by County technical staff, and
 - vi. Provide general troubleshooting guidance to Users.County Project Manager may also pre-approve Work performed off-site, when required.
- g. Procuring all Solution hardware and software, including all Third-Party software Licenses (perpetual) and subscriptions.
- h. Providing ongoing post-implementation M&S and Preventive Maintenance Services throughout the entire Term of the Contract. including any County exercised extensions, as detailed in Exhibit C (Service Level Agreement) to the Contract.

11.0 COUNTY RESPONSIBILITIES

- 11.1 The County will provide executive sponsorship.
- 11.2 County Project Manager will obtain subject-matter expertise on topics where the County is responsible.
- 11.3 The County will notify all concerned parties (e.g., Department's data center, leased building's loading dock) of expected deliveries by Contractor, upon Contractor's notification to County Project Manager.
- 11.4 The County will provide Contractor reasonable access and/or information pertaining to the legacy system including, but not limited to, data, data structure, and data elements.
- 11.5 The County will provide office space and infrastructure for Contractor to work on-site, including:
 - a. All Contractor-user PC workstations,
 - b. Printers used for printing Documentation/reports from the NLR Solution, and
 - c. Network connections/capabilities to the end Users.

*In order for this responsibility to be met, Contractor must notify County Project Manager of what is required for Contractor, all of which must be agreed to by County Project Manager.

- 11.6 The County will develop and provide business scenarios to Contractor prior to the gap analysis process described in Paragraph 3.2.3 (Develop Demonstration / Gap Analysis Scripts) of Attachment A.1 (Tasks and Deliverables) to this SOW.
- 11.7 County Project Manager will provide clarification on any of the Solution Requirements listed in Exhibit B (Solution Requirements) to the Contract.
- 11.8 The County will provide Contractor with all information needed to design Interfaces.
- 11.9 County Project Manager will provide oversight, for County and non-County owned and operated systems, on the design and development of external system interfaces to/from the Solution, including, but not limited to, the following:
 - a. For inbound Interfaces, the County will be responsible for obtaining from the other system contacts, information needed by Contractor in extracting and transforming data from external systems to comply with the corresponding approved Interface design.
 - b. For outbound Interfaces, the County will coordinate with the external system contractor(s) the mechanism used in receiving the generated, structured Solution data, and then successfully transform and process such data, based on the corresponding approved Interface design.

- 11.10 The County will make the best efforts to timely review Contractor Tasks and Deliverables, as specified in Attachment A.2 (Deliverable Acceptance Process) to this SOW.

12.0 QUALITY ASSURANCE PLAN

- 12.1 The Department will evaluate Contractor's performance under this Contract using the quality assurance procedures as set forth in Paragraph 44.0 (County's Quality Assurance Plan) of the Contract.
- 12.2 Contract Discrepancy Report (Exhibit I to the Contract)
- 12.2.1 Contractor must verbally notify County Project Manager of a Contract discrepancy as soon as possible whenever a Contract discrepancy is identified. The problem must be resolved within a time period mutually agreed upon by the Department and Contractor.
- 12.2.2 County Project Manager will determine whether Exhibit I [Contract Discrepancy Report (CDR)] of the Contract, will be issued. Upon receipt of the CDR, Contractor must respond in writing to County Project Manager within five Business Days, acknowledging the reported discrepancies or presenting contrary evidence. A plan for correction of all deficiencies identified in the CDR must be submitted to County Project Manager within ten Business Days of receipt of the CDR.