

APPENDIX A

STATEMENT OF WORK

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1.0 Introduction

The Los Angeles County (County) Sheriff's Department (LASD) (Department) desires to procure, via an open and competitive solicitation, a commercial off-the-shelf (COTS) Regional Photo System (RPS) Solution (Solution). The Solution will replace the Department's existing digital mugshot system known in the County as the Los Angeles Photo Manager (LAPH) system.

The Department houses the Los Angeles County Regional Identification System (LACRIS). This unit's primary objectives are to provide County law enforcement (LE) agencies with access to criminal biometric identity solutions and facilitate the sharing of these records and identity information with Federal, State, and local government partners. In like manner, LACRIS has the lead role and responsibility to support and oversee the maintenance of all digital criminal biometric services for the County's participating LE agencies. The RPS Solution is "business-critical" for the Department.

2.0 Background

LASD is a LE agency which serves Los Angeles County, California -- an area totaling approximately 4,059 square miles, with a population of approximately 10 million people (2020 U.S. Census). It is the largest Sheriff's Department in the world, with approximately 18,000 employees. LASD provides general LE services to 42 contract cities, 141 unincorporated communities, 216 facilities, hospitals and clinics, nine community colleges, the Metropolitan Transit Authority and 37 Superior Courts located throughout the County. LASD also provides services such as laboratories and academy training to smaller LE agencies within the County. Additionally, LASD is responsible for securing approximately 18,000 inmates daily in 7 custody facilities, which includes providing food and medical treatment.

LACRIS is part of the State's Department of Justice (DOJ) Cal-ID program. The penal code directs the Sheriff of each County to house and support the Cal-ID program for the State. LACRIS provides biometric identification services for the LA County Law Enforcement Community, supporting over 65 LE agencies, which includes both LASD and the Los Angeles Police Department (LAPD). The LAPD, with approximately 9,900 officers, is the third-largest municipal police department in the United States and provides police services to 21 community areas, representing approximately over four million residents.

3.0 Legacy System(s) to be Replaced

The RPS Solution is intended to replace all the components and functionality of County's current LAPH and California Facial Recognition InterConnect (CAFRI) systems, plus encompass additional functionality and features (see Exhibit B (Solution Requirements)).

Since 2009, LAPH has been the Department’s primary electronic mugshot data repository. Access to LAPH is provided to all LE agencies supported by the Department’s LACRIS Unit. LAPH is a 24/7 system with more than 13,000 registered users. During peak hours, as many as 350 users concurrently access this system. The table below provides a detailed number of records/transactions in LAPH and its anticipated growth.

System	Total Records as of 2022	Anticipated Increase in Records per-year	Number of Searches per-year	Anticipated Increase in Searches per-year
LAPH	9,000,000	400,000	200,000	4,000

Since April 2014, the current LAPH contractor has implemented a proprietary solution for sharing Facial Recognition (FR) search capabilities between California counties that use the current vendor’s FR platform. This exchange of information is known as the CAFRI system. Access to CAFRI is provided to all LE agencies supported by the Department’s LACRIS Unit. Currently, LACRIS-supported users perform approximately 1,800 CAFRI searches per year. Additionally, 2,800 CAFRI searches are performed by three neighboring counties per year.

The RPS Solution's Facial Recognition Exchange Network (FREN) is intended to replace and expand the FR search capabilities between California counties by opening it to all LACIS-approved FR platforms. As a result, LACRIS anticipates many more California-partnered LE counties/agencies connecting to FREN, which will, in turn, increase the number of FR searches between California counties.

Like LAPH and CAFRI, the Solution must be browser-based and available from any computer device that has internet connectivity.

4.0 Project Scope Statement, Goals, and Objectives

When investigating crimes, LE detectives obtain videos and photo stills from various public and private sources, such as closed-circuit television systems (CCTV), cellphone capture, smart doorbell cameras, etc. They will use the RPS Solution as a computerized investigative tool to match subject photos against existing criminal booking photos, using built-in robust algorithms. The RPS Solution will also be used for virtual suspect line-ups, matching scars, marks, and tattoos (SMTs), tracking unresolved subject photos in watchlists, and creating “Be-On-the-Lookout” (BOLO) posters.

4.1 Scope Statement

This procurement requires Contractor to provide and implement a technologically advanced, browser-based and web-enabled RPS Solution, which supports a large number of users simultaneously.

The Solution must be based upon a proven COTS software platform. Contractor must provide all configuration and/or development services during implementation, to meet the Solution Requirements outlined in Exhibit B (Solution Requirements) to this RFP. The RPS Solution deployment includes Contractor-provided CJIS-compliant cloud hosting, which will function as the County's primary data center (e.g., AWS-Gov Cloud), and central-server functionality with servers housed in the Department's data center (secondary data center). Contractor must provide the direct data communication line between the two data centers.

Contractor will be required, as needed, to provide Professional Services, including training, during and after implementation for an agreed-upon firm fixed price per Service, when requested to do so by County Project Manager.

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 (M&S) and Preventive Maintenance (PM) Services throughout the entire Term of the Contract, including any extension thereof.

4.2 Project Goals and Objectives

The County will receive a perpetual, unlimited User License to use the RPS Solution. Contractor's deployment will be cloud-based with a secondary data center installed at the Contractor's primary or LASD's data center, as applicable. Contractor may offer alternative methods to ensure business continuity of the Solution. The deployed Solution must meet all Solution Requirements outlined in Exhibit B (Solution Requirements) of this RFP.

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 transitioned the County to Production status of the RPS Solution,
- b. Contractor has provided User and technical training to select train-the-trainer (T3) subject matter experts,
- c. Contractor has achieved User buy-off of the new Solution,
- d. Contractor has 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 defined in Paragraph 13.2 of Attachment A.1 (Tasks and Deliverables) to this SOW.

6.0 Project Review

The Project Review is a critical element of the County's Quality Control Plan. All deviations from the original and subsequent versions of the Detailed Work Plan will 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 Order will be processed not later than 15 Days following the last observed delay. In like manner, a Change Order will be processed for each subsequent aggregation of project delays which equals 30 Days. Each Change Order will identify the following:
 - e. The delayed Task(s),
 - f. Date of delay,
 - g. The reason(s) for each delay, and
 - h. The description of the Work impacted.
- 6.2 Notwithstanding County Project Director's authority to process Change Orders for Project delays and to grant Contractor extensions of time for Work performed in accordance with Paragraph 10.5 (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's Project Director and Project Manager must attend all Project Review meetings, as-needed, pursuant to Paragraph 2.1.4 of Attachment A.1 (Tasks and Deliverables) to this SOW.
- 6.4 Each Project Review may result in all or some 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).

7.2 Project Management

Upon the Contract Effective Date, throughout the entire Term of the Contract, including any extension thereof, 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 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, will 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 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 RPS 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 RPS Solution is now 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 a 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 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 RPS Users. Contractor must modify existing COTS Documentation to include all RPS 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 extension thereof.

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 RPS 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 RPS Solution while on-site by documenting/maintaining incident logs,
- b. Analyze System performance and usage,
- c. Assist the LACRIS 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) of the Contract, and PM 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) of the Contract.

7.19 Ongoing Training

At the option of the County, Contractor must provide ongoing Training to RPS 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**

Guidelines for County Project Manager and County Project Team

This project will be overseen and monitored by the following Department staff:

- a. Technology and Support Division Chief,
- b. Project Director - LACRIS Lieutenant,
- c. Project Manager - LACRIS FR Technical Sergeant, and
- d. Project Staff (LACRIS technical support staff).

9.0 **Project Assumptions – General**

- 9.1 Funding has been budgeted for this Project throughout the entire initial Term.
- 9.2 The underlying legal and institutional basis for the business functions will not significantly change during this Project.
- 9.3 Throughout the entire term of the Contract, Key members of Contractor's Project team must have sufficient experience so that they can provide practical business expertise in discussions with the County's subject-matter experts, throughout the entire Term of the Contract.
- 9.4 The County must not lose any existing LAPH legacy system functionality or data, including audit history.
- 9.5 All Work must be done at County facilities unless otherwise authorized in writing by County Project Manager.
- 9.6 Contractor's customized COTS Solution will be hosted in a cloud environment with a secondary installation located at the County's data center that, includes a Contractor-provided direct communication line between the two data centers.
- 9.7 During implementation, Contractor's Project Manager must be assigned full-time to the Solution Project and remain full-time until the first full month after cutover to Production Use Final Acceptance (actual business use).

- 9.8 Deliverables will be reviewed and accepted by the County in accordance with Attachment A.2 (Deliverable Acceptance Process) to this SOW.
- 9.9 Contractor provides 24/7 Help Desk operations for:
 - a. Rectifying/resolving technical problems with RPS data center functionality, even if it requires coming on-site, and
 - b. Responding to or assisting an individual User's inquiry during evening/night shifts, weekends, and holidays.

10.0 County Responsibilities

- 10.1 The County will provide executive sponsorship and User buy-in.
- 10.2 County Project Manager will provide Project oversight and management.
- 10.3 County Project Manager will coordinate all the activities of, information from, and decisions made by County personnel.
- 10.4 County Project Manager will coordinate obtaining subject-matter expertise on topics where County is responsible.
- 10.5 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.
- 10.6 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.
- 10.7 County Project Manager will provide clarification on any of the Solution Requirements listed in Exhibit B (Solution Requirements) to the Contract.
- 10.8 The County will provide office space and network connectivity for Contractor to work on-site.
- 10.9 The County will provide, where applicable, the infrastructure, shared network space, and Contractor-user workstations required for Contractor's on-site Work. 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.

10.10 The County will provide:

- a. All User PC workstations,
- b. Portable electronic devices with browser functionality (e.g., tablet),
- c. Printers used for printing Documentation/reports from the RPS Solution, and
- d. Networking connections/capabilities to the end Users.

10.11 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.

10.12 The County will provide to Contractor all information needed to design Interfaces.

10.13 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.

10.13.1 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.

10.13.2 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 transforming and processing such data, based on the corresponding approved Interface design.

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

11.0 Contractor Responsibilities

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

- a. Performing Work on-site at County facilities during normal business hours (8 a.m. to 5 p.m. (Pacific Time), Monday through Friday, except County-observed holidays) throughout the entire Term of the Contract, unless prior approval is granted by County Project Manager. County Project Manager will also pre-approve Work performed off-site, when required.
- b. 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.
- c. 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 will 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.
- d. 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, LACRIS' quarterly technology sub-committee meeting with participating agencies, 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, such as status reports, demonstrations and/or informational documents. Contractor may require, at the County's instruction, participation from their Subcontractor(s) (e.g., FR algorithm expertise), if applicable.
- e. 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, undergo and pass to the satisfaction of the Department, a Security Clearance (aka, background investigation) by the Department's Civilian Background Unit, pursuant to Paragraph 9.5 (Background and Security Investigations), of the Contract.
- f. Provide all required material and equipment to all 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.)

- g. Providing, at minimum, one technical employee working on-site at LACRIS' office during regular business hours, for a minimum of three Days per week and 24 hours per work week, unless otherwise agreed-to by the parties, to perform at minimum, the following RPS-related duties:
 - i. Resolves technical problems with data center functionality,
 - ii. Creates new and/or modifying System report designs, and/or aid LACRIS staff in providing them,
 - iii. Modifies training materials and other RPS Documentation,
 - iv. Coordinates with off-site Contractor staff,
 - v. Runs/provides RPS audit reports, as determined and instructed by LACRIS technical staff, and
 - vi. Provides general troubleshooting guidance to Users.
- h. Procuring all Solution hardware and software, including all Third-Party software Licenses (perpetual) and subscriptions (e.g., FR algorithm).
- i. Providing ongoing post-implementation M&S and PM Services throughout the entire Term of the Contract, as detailed in Exhibit C (Service Level Agreement) to the Contract.