

EXHIBIT A
CITY COUNCIL REQUESTED POLICY QUESTIONS

At its November 16, 2004 meeting, the City Council requested a list of policy-related questions with answers and posed specific questions related to the scope and business functionality of the Converged Network and Server/Storage procurements. The following are staff/Gartner responses.

1. Please describe the two RFPs as well as explain why the City is issuing two separate solicitation documents?

The City has developed two separate RFPs. These are for: (a) implementation of a converged data and voice/VoIP network (the Converged Network RFP), and (b) the migration and consolidation of key server and storage infrastructures (the Server/Storage RFP). These RFPs were identified as separate elements under the New City Hall Technology, Furniture, Equipment and Relocation workplan (T4/T10 for the Converged Network and T9 for Server/Storage), and solicit proposals for products, installation services, and one-year operational support along with options for seven years of servicing.

Two separate RFPs were developed for the following key reasons:

- The anticipated product and service provider markets are distinct, based on the technology solutions required by the City.
- Procurement and contracting processes are simplified.
- Having two separate service providers focus on separate and distinct technology solutions mitigates project schedule and scope risks

2. How are the new RFPs different from the previous RFP? How are the current procurements more condensed in scope than the previous, and what are the business functionality implications of phased implementation?

The new RFPs are different from the prior Converged Network RFP, as directed by the City Council, in that they are based on outcomes and functions, service and quality each RFP identifies existing systems and equipment that must be integrated to achieve these results and does not specify vendors or product brands. To achieve these results, the RFPs reflect assistance from Gartner on industry best practices, internal IT and end-user input, and external validation of the following priorities:

- Focus on “what the City needs” and solicit input from the vendors on the “how to accomplish” from a product and services perspective.
- Define desired outcomes based on City needs.
- Address phased deployment and implementation strategies to first deploy technology solutions that are critical for meeting business and operational needs of the City for the NCH move-in schedule, and second, implement additional functionality to

achieve the City's stated project objectives. The RFP's also require vendors to provide one year of operational support for the newly installed systems.

Phased implementation is expected to assist in maintaining the NCH move-in schedule while mitigating potential acceleration costs:

Converged Network Implementation	
Phase 1	Phase 2
<ul style="list-style-type: none"> All necessary voice and data technologies to enable equivalent, or moderately improved, services and functionality as is in operation today. Added functionality includes; power failure phones, ad-hoc internal conference call-in, emergency location service for 9-11 calls, and a higher performance more fault tolerant network. 	<ul style="list-style-type: none"> Enhancements to network security, remote access, secondary connection to the Internet, network management and wireless access. Added functionality (VoIP) includes video and web-based conferencing, PC based phones, telecommuting support and telephony integration with enterprise applications.
Server/Storage Implementation	
Phase 1	Phase 2
<ul style="list-style-type: none"> Possible short-term server operation from current locations pending migration 	<ul style="list-style-type: none"> Major improvements to the City's data recovery and security systems, significantly reduce the number of servers managed by City IT resources and deliver major improvements to the City's ability to manage all of its computing resources. The movement and consolidation of the City's enterprise applications such as Peoplesoft and FMS

3. What City Council policies are addressed in the RFPs?

The RFPs require proposers to comply with the City's following policies: Non-discrimination; Preferential Treatment; Local 1 Business (LBE) and Small Business Enterprise (SBE); Environmentally Preferable Procurement Policy, and the Process Integrity Guidelines approved by the City Council on November 9, 2004. The Process Integrity Guidelines include the revisions that the Council directed at the November 9 meeting.

4. Are the RFPs consistent with recommendations from the City Auditor?

On August 9, 2004, the City Auditor and City Attorney transmitted their Review of the Request for Proposals for the New Civic Center Converged Network System. This review concluded with six recommendations; each is paraphrased and addressed as indicated below:

- (1) Review the SJMC standardization process – This is proceeding separate from these RFPs. The new Converged Network RFP does not specify brand names.
- (2) Require nondisclosure provisions for non-compensated outside parties – Addressed. In lieu of non-compensated technical assistance, Gartner, Inc. has been retained to provide specialized assistance and nondisclosure is addressed through their contract with the City. In addition, non-disclosure provisions have been reviewed with Validation Committee members.
- (3) Facilitate the evaluation of minimum qualifications – Addressed. Minimum qualifications are clear and objective, and will be applied during the proposal evaluation.
- (4) Include in RFPs the relative importance of price and other factors – Addressed. Criteria and weights are provided in the RFP.
- (5) Look for ways to improve how responses to RFPs are scored – Addressed. The evaluation criteria and scoring is described in the RFP. In addition, the City will retain the prerogative to conduct a Best and Final Offer (BAFO) phase if advantageous to the City.
- (6) Amend the SJMC to clarify that RFPs are authorized where services and equipment are integral to each other – This is proceeding separate from these RFPs. Staff has reviewed the scopes of these projects and confirmed that RFPs are appropriate procurement methods.

5. How will the appeal process be managed?

The appeal process is consistent with the City Council approved procurement process integrity guidelines. Upon release of a recommended selection and prior to City Council approval, all proposers will be notified of the recommendation, including the basis for selection and instructions for filing an appeal. All appeals must be in writing, and will be investigated, responded to in writing and distributed to all proposers, prior to City Council consideration of the recommendation.

6. What is the cost? Will it cost us more this time than the last? How will we determine cost-effectiveness?

We do not have definitive information on cost data at this time. The RFPs have been developed to allow the City to evaluate cost proposals comparing equivalent services and costs and to facilitate a fair and equitable competitive landscape for the vendor community. Cost effectiveness will be based on assessment of City business needs and priorities vs. the vendors' proposed technical scope, one-time and recurring costs, and total cost of ownership.

7. What is the contingency plan if proposal costs or schedules exceed what the City has planned for?

For costs – as part of the proposal evaluation process, City and Gartner staff will conduct the appropriate due diligence to determine reasonableness of cost proposals. If cost proposals,

given the City's current scope, are beyond the City's budget, we will investigate value-engineering strategies to address any potential budget gap.

For schedule – while Gartner believes the implementation schedule for deploying/migrating technology solutions is feasible, the schedule will be dependent on the vendor. Staff anticipates receiving input regarding the implementation schedule from the vendor community during the pre-proposal conference on December 8th. If a significant number of vendors express serious concerns about the implementation schedule, City and Gartner staff will review the implementation schedule to consider the following options:

- Is further de-scoping of functional/operational requirements feasible to meet move-in schedule?
- Should the phased move-in schedule be deferred to a later date?
- How would City minimize cost and business impact of a delayed schedule?

In addition, staff will keep the City Council apprised of any significant issues as they arise, and forward any decisions needed.

8. Will the system accommodate future needs and deployment to remote sites?

The RFPs target technology solutions that are scalable to address the City's evolving needs, including deployment of the converged network to sites remote from the NCH. To address growth and remote site needs, the City has completed the following:

- Included scalability requirements and where appropriate, provided minimum and maximum capacity statements/requirements in the RFP
- Emphasized overall technical architecture and robustness of solution design as a key evaluation criterion
- Included forward looking requirements in the RFP such as requesting pricing for future technology upgrades

9. Will the system be secure and operational during power outages?

Yes, several requirements to address emergency situations such as power outages have been addressed in the RFPs. In the case of short-term interruptions to power, the new data center will have a robust battery backup system. For longer-term outages the building is equipped with a backup generator that can provide power to all essential building elements including the phone system. In the unlikely event that all of these back up measures would fail there will be several strategically placed analog emergency phones capable of accessing the 911 system.

10. What major processes are we going to have to re-engineer before we can function by phase I?

The primary processes requiring re-engineering will be those related to how the City manages both its computing resources and the organization and management of IT human resources. As such, they primarily affect support functions rather than direct community services. The process changes will require both IT staff and departmental managers and users to re-think how computing resources are purchased, replaced, homogenized and managed.

11. Explain risks involved in integration/consolidation particularly related to legacy applications?

There is minimal risk involved pertaining to legacy applications. Given the City's required move-in schedule, consolidation of server and storage infrastructure to support departmental legacy applications is not part of the procurement scope. The current plan for legacy applications is to keep them operating on the current departmental servers. These servers will eventually be moved to the NCH. At move-in, NCH staff will access these applications from their current location in the existing data center. The City is establishing several high capacity fiber-optic links between the two facilities, so that end users should see no degradation in service quality and speed.

The scope of the procurement efforts involves new data networks, new telephone systems, and consolidation of storage and servers that enable use of shared printing devices, electronic storage of data files, and sharing of data files. New technology solutions are required to be consistent with open architecture standards, thus enabling, seamless integration with current and future applications.

12. Do these RFPs require outsourcing IT services?

To provide the City with the highest likelihood of success with project implementation, the RFP includes a request for one year of operational support of the installed systems. This support will ensure that the new systems are fully supported from day one but also provides for a smooth transition of knowledge and responsibility to City IT staff for the ongoing maintenance and support of the systems. The RFP will also ask vendors to provide optional pricing for longer term support should the City choose to continue the operational support beyond the first year.

13. Are we reusing existing servers or purchasing new servers?

Opportunities to relocate existing servers to the NCH will be reviewed and pursued where feasible. However, new servers are required to address the following needs:

- Replace multiple servers with larger capacity servers to minimize for the demand on IT staff for the maintenance and support of multiple servers, thereby allowing City IT staff to focus on activities that provide the most business and strategic value to the City
- Save recurring costs associated with owning and maintaining older equipment

- Upgrade City's ability to recover from a disaster by implementing enterprise-wide backup and recovery processes and tools
- Replace servers for enterprise-wide applications to optimize use of IT staff and resources

14. How do these RFPs address limitation of liability for the vendors?

The RFPs include an Exemplar agreement, which essentially provides the contractual language that forms the basis of the vendor contracts. The Exemplar does not include a limitation of liability clause. However, vendors are allowed to identify any exceptions or additions to the exemplar as a part of their proposal. It is therefore possible that some vendors will propose limitation of liability language. Such requests will be taken into consideration through the evaluation of competitive proposals.