



**CITY OF OAKLAND  
FINANCE AND MANAGEMENT AGENCY  
Information Technology Division**

Bob Glaze  
Chief Technology Officer  
Information Technology Division

**WIRELESS OAKLAND INITIATIVE  
REQUEST FOR PROPOSAL**

August 25, 2006

Pre-Proposal Meeting, – September 06, 2006  
Submittal Due Date –September 18, 2005

*Request for Proposal  
Posted on [www.oaklandnet.com](http://www.oaklandnet.com)*

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## INTRODUCTION

The City of Oakland is home to a strong and diverse business community. Situated at the geographical center of the San Francisco Bay Area, Oakland, California, is the largest and most established of the East Bay cities. The Gross Metropolitan Product (GMP) for Oakland, estimated at \$105.8 billion for 2003, ranks in the top 20 metropolitan economies in the United States, higher than San Jose, St. Louis, Denver, Pittsburgh, and Cleveland. The City of Oakland plays an important role in this economy by promoting economic development, sponsoring and stimulating innovative social and educational programs within its diverse neighborhoods, and improving the quality and efficiency of City services. In this role, the City *views broadband wireless technology as a valuable resource for promoting and stimulating broad-scale social, economic, and educational development for all constituents.* The City therefore seeks to take an active leadership role in the development and deployment of a citywide wireless broadband network. To that end, the City of Oakland's Finance and Management Agency Information Technology Division seeks a qualified consultant to assist with achieving this goal.

## PURPOSE

The purpose of this Request for Proposal (RFP) is to solicit proposals from qualified consultants to assist the City of Oakland in accomplishing its mission to deploy a citywide wireless broadband network.

Our mission is to define the most financially viable and sustainable municipal high speed wireless network option to increase digital inclusion and the economic advancement of Oakland's various constituencies.

We will achieve our mission by:

- Conducting a thorough needs assessment of our primary constituencies, including neighborhoods, business, academic, health care and government;
- Directing a thorough technology due diligence process;
- Identifying partners and assets (i.e. existing infrastructure, people, technology, community programs) that contribute to the success of our mission;
- Objectively exploring and evaluating the most effective business-model, funding and technology options; and
- Creating a final business plan with directives, guidelines and recommendations for a high speed network that meets the constituent needs identified.

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The City is seeking proposals from market-leading consulting firms with municipal wireless broadband initiative experience to participate in this RFP process by proposing a plan and process to assist the City in achieving this mission.

## **SCOPE OF SERVICES**

The consultant will propose a wireless broadband initiative plan and process which includes, but not limited to, conducting the following services:

- Define and/or refine the City's vision, motivations, objectives and policy position for the initiative.
- Perform a stakeholder analysis with a diverse set of government, business, and community representatives to survey their level of support and their feedback on the vision, motivation, policy, business model, technology and other aspects of the initiative. The consultant will conduct the stakeholder analysis by facilitating focus group sessions with key stakeholders who are to be defined by the City. Candidate stakeholders may include, but not be limited to:
  - City Agencies and Department (e.g. Public Safety, IT, Public Works, Economic Development, City Attorney, City Administrator)
  - Chamber of Commerce
  - Businesses and Residents
  - Tourism and Visitor Bureaus
  - Higher Education Institutions (Universities/Colleges)
  - K-12 Schools (PTA, School Board Members, etc.)
  - Nonprofits and Community Groups
  - Healthcare Organizations
- Work with an Executive Committee designated by the City of Oakland to define and justify an appropriate business model for the initiative. This will include a definition of candidate business models and a weighting/scoring of each model against the defined vision, motivations, objectives and policy positions. The consultant shall prepare a detail business model report which shall include, but not limited to a detailed description of:
  - The role of the City in the initiative
  - The value chain structure, indicating the parties who will be responsible to finance, own, design, build, operate, maintain and upgrade the Network

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- The degree of open access, indicating to what extent the Network owner will be required to provide unaffiliated service providers with access to the Network
  - Fee structures, indicating if and how any wholesale and/or retail rates (and other business terms) will be regulated by the City
  - Assumptions for how the City intends to cooperate with the Network owner by the granting access to municipal assets and committing to municipal service usage (e.g. as an anchor tenant)
- Assist the City in defining technology assumptions, reference architectures and requirements based on the City's defined vision, motivations, objectives and policy positions. The consultant will use the output of these assumptions to develop preliminary requirements, which will be incorporated into a final report.
  - Prepare a detail communications strategy for the City to define, communicate and gain community support for its vision with internal and external stakeholders. This communication strategy will leverage information collected in the stakeholder analysis and will include recommendations for gaining community support, a timeline of communications events and supporting materials (e.g. frequently asked questions, project fact-sheet, etc.)
  - Participate in various meetings and provide advice to the City as requested during the engagement.
  - Participate as a member of the Project Team, reporting to the City Project Manager and as a member of the City's designated Executive Committee.
  - Prepare detail reports to incorporate all findings and recommendations related to the completion of each milestone of the proposed wireless broadband initiative plan/process.
  - Assist the City in the preparation of a Staff Report to the City Council to seek approval of the wireless broadband initiative business model.
  - Assist the City in the preparation of a Request for Proposal (RFP) to solicit proposals for the installation of a wireless broadband network.

## **CONSULTANT RECORDS**

The selected consultant must maintain auditable records, documents and papers for inspection by authorized City and Agency staff.

The consultant must agree that any information, whether proprietary or not, made known to or discovered by it during the performance of or in connection with this RFP will be kept confidential and not be disclosed to any other person. The consultant agrees to immediately

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notify the City, in writing, if it is requested to disclose any information made known to or discovered by it during the performance of or in connection with this RFP.

## **WORK PLAN DESCRIPTION TO BE INCLUDED IN PROPOSALS**

All proposals must include the following information regarding your work plan:

1. Describe your concept/methodology of your proposed approach and organization required for this project, indicating your understanding of the City of Oakland's mission and Scope of Services in this RFP. Include what special approach you will employ to assist the City ensure success. Describe how you will interface with City agencies, their respective staff and consultants, and the community, as appropriate.
2. A description of your fees and costs listed by each milestone set out in the proposed plan/process.
3. A clear description of the work tasks and methods to be used in order to assist the City complete the project, including anticipated labor hours to be committed to each task. Please be sure to identify particular tasks, roles and responsibilities to be assigned to each team member (i.e. Consultant and City) and their anticipated labor hours.
4. The proposed organizational chart that supports the proposed plan/process.
5. A description of all previous work experience which makes you especially suited to perform the Scope of Services in this RFP and other supplementary services that your proposal may recommend.
6. A time line for completing the Scope of Services in this RFP, to include any supplementary services you may recommend.
7. An outline of the assumptions or discussion of issues that may need to be resolved before you can effectively execute the proposed services.

## **ADDITIONAL REQUIREMENTS FOR PROPOSALS**

1. A transmittal letter signed by an officer of the prime consultant. In the case of a joint venture or other joint-prime relationship, an officer of each venture partner shall sign. The transmittal letter must:
  - a) Extend an official offer to undertake accomplishing your proposed plan/process at your quoted price;
  - b) Commit you to perform all responsibilities relevant to the performance of your proposal; and

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- c) State the earliest time that your services will commence.
2. A list of all project personnel, including prime and sub-consultants, identifying individual addresses, telephone numbers and areas of expertise. The list must include a brief description of the role and responsibilities of each team member and resume. The list must also identify which consultants are Local and Small Business Enterprises (L/SLBE). For L/SLBE's, a copy of the City of Oakland certification letter must be included. The City of Oakland's L/SLBE program supports policies that established a twenty percent (20%) participation requirement and a minimum bid discount of two percent (2%) for meeting that requirement. Specifics of the L/SLBE Program and Policies are detailed at the following web site link:

[Programs and Policies](#)

***For this project, the prime consultant shall be a qualified management and technology consulting firm with proven experience in delivering services to aid cities in the study, development, and implementation of broadband wireless networks, where wireless technology is applied as a foundation for social enhancement, economic development and more efficient delivery of government services.***

The prime/lead consultant must provide a detailed resume of the proposed principal-in-charge, the project manager, and each professional who shall be a full-time employee of the prime consultant and who shall be assigned work for this project. Clearly identify experience relative to this project. To the extent applicable, each shall be currently licensed in the State of California. The prime and sub-consultants must have a valid City of Oakland Business License prior to the award of a contract.

Key sub consultants may include, but are not limited to: wireless technology scholars/educators, researchers, and technical consultants; digital inclusion consultants; statistical analysts; economists; demographic specialists; community outreach consultants; and social scientists. Key sub-consultants must provide a detailed resume of the proposed principal-in-charge and-the project professional for each key sub-consultant who shall be a full-time employee of the sub-consultant and who shall be assigned work for this project.

3. References:
- a) Prime Consultant and Key Sub-Consultants: Three (3) business related references, giving contact name, organization, address, telephone number and business relationship to firm.
- b) Proposed Project Manager: Two (2) business related references, giving contact name, organization, address, telephone number and business relationship to project manager.

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#### 4. Required Schedules

Proposers must fill out and return the following Schedules with their proposals.

- a) Schedule C-1: Declaration of Compliance with ADA
- b) Schedule D: Ownership, Ethnicity & Gender Questionnaire
- c) Schedule E: Project Consultant Team. To be completed by prime consultant only
- d) Schedule N: Declaration of Compliance/Living Wage Ordinance
- e) Schedule N-1: Equal Benefits – Declaration of Nondiscrimination
- f) Schedule O: Campaign Contribution Limitations and Reporting
- g) Schedule P: Nuclear Free Zone Disclosure
- h) Schedule Q: Insurance Requirements - Professional and Specialized Services
- i) Schedule M, Parts A & B: Independent Consultant Questionnaire
- j) Schedule U: Compliance Commitment Agreement
- k) The Exit Report and Affidavit (ERA)
- l) Schedule V: Affidavit of Non-Disciplinary or Investigatory Action.

The prime contractor is responsible for completing all of the required Contract Compliance Schedules listed above and ensuring that its subcontractors completes all required subcontractors schedules. All Contract Compliance Schedules can be obtained at the following City of Oakland web site link below:

[Contract Compliance Schedules](#)

Please contact Ms. Vivian Inman, Contract Compliance Officer regarding any questions related to Contract Compliance or the Schedules. Ms. Inman can be reached at 238-6261 or by email

at [Vinman@oaklandnet.com](mailto:Vinman@oaklandnet.com). Contractors should familiarize themselves with the documents identified here as they will become part of the contractual agreement between the City of Oakland and the selected Contractor.

#### **CONTRACT BUDGET AND DURATION FOR SERVICES**

The Information Technology Division has estimated a contract value for the proposed services to be \$75,000. The estimated duration of the contract is three (3) to four (4) months.

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## **SUBMITTAL REQUIREMENTS**

Please submit your completed proposal and transmittal letter as follows: ten (10) hard copies and ten (10) electronic copies on CD in Microsoft Word format to the attention of **Ken Gordon, Project Manager, Finance and Management Agency, Information Technology Division, 150 Frank H. Ogawa Plaza, Suite 7335, Oakland, CA 94612, no later than 5:00 pm, September 18, 2006.** The City reserves the right to accept or reject any or all proposals received.

Proposers must send notification of their intent to respond to this RFP **prior to the pre-proposal** meeting. Notification must be emailed to the City's Project Manager, Ken Gordon at the email address: [kgordon@oaklandnet.com](mailto:kgordon@oaklandnet.com). Notification must contain proposers' contact name, organization name, address, phone and numbers, and email address

### **A proposal will be rejected for any of the following reasons:**

1. The proposal is delivered to the wrong location by **September 18, 2006 at 5:00 p.m.** local (pacific standard) time;
2. The proposal is received at designated location after designated time;
3. The proposal is not in compliance with the City of Oakland's Professional Services Contract Program and/or any of the required Schedules are missing;
4. The proposal does not contain the required elements or is not organized in the required format; or
5. The proposal contains a disclaimer.

Once a final award is made, all RFP responses, except financial and proprietary information, become a matter of public record and shall be regarded by the City as public records. The City shall not in any way be liable or responsible for the disclosure of any such records or portions thereof if the disclosure is made pursuant to a request under the Public Records Act or the City of Oakland Sunshine Ordinance.



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## EVALUATION OF PROPOSALS

### General Criteria

1. All proposals will be evaluated by a panel composed of City staff and other parties as designated by the City. The panel will select a contractor in accordance with the selection criteria set forth in this RFP. The evaluation of the proposals shall be within the sole judgment and discretion of the panel.
2. Proposals will be numerically ranked. The top three proposals will be submitted in rank order to the Chief Technology Officer for selection.
3. The Prime must meet the minimum 20% local and small-local business participation requirement. Two (2) preference points will be awarded to each proposal satisfying the minimum 20%.

### Specific Criteria

The following specific criteria will be used in evaluating and rating the proposals:

1. Overall quality of the proposal including responsiveness and conformance to RFP requirements for content and format;
2. Quality and appropriateness of proposed project team, professional experience and background of prime consultant and key sub-consultants;
3. Appropriate personnel principals, project manager and other key personnel with required licensure, experience and skills relevant to this project;
4. Prime consultant's past performance and experience in the services being requested;
5. Prime consultant's prior experience and ability to work with local government agencies;
6. Prime consultant's and key sub-consultants' prior experience working with diverse community groups; and
7. Quality and appropriateness of proposed plan/process approach and organization, and knowledge and experience in working with cities where wireless technology is applied as a foundation for social enhancement, economic development, and a more efficient delivery of government services.

### Scoring

1. Responsiveness – A Pass/Fail evaluation will be applied to the determination of responsiveness relative to meeting the requirements of this RFP.

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2. Methodology and Approach (plan/process) (30 points) – Methods must be clear and appropriate to accomplishing the City’s mission to deploy a citywide wireless broadband network. Outreach strategies must address specific methods of reaching a diverse community of stakeholders, to include, but not limited to those as defined in this RFP. The proposer must identify any potential problems and discuss alternatives for dealing with them.
  3. Cost – (20 points) An evaluation will be made of (a) reasonableness (i.e., does the proposed pricing accurately reflect the bidder’s effort to accomplish the Scope of Services in this RFP and any supplemental services proposed?); (b) realism (i.e., is the proposed cost appropriate to the nature of the services to be provided?); and (c) affordability (i.e., the ability of the City to finance the services based on the estimated contract value of **\$75,000**).
  4. Capacity – (30 points) Capacity to perform the work will be evaluated based on factors that may include but may not be limited to, knowledge of the content of the work in terms of required tasks; familiarity with the difficulties, uncertainties, and risks associated with the work and knowledge of the staff qualifications necessary to the performance of the work. Furthermore, to the extent possible, bidders will be evaluated based on a demonstrated capacity to work quickly, efficiently, reliably, and with the ability to demonstrate confidence in their product.
  5. Relevant Experience (20 points) – Proposals will be evaluated on the basis of relevant experience determined by the panels review of the prime consultant/sub-consultant prior work experience. An evaluation will be made of the number and outcome of past performance on relevant projects completed, experience working with diverse community business groups, as well as the credentials, experience, skill level and diversity of the proposed key personnel. Previous experience in conducting the Scope of Services in this RFP in urban centers similar to the City of Oakland, professional credentials, composition and structure of the team, compliance with City contracting participation goals, performance record, and the capacity to effectively work with a diverse community, elected and appointed City officials, City staff, and representative trade groups and organizations will also be evaluated.
  6. Preference Points – Two (2) preference points earned for meeting the required 20% minimum participation.
  7. References – At the discretion of the City, following the oral presentation and interview, references may be checked for all or some proposers, as required to finalize the selection process.
  8. Interview – Proposers receiving the highest scores may be invited to an interview. All prime and sub consultants as well as all other key personnel are required to attend the interview. The evaluation scores will not be communicated to Bidders at that time. The interview will not exceed sixty (60) minutes in length. The oral interview

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will consist of standard questions asked of each of the Proposers and may include specific questions regarding their proposal. The proposals may then be re-evaluated and re-scored based on the oral presentation and interview.

## **INTERVIEW OF SHORT-LISTED PROPOSERS**

The City's Project Manager will inform the selected proposers in writing at least seven calendar days before the interview date.

## **THE NEGOTIATION PROCESS**

1. The firm ranked first will be invited to participate in negotiations for contract terms, fee amount and payment process. If an agreement cannot be reached as to contract terms and fee amount within a reasonable time frame, the City reserves the right to terminate the negotiations and begin negotiations with the second ranked firm, and proceed down the list as necessary until an agreement is reached or the list is exhausted.
2. The contract amount will be a lump sum, not-to-exceed amount, to be established based on the completion of the milestones and made in progress payments.
3. The selected consultant will be required to maintain auditable records, documents, and papers for inspection by authorized local, state and federal representatives.
4. The City may request further information from the consultant.
5. The City may require a proposer to submit technical information or other revisions to the proposer's qualifications as may result from negotiations.
6. The RFP does not commit the City to pay any cost incurred in the preparation of the proposal.
7. The Fair Political Practices Act and/or California Government Code Section 1090, among other statutes and regulations may prohibit the City from contracting with a service provider if the service provider or an employee, officer or director of the service providers' firm, or any immediate family thereof, or any sub Consultant or consultant of the service provider, is serving as a public official, elected official, employee, board or commission member of the City who will award or influence the awarding of the contract or otherwise participate in the making of the contract. The making of a contract includes actions that are preliminary or preparatory to the selection of a Consultant such as, but not limited to, involvement in the reasoning, planning and/or drafting of solicitations for bids and Request For Proposals, feasibility studies, master plans or preliminary discussions or negotiations.

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## **THE CITY'S RESERVATION OF RIGHTS**

The City expressly reserves the right to:

1. Accept or reject any or all proposals received;
2. Cancel or change this RFP in part or in its entirety;
3. Waive or correct any defect or ambiguity in the RFP;
4. Issue subsequent Request for Proposals;
5. Postpone opening of Proposals for its own convenience;
6. Modify (prior to submission deadline for Proposals) all or any portion of the selection procedures, including deadlines for accepting responses, the specifications or requirements for the services to be provided under this RFP, or the requirements for contents or form of the Proposals;
7. Approve or disapprove of the use of particular sub-consultants;
8. Negotiate with any or all or none of the Proposers;
9. Solicit best and final offers from all or some of the Proposers;
10. Execute a contract with one or more Proposers;
11. Procure services specified in the RFP by any other means;
12. Accept other than the lowest offer;
13. Waive informalities and irregularities in Proposals;
14. Determine that no project will be pursued;
15. Have additional written or oral information in support of the proposal or to clarify any aspect of the proposal;
16. Inspect the premises of the consulting firm;
17. Have and retain all copies of proposals or information submitted to support a proposal;
18. Require the selected consultant to participate in negotiations on the terms and conditions of a contract and to submit revisions, including price revisions, that may result from such negotiations; and

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19. Check references.

## GENERAL INFORMATION

1. A **pre-proposal** conference is scheduled for **2:00 pm September 06, 2006 at 150 Frank H. Ogawa Plaza, Suite 7335, Oakland, CA 94612**. The pre-proposal conference will provide an open forum to review and clarify the following:
  - a) All aspects of the RFP;
  - b) General overview of the structure of the City of Oakland;
  - c) City Council policies;
  - d) Proposal submittal requirements; and
  - e) Question and answer period.
2. Questions prior to the pre-proposal meeting can be emailed to the City's Project Manager, Ken Gordon. Ken's email address is [kgordon@oaklandnet.com](mailto:kgordon@oaklandnet.com). Questions over the phone will not be accepted.
3. Prospective proposers may participate in the pre-proposal conference by conference call. Any prospective proposer interested in participating by conference call must email the City's Project Manager, Ken Gordon at the e-mail address [kgordon@oaklandnet.com](mailto:kgordon@oaklandnet.com) no later than 12 Noon on September 05, 2006.
4. The prime consultant and sub-consultants, or principal joint venture partner selected for this project shall obtain or provide proof of having a current City of Oakland Business Tax Certificate.