



LOS ANGELES FIRE DEPARTMENT

KRISTIN M. CROWLEY
FIRE CHIEF

October 24, 2023

BOARD OF FIRE COMMISSIONERS
FILE NO. 23-103R

TO: Board of Fire Commissioners

FROM:  Kristin M. Crowley, Fire Chief

SUBJECT: AGREEMENT WITH SPRUCE TECHNOLOGY FOR THE
DEVELOPMENT AND DATA MIGRATION OF THE COMPLAINT AND
DISCIPLINARY TRACKING AND MANAGEMENT SYSTEM PURSUANT
TO THE TASK ORDER SOLICITATION CRM-2023-50-004

FINAL ACTION:	<input type="checkbox"/> Approved	<input type="checkbox"/> Approved w/Corrections	<input type="checkbox"/> Withdrawn
	<input type="checkbox"/> Denied	<input type="checkbox"/> Received & Filed	<input type="checkbox"/> Other

SUMMARY

The report is being resubmitted to reflect the change of the project start date and completion date from October 1st 2023 – March 30th 2023 to November 1st – April 2024. The scores of the two proposers has been updated as there was a mistake in the original scores presented in the report. The wrong column of the scores was incorporated in the original report. The report has been amended to reflect the correct scores.

The Complaint Tracking System (CTS) serves as the main archive for complaints relating to department personnel. It receives, tracks, and maintains confidential documentation pertaining to complaints, as well as provides limited statistical information. The Disciplinary Tracking System (DTS) serves as the main archive for disciplinary actions relating to department personnel. It tracks and maintains documentation pertaining to discipline.

Per the Council Motion (CF 21-1461) instructing the LAFD to modernize its Complaint and Disciplinary Tracking System, the Department has procured the services of Spruce Technology, Inc, to develop the new Complaint and Disciplinary Tracking System.

RECOMMENDATIONS

That the Board:

1. Approve and authorize the Fire Chief to execute an Agreement with Spruce Technology, Inc. for the development of the Complaint and Disciplinary Tracking System, for a six-month term, commencing on November 1, 2023 and terminating on

April 30, 2024, for a maximum amount not to exceed \$250,000 during the term of the Agreement.

2. Direct the Commission Executive Assistant to transmit the report to the City Council.

FISCAL IMPACT

Funding for this Agreement will be from the Contractual Services Account - 3040.

DISCUSSION

The Los Angeles Fire Department (LAFD or Department) is an all-hazards emergency service organization that preserves life and property, promotes public safety, and fosters economic growth through a commitment to prevention, preparedness, response, and recovery. LAFD serves an ever-changing community of more than four million people throughout the City's residential and commercial neighborhoods, major transportation corridors, large port facilities, major airports, miles of coastline, and diverse rural and urban settings. LAFD has more than 3,400 sworn and 370 civilian personnel who work from 107 fire stations and dozens of other office and fire facility locations throughout the City.

The Professional Services Division (PSD) of LAFD is responsible for the coordinated management of the disciplinary system, risk management, litigation management, equal employment opportunity, and intervention training. It analyzes and audits personnel complaints to provide a basis for policy recommendations. Last year, there was a Council Motion instructing LAFD to modernize its Complaint and Disciplinary Tracking System (CF 21-1461).

On April 19, 2023, the Department issued a Task Order Solicitation (TOS) CRM. 2023-50-004 for the development of the Complaint and Disciplinary Tracking System through the Information Technology Agency (ITA). Two proposals were received by the submission deadline date of May 10, 2023. Revised proposals were received on July 21 2023.

An Evaluation Committee, comprised of personnel from the Department's Information Technology Bureau and Professional Services Division, reviewed and scored the eligible proposals based on the following criteria:

- **Company Qualifications & Experience**
- **Approach and Methodology**
- **Fit to Requirements**
- **Cost**

The evaluation scores of the two eligible proposers are listed below.

Scoring Rank	
Proposer	Score
Spruce Technology, Inc	89%
Accenture	37%

Of the two eligible proposers, Spruce Technology, Inc received the top score of 89 points. Spruce Technology, Inc has extensive experience in the development and technology industry, with the individuals in the company having over 20 years of experience combined. In addition, Spruce has extensive experience working on significant projects for the City of Los Angeles including the Department of Building and Safety, and other Cities within the country.

CONCLUSION

The agreement has been awarded to Spruce Technology, Inc as it was evaluated to be the most qualified amongst the eligible proposers. The proposed term is for six (6) months, from November 1, 2023 through April 30, 2024. The maximum compensation for the six-month term is not to exceed \$250,000.00.

Report prepared by Carr Oduro, Senior Systems Analyst, Information Technology Bureau (ITB).

Report reviewed and approved by Sam Hinojosa, Chief Information Officer, Information Technology Bureau (ITB).

Attachment

TASK ORDER

- I. **Title of Project:** Professional Services Division - Complaint and Disciplinary Case Management System
- II. **Department:** Los Angeles Fire Department
- III. **BACKGROUND**

- A. The City of Los Angeles, through its Los Angeles Fire Department (LAFD), wishes to provide a Complaint and Disciplinary Tracking and Case Management System (CTS-DTS), to serve as the main archive for complaints relating to department personnel. The CTS receives, tracks, and maintains confidential documentation pertaining to complaints, as well as provides limited statistical information. The DTS serves as the main archive for disciplinary actions relating to department personnel. It tracks and maintains documentation pertaining to discipline.
- B. The new CTS-DTS application will be used by both sworn and civilian members, citizens, as well as internal Professional Services Division (PSD) staff members of LAFD. It will be used to collect and report data, automate assignments, issue approvals and notifications, implement workflows, and configure custom reports and dashboards. The application should possess the ability to retrieve data from the CTS and input it into the DTS, based on the workflow and triggers implemented, eliminating redundancies (i.e. data entry duplication). Due to the sensitive nature of the complaint and disciplinary information, it is imperative that the data remains secured and protected.
- C. LAFD is issuing this Task Order with Spruce Technology, Inc. (hereinafter referred to as "Contractor") to implement the CTS-DTS on behalf of LAFD.

IV. OBJECTIVES:

For the development and implementation of the Complaint and Disciplinary Tracking and Case Management System (CTS-DTS), the Contractor shall produce the following features and perform the following tasks in ServiceNow (SNow):

- Complainant Intake Screen;
- The Moderator Dashboard;
- The Supervisor Dashboard;
- PSD Investigator Dashboard;
- Field Investigator Dashboard;
- Other CTS Items;
- Disciplinary Tracking System (DTS).

- To be initiated once a CTS status has been marked as sustained by the requisite supervisor.

V. STATEMENT OF WORK

LAFD shall work with the Contractor on the development and data migration of its CTS-DTS, using the SNow platform.

Contractor shall provide SNow application professional services, including but not limited to, application development on SNow, as well as production support and enhancement(s).

Contractor shall provide all of the following services, features, requisite access, and permissions listed below in the following SNow service areas: Complaint Intake Screen, Moderator Dashboard, Supervisor Dashboard, PSD Investigator Dashboard, Field Investigator Dashboard, other CTS items, and a Disciplinary Tracking System.

Complaint Intake Screen

- Complainant shall be able to access the public portal view through phone or computer.
- Secured authentication for complainant access is mandatory with an integrated Angelino Okta IDM.
- Complainant shall be able to complete (mandatory and voluntary) form fields of the Incident.
- Complainant shall be able to complete (mandatory and voluntary) form fields of the Sworn or Civilian Employee Information.
- Complainant shall be able to select multiple types of units (for EMS/Fire incidents).
- Complainant shall be able to complete one or multiple (mandatory and voluntary) form fields of the Reporting Party Information (supervisor, reporting party, complainant, victim, witness, etc.).
- Complainant shall be able to provide (mandatory and voluntary) comments or statements.
- Complainant shall be able to receive confirmation that the form was successfully submitted.
- Complainant shall be able to upload attachments in multiple formats (.pdf, .doc, .xls, image files, audio files, and/or video files).
- Complainant shall be able to identify one or multiple subjects of investigation (perpetrator of complaint) – each subject can include descriptions.
- Complainant shall be able to receive confirmation email of complaint submission, with CTS complaint number for tracking purposes.

Moderator Dashboard

- Moderator Dashboard shall observe, sort, and search all activity (i.e. open cases, closed cases, compliance rate, overdue cases, generate statistical reports, etc.).

- Moderator Dashboard shall show data on case actions, Complainant actions, and all Investigators' dashboards.
- Moderator Dashboard will have the ability of all functions on the Investigator's Dashboards.
- Moderator shall have the ability to assign cases to Investigators within PSD and other LAFD staff for field-level investigations.
- Moderator shall have the ability to add other LAFD staff to the case workflow in order to receive automated notifications.
- Moderator shall be able to delegate case assignment authority to other LAFD staff on a case-by-case basis.
- Moderator Dashboard shall have the ability to add, delete, move, edit, and reassign cases from one investigator's dashboard to another.
- Moderator Dashboard shall have full access to generate and download reports for statistical analysis and program metrics based on variable fields, such as subject names, complainant names, Fire Station, Battalion, Bureau, etc.
- Google IDM authentication must be used for internal staff.
- Moderator shall have the ability to upload files in multiple formats, including large files such as video or audio files (unsure of what our space capacity can be/needs to be).
- Moderator shall have the ability to modify/rename/add/delete the set of programmed complaint/allegation categories.
- Moderator will be able to attach or associate the allegation to the individual member for cases with multiple subjects and multiple allegations.
- Moderator shall be able to associate the same resolutions to the same cases with multiple subjects and multiple allegations, as the case may be sustained against one member and not sustained against another.
- Moderator shall have the ability for flexible search functionality.
- Moderator shall be able to perform a keyword search (Boolean "AND "OR" "AND NOT").
- Moderator shall be able to search for multiple parameters at a time (e.g. all cases involving John AND Doe).
- Moderator will be able to assign multiple statute dates (deadline dates) to a case.
- Moderator shall be able to generate a set of template letters.
- Acknowledgement of receipt of complaint shall be sent to the Complainant.
- Closure letter based on the resolution of the case and the target recipient (complainant, subject, etc.) shall be generated.
- Moderator shall designate cases as sensitive/confidential and designate visibility of these cases to specific Supervisors and Investigators.
- Moderator shall be able to categorize cases by type, specific program, or function (i.e. Operation Catch-up, CERT).
- Moderator shall be able to add or delete comments and attachments in all cases.

- Moderator shall be able to close cases due to duplicate entries, entry errors, not sustained, sustained non-punitive, sustained, non-disciplinary, unfounded, exonerated, or out of statute.
- Moderator shall be able to transition a case from a complaint investigation to a disciplinary case.
- Moderator shall be able to grant, remove, and modify access to CTS-DTS to LAFD members.

Supervisor Dashboard

- Supervisor shall have all of the authority assigned to the Moderator, except the Supervisor will not be able to make changes to primary data entered by the complainant/reporting party.
- Supervisor shall be able to receive notifications when cases have been completed in order to verify completions or overdue to take further actions;
- Supervisor Dashboard shall observe, sort, and search all activity (i.e. open cases, closed cases, compliance rate, overdue cases, generate statistical reports, etc.).
- Supervisor Dashboard shall show data on case actions, Complainant actions, and all Investigators' dashboards.
- Supervisor Dashboard shall have the ability of all functions on the Investigators' dashboards.
- Supervisor shall be able to assign cases to investigators within PSD and other LAFD staff for field-level investigations.
- Supervisor shall have the ability to add other LAFD staff to the case workflow in order to receive automated notifications.
- Supervisor shall be able to delegate case assignment authority to other LAFD staff on a case-by-case basis.
- Supervisor shall have the ability to add, delete, move, edit, and reassign cases from one Investigator's dashboard to another.
- Supervisor dashboard shall have full access to generate and download reports for statistical analysis and program metrics based on variable fields, such as subject names, complainant names, fire station, battalion, bureau, etc.
- Google IDM authentication shall be used for internal staff.
- Supervisor shall have the ability to upload files in multiple formats, including large files such as video or audio files (unsure of what our space capacity can be/needs to be).
- Supervisor shall have the ability to modify/rename/add/delete to the set of programmed complaint/allegation categories.
- Supervisor shall be able to attach or associate the allegation to the individual member for cases with multiple subjects and multiple allegations.
- Supervisor shall be able to associate the same resolutions to the same

cases with multiple subjects and multiple allegations, as the case may be sustained against one member and not sustained against another.

- Supervisor shall have the ability for flexible search functionality.
- Supervisor shall be able to perform a keyword search (Boolean “AND “OR” “AND NOT”).
- Supervisor shall be able to search for multiple parameters at a time (e.g. all cases involving John AND Doe).
- Supervisor shall have the ability to assign multiple statute dates (deadline dates) to a Case.
- Supervisor shall have the ability to generate a set of template letters.
- Acknowledgement of receipt of complaint shall be sent to the Complainant.
- Closure letter based on the resolution of the case, and the target recipient (complainant, subject, etc.) shall be generated.
- Supervisor shall designate cases as sensitive/confidential and designate visibility of these cases to specific supervisors and investigators.
- Supervisor shall have the ability to be able to categorize cases by type, specific program or function (i.e. Operation Catch-up, CERT).
- Supervisor shall be able to add or delete comments and attachments on all cases.
- Supervisor will have the ability to close cases due to duplicate entries, entry errors, not sustained, sustained non-punitive, sustained, non-disciplinary, unfounded, exonerated, or out of statute.
- Supervisor will have the ability to transition a case as a complaint investigation to a Disciplinary Case.
- The Supervisor will have the ability to grant, remove, or modify access to CTS-DTS to LAFD members.
- Once a case status has been marked as sustained by the Supervisor, a DTS case should automatically be created, and fields should be auto populated with employee ID, name, rank, case description, charges, incident dates, etc.

PSD Investigator Dashboard

- PSD Investigator Dashboard shall be able to observe, sort, and search all activity (i.e. cases pending, closed cases, compliance rate, overdue cases).
- PSD Investigator Dashboard shall view all CTS complaint information, but is only authorized to make changes, add comments, and upload attachments to cases that are assigned to that specific Investigator.
- PSD Investigator Dashboard shall have full access to generate and download reports for statistical analysis and program metrics.

Field Investigator Dashboard

- Field Investigator Dashboard shall only have access to view and make changes to cases assigned to the Investigator by Moderator/Supervisor.

Other CTS items

- CTS should have a Help Section and/or FAQ/Database that shall include instructional manuals, template reports, template letters, template investigation notifications, etc., that can be modified by Moderator/Supervisor.
- Authorized users shall be able to look up cases using one or multiple fields of information (subject name, complainant name, battalion, unit, type of complaints, etc.).
- Cases shall be allowed to be designated as either sensitive, confidential, alternative, investigative process, or special investigative process.

Disciplinary Tracking System (DTS)

- Once a CTS status has been marked as sustained by the supervisor, a DTS case shall automatically be created, and fields auto populated with an employee ID, name, rank, case description, charges, incident dates, etc.
- Once transferred, the following fields shall automatically be populated: employee ID, name, rank, case description, charges, incident dates, etc.
- DTS shall have similar statistical/data report generation as CTS.
- PSD Moderator, Supervisor, and select PSD admin staff shall have access to upload documents, audio, video, etc.
- DTS shall track the type of discipline received.
- System shall include multiple information fields for every level of disciplinary process:
 - Skelly Hearing - includes charges, proposed penalty, skelly hearing officer, subject member, defense representative, etc.
 - Board of Rights - includes Member requested vs. Department Directed, charges, proposed penalty, Board of Rights Panel members, subject member, defense representative, etc.
- System shall identify the type of discipline and the amount (i.e. days of suspension), as well as the dates of the suspension, the Skelly hearing, and the Board of Rights request, and hearing.

Final Resolution

In addition to the services, features, requisite access, and permissions listed above, the Contractor shall provide LAFD with all of the following configurations and functionality for the SNow service areas listed below:

- Implement custom-built SNow application development, system installation, upgrade, configuration, and conversion, data migration, system/application

- performance enhancements, system integration, and production support on an as-needed basis;
- Perform business and systems analysis, design, development, and implementation of SNow;
- Configure out-of-the-box functionality;
- Extend the capability of the default out-of-the-box features of SNow product to suit specific departmental business requirements and produce a client-desired application;
- Migrate data from existing City LAFD systems (cloud or on-premises) and from other City software solutions to SNow;
- Provide ongoing maintenance and/or support for the City's SNow systems;
- Provide project management support;
- Provide training and documentation on SNow;
- Configure all knowledge base functionality;
- Configure all search functionality;
- Configure and customize all reporting functionality and developing dashboards;
- Configure system workflow functionality, including automated assignments, approval processes, notifications, etc.;
- Test all SNow functionality, including custom functionality or extensions to the solution, and utilize unit tests and automated test frameworks;
- Conduct or facilitate performance-tuning during system implementation;
- Manage multi-tenant deployments;
- Manage SaaS deployments;
- Provide post-upgrade stability and end-user acceptance testing.

VI. DETAILED PROJECT DELIVERABLES

Contractor shall provide the following deliverables:

Discovery Phase:

- Contractor shall conduct a thorough assessment of LAFD's current state and underlying business processes, including reviewing existing materials, validating the recommended approach and scope, and identifying stakeholders.
- Contractor shall present a project plan, scope of work, deliverables, and defined success criteria. After confirming shared project expectations, the Contractor and LAFD teams shall proceed to the agile design and development of the CTS-DTS case management system.

User Acceptance Testing (UAT) Phase:

- Contractor shall create a complainant intake portal to be made available to both sworn and civilian staff.
- Contractor shall provide Moderator, Supervisor, PSD and Field Investigator dashboards, as outlined in the sections above.
- Contractor shall ensure that when a CTS status has been marked as sustained by the supervisor, a DTS case is automatically created.

- Contractor shall ensure that all features listed under Objectives are fully functional prior to the completion of the UAT Phase.

Project Go-Live:

- Contractor must meet the Project Go-Live date of March 29, 2024.

A. Proposed Timeframe

Contractor shall follow an iterative agile development approach for the CTS-DTS project, completing sprints based on recorded requirements. Each sprint will last two weeks and involve close collaboration with LAFD. Contractor shall deliver working software for testing and evaluation every two weeks.

Contractor shall prioritize and update the story backlog based on LAFD feedback. Biweekly product demonstrations will provide continuous visibility into development progress. Contractor shall coordinate acceptance, planning, and demo meetings with the LAFD project manager. After the final sprint, a final product demo will mark the transition to solution acceptance and realization activities.

B. Key Personnel / Project Resources

The following Contractor personnel shall constitute the approved team to be used during the engagement:

Project Role	Name
Delivery Oversight	Jaymin Bhavsar
Project Manager	Stephen Orovitz
Business Process Consultant	Sonal Gupta
Solution Architect	Suresh Nethi
ServiceNow Developer 1	To be assigned based on project start date
ServiceNow Developer 2	To be assigned based on project start date
QA Analyst 1	To be assigned based on project start date

Any changes to the team members mentioned above should be communicated to the LAFD Project Manager with a one-week notice in advance.

V. TASK ORDER REPRESENTATIVES

The following representative individuals shall serve as the people to which notices and other correspondence between the parties shall be sent.

A. Contractor's Representative

Contractor hereby appoints the following person to represent Contractor with respect to all matters pertaining to this Task Order. Said representative shall be responsible for submitting all the respective notices, reports, invoices, and other documents or information as required by this Task Order.

Name: Maurice Ruales
Title: Director of Solutions Delivery
Address: 1149 Bloomfield Ave, Suite G
Clifton, NJ 07012
Telephone: (862) 291-0018
Email: mruales@sprucetech.com

B. City's Representative

The City hereby appoints the following person, or designated representative, to represent the City in all matters pertaining to this Task Order.

Name: Sam Hinojosa
Title: Chief Information Officer
Address: 200 N. Main Street 16th Floor
Los Angeles, CA 90012
Telephone: (213) 978-3921
Email: Sam.Hinojosa@lacity.org

C. City's Project Manager

The City hereby appoints the following person to act as the project manager.

Name: Carr Oduro
Title: Senior Systems Analyst
Address: 200 N. Main Street 16th Floor
Los Angeles, CA 90012
Telephone: (213) 922-7761
Email: Carr.Oduro@lacity.org

VII. PRICING

In accordance with the Master Agreement (Contract No. C-141854), Contractor agrees to implement the CTS-DTS Case Management System for \$250,000.00 (two hundred fifty thousand dollars). Contractor shall issue invoices on a monthly basis for time and materials. The cost for deliverables are as follows:

Deliverables	Cost
Project Charter	\$14,960.32
Project Schedule	\$7,480.16
Workshops	\$39,894.86
User Stories	\$24,933.86
Solution Design Component	\$29,920.63
Platform Configurations	\$27,427.25
Test Strategy and Test Plan	\$34,907.40
Test Cases and Test Results	\$19,947.09
User Acceptance Testing	\$12,466.93
End-User Guides and Training	\$14,960.32
Production Deployment	\$12,466.93
Status Reports	\$9,973.54
Total	\$249,338.61

All terms and conditions of the Master Agreement (Contract No. C-141938) shall remain in full force and in effect.

THE CITY OF LOS ANGELES

Spruce Technology, Inc.

By: _____

Sam Hinojosa

Chief Information Officer

Los Angeles Fire Department

Date: _____

By: _____

Kristen Mazza

Senior Vice President

Spruce Technology, Inc.

Date: _____