



**City of Peoria, Illinois**

**Proposal to Provide:  
CAD/RMS Consulting Services**

**April 4, 2022**





21700 Oxnard Street, Suite 830  
Woodland Hills, California 91367  
(818) 227-9300 ☎  
(818) 227-9301 📠

April 4, 2022

Mr. Jessica McKean  
Chief Information Officer  
City of Peoria  
542 SW Adams  
Peoria, IL 61602

Dear Ms. McKean:

DELTAWRX is pleased to submit our proposal to provide consulting services to assist the City of Peoria (City) with its effort to replace its current Computer Aided Dispatch (CAD), Records Management System (RMS) and related systems. Based on our public safety experience, resourcefulness, and reputation for managing projects and producing deliverables of the highest quality, we believe that we are best qualified to assist the City in this effort. To ensure the success of this project, we will provide:

- **Experience Analyzing Public Safety Operations and Identifying Business Needs** – DELTAWRX is frequently engaged to develop business needs assessments for law enforcement, fire/EMS, emergency communications and other public safety agencies. We have provided these services during engagements with the DuPage County ETSB (IL), Black Hawk County 911 Services Board (IA), City of Elgin (IL), Ramsey County Emergency Communications Center (MN) and West Chester Township (OH) among several others.
- **Specialized Technical Expertise** – Throughout the past twenty years, DELTAWRX has managed more than 60 public safety systems assessment, procurement and implementation engagements in the United States. We possess an in-depth understanding of law enforcement and fire operations, information technology and the public safety software market, and have extensive experience conducting analytical evaluations of operations, technology, systems and budgetary options for public safety agencies.
- **Senior Interdisciplinary Team** – We will commit to the City of Peoria an experienced team of consultants, all of whom have been employed by DELTAWRX for a minimum of seven years and have worked together on numerous prior engagements. Our team members have a blend of first-hand law enforcement, fire/EMS and emergency communications

oversight experience, as well as an understanding of project management best practices and lengthy track records of client satisfaction as professional consultants.

- **Objectivity and Independence** – DELTAWRX is a completely objective and independent firm. While we have developed professional relationships with vendors through our experience in this sector, we have no commitments to any information technology or communications suppliers and are able to assess the alternatives that best meet the needs of our clients. We do not sell hardware or software, nor do we represent any manufacturer or supplier. Consequently, we are able to independently assess the alternatives that best meet the needs of our clients without bias.
- **Practical and Action-Oriented** – All of our recommendations are practical. No two agencies are the same and we always account for the unique political, cultural, financial, operational and technical constraints that affect an organization’s ability to implement a recommendation. Additionally, we approach all of our engagements from the perspective that change will be an inevitable outcome of the project and that the process of managing change begins at project inception.
- **Unmatched Commitment to Client Service** – Our references will attest that our consulting approach emphasizes close working relationships and constant communication during all our projects. We take a participatory approach to gaining stakeholder buy-in and do not take shortcuts in our work. We will commit to the City the same level of service and responsiveness that we provide to all of our clients throughout the nation.

We encourage and authorize the City of Peoria to contact any previous DELTAWRX client to ascertain an independent evaluation of our performance. In summary, we believe DELTAWRX is best qualified to assist the City with this engagement. If you have any questions, please contact me at (818) 227-9300 or [bhudson@deltawrx.com](mailto:bhudson@deltawrx.com).

Very truly yours,



Brian Hudson  
Partner

## Section 1 - About DELTAWRX

### Overview

DELTAWRX's mission is to:

*Provide the highest level of service and expertise to assist our public safety and general government clients in cost effectively utilizing technology to protect their personnel and communities."*

Since its founding in 2000, DELTAWRX has developed a proven record of success in the public safety and criminal justice community, having successfully completed engagements for over 200 agencies in this sector. Our engagements have included assisting agencies with strategic planning, technology procurement, contract negotiations, project management and implementation oversight, as well as change management, organizational assessments, governance and staffing assessments. We are nationally recognized experts in public safety operations, information management systems, and data and voice radio systems, combining extensive technical experience with real-world business and management skills to ensure balanced and practical deliverables and recommendations.

DELTAWRX possesses extensive nationwide experience in assisting public safety agencies with efforts similar in scope to the services desired by the City. All members of our firm are full-time employees with no fewer than seven years of experience with DELTAWRX. Our focus is solely in the public sector, with a pronounced emphasis in public safety.

Because all of our clients have unique characteristics, requirements and business operations, DELTAWRX approaches each project from the ground up. While we keep abreast of the latest industry trends and software offerings and help educate our clients throughout our engagements, we do not provide "cookie cutter" solutions or recommendations. At the same time, a set of core principles guides our approach to every engagement. The following paragraphs describe the core principles we will apply throughout this project.

- **Strategic Perspective** – DELTAWRX consultants bring a strategic perspective and analytical approach to engagements to ensure project outcomes align with business needs that meet broader organizational goals. We stress critical thinking and analysis so that we can provide accurate assessments of our findings and, ultimately, accurate outcomes that best benefit our clients.
- **Independence** – Objectivity is critical to ensuring a scrupulous, fair and optimal outcome to any DELTAWRX engagement. DELTAWRX is a completely objective and independent firm. We do not accept payment from or conduct projects for private sector entities with business interests in any public safety software providers.
- **Collaborative Approach** – Heavy end-user involvement ensures that the project outcomes meet as many of the involved agencies' business needs as is technically and financially feasible. End-user involvement also develops competency, ownership and buy-in into the

decisions associated with any project. DELTAWRX frequently interacts with personnel from all levels of public safety agencies. We strongly believe that the success of our engagements stems from our collaborative approach.

- **High Quality Deliverables** – DELTAWRX prides itself on its outstanding work and will never take a shortcut or compromise quality. We practice a quality assurance process that helps our clients evaluate overall project performance on a regular basis. All DELTAWRX deliverables are subject to an internal review process that ensures our outputs exceed our clients' expectations. Once a deliverable passes our internal review, we actively engage our clients in additional review cycles before presenting final deliverables. We believe that the best engagements are those with as few surprises as possible. We do not work in a vacuum; rather, we involve our clients in every step of the project to ensure that our work is meeting expectations and required timelines.
- **Flexibility** – Working exclusively with public safety and criminal justice agencies, we understand the need to build trust and rapport with end users, as well as the need to accommodate shift schedules and unanticipated events. While DELTAWRX creates detailed project timelines and plans, we will also bring a level of flexibility to adapt to the unique needs of the City.

## Public Safety Expertise

As described in the following paragraphs, the depth and breadth of our experience in both public safety operations and technology enables us to hit the ground running at the beginning of our projects.

- **Public Safety Operations** – Through our extensive experience working with agencies in the public safety sector, DELTAWRX has developed a deep understanding of public safety operations, technology and technology support, governance, funding and staffing. We have mapped hundreds of law enforcement, fire, communications, corrections and court business processes. As a result, we understand the typical workflows, roles, and data exchanges of and between public safety agencies, as well as specialized operations outside of the norm, such as for public safety at universities, stadiums and transit authorities. The depth and breadth of our knowledge about public safety operations will provide a strong foundation enabling a quick and productive start to this engagement.
- **Public Safety Technology** – DELTAWRX consultants are industry experts in public safety technology. We specialize in assisting with planning, procurement, and implementation of public safety software (CAD/Mobile, RMS/Field Reporting, JMS, FRMS, Court, etc.) and infrastructure, 9-1-1 systems, radio systems, body-worn camera systems, and other ancillary technology and equipment. We understand the variety and depth of systems to which core systems connect and are able to communicate complex interface needs to public safety vendors. We are familiar with technology trends, the functionality, strengths and challenges of available products, costs associated with technology procurement and ownership, the

organizational challenges with procuring and implementing new technology, and the pros and cons of different governance structures where multiple agencies own or have a stake in a technology system.

- **Communications Center Operations and Governance** – DELTAWRX has specific experience with public safety communications centers, including centers that serve a single jurisdiction and discipline, as well as multi-discipline and multi-jurisdictional consolidated centers. Engagements have entailed technology planning and procurement, studies to determine the feasibility of stand-alone versus consolidated centers, staffing studies, governance development and cost allocation strategies. We have made recommendations for standardizing operations and radio protocols and determined radio assignments and dispatcher span of control. We understand the complex issues professional communications centers face, and how decisions made at the dispatch level impact the agencies they serve.
- **Wireless Communications** – DELTAWRX works with all aspects of mission critical voice and data systems, including: conventional and trunked systems; analog and digital technologies; proprietary systems (e.g., EDACS, ProVoice, SmartNet, SmartZone, ASTRO25) and standards-based system (e.g., TETRA and P25). These systems operate in all frequency bands and include multi-modal dedicated and shared backhaul networks, and CDMA, GSM and Long-Term Evolution (LTE) cellular networks. Over the years, DELTAWRX has planned and implemented some of the largest multi-agency voice and data networks in the country as well as supported smaller agencies in their efforts to meet mission critical voice and data needs. We have assisted many agencies in the migration from proprietary conventional analog and trunked networks to modern, state-of the-art, standards-based systems such as Project 25.

## DELTAWRX Personnel

DELTAWRX is dedicated to assisting public safety agencies throughout state and local government. To execute their vision, our founders sought to differentiate DELTAWRX by building engagement teams comprised of the industry's most capable management consultants. DELTAWRX has consistently delivered on its mission by attracting – and retaining – the most qualified, skilled and experienced consultants.

Our focused and methodical employee recruitment process ensures our engagements are staffed only with personnel prepared to make purposeful contributions immediately upon hire. To ensure all our engagement teams meet our strict quality standards, all DELTAWRX consultants are full-time employees. To that end, DELTAWRX consultants possess a spectrum of unique qualities which contribute to the success of each engagement.

Since DELTAWRX is focused on providing management consulting services to public safety and related agencies in the public sector, all DELTAWRX consultants exhibit a deeply rooted commitment to assist public servants. In addition to meeting many other criteria, several of our

consultants possess experience working in public safety, civic operations and other public service roles.

Our teams are built with seasoned professionals possessing a strict attention to detail, while maintaining the ability to see the “big picture”. Many DELTAWRX consultants have also earned advanced degrees in Business Administration, Public Administration or Organizational Management, and are certified Project Management Professionals (PMP). Deploying teams with this blend of education, experience and understanding of public safety operations helps ensure our engagements are staffed with critical thinkers capable of clearly communicating our findings and recommendations to all project stakeholders.

## **Certifications, Accreditations and Affiliations**

DELTAWRX is affiliated with numerous national public safety organizations including APCO, NENA and IWCE. DELTAWRX employees are frequent speakers on the topics of strategic planning, procurement processes, contract negotiation strategies, project management, governance, integrated public safety systems, land mobile radio and mobile computing. Our consultants participate on committees and regularly contribute articles for trade publications and technology journals as well.

DELTAWRX employees frequently develop case studies and abstracts to present at national and regional public safety conferences. We have delivered presentations on topics including Regional Communications Center Management: Challenges and Best Practices; Strategic Planning in the Public Safety Environment; Effectively Managing a Multi-Agency CAD Procurement; Governance of Interoperable Systems; Top 10 Procurement Mistakes and many more. Since our formation in 2000, DELTAWRX consultants have delivered more than 60 distinct presentations to public safety audiences at APCO, NENA, IWCE and other industry conferences.

Members of our firm are considered industry experts on public safety wireless communication and information system applications and are active members of numerous working groups. For example, one of our proposed Project Consultants, Donald Denning, serves on the Editorial Advisory Board for Urgent Communications and had the honor of participating on a Public Safety Broadband technology panel held at the White House by invitation of the Vice President of the United States. Mr. Denning has also chaired the APCO Cybersecurity Committee. Dr. Monica Lynn, our proposed Subject Matter Expert, has chaired the APCO Committee developing Cybersecurity Training Standards for Communications Centers and has served as a member of APCO’s Standards Development Committee Operational Sub-Committee.

## **Key Professionals**

DELTAWRX will provide the City with a highly experienced team of skilled consultants. We communicate regularly, hold internal status meetings and carefully review each other’s work. Because of the depth of experience our team possesses, we will not use subcontractors to assist us in completing this engagement. Resumes for likely project team members are provided on the following pages.

## Brian Hudson

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### SUMMARY

Brian Hudson is a Partner and Co-founder of DELTAWRX. His areas of expertise include project management, strategic planning, procurement and contract negotiations. Mr. Hudson has managed more than 40 information technology and communications consulting engagements in the state and local government arena, with major emphasis on public safety technologies.

### ILLUSTRATIVE PROJECT EXPERIENCE

#### **CJIS Board of Black Hawk County, Iowa: CAD/RMS/JMS Replacement Project**

In his role as Project Manager, Mr. Hudson assisted public safety agencies in Black Hawk County with replacing their suite of public safety software, from the initial needs assessment, through RFP development and a competitive procurement process. He is currently assisting with contract negotiations for the new solution.

#### **City of Portland, Oregon: RMS Replacement Project**

In his role as Project Manager, Mr. Hudson is assisting the Portland Police Bureau with replacing its RMS solution. He is currently assisting the Bureau with evaluating proposals.

#### **DuPage County Emergency Telephone System Board (ETSB), Illinois: CAD/RMS Replacement Project**

Mr. Hudson assisted the DELTAWRX Project Team in performing a business needs assessment, developing functional requirements and a request for proposals, and evaluating vendor responses for a new integrated CAD and RMS for the ETSB, which serves more than 65 public safety agencies and ten PSAPs in the County.

#### Contact Information

21700 Oxnard Street, Suite 830  
Woodland Hills, CA 91367  
Phone: (818) 227-9300  
Fax: (818) 227-9301  
Email: bhudson@deltawrx.com

#### Areas of Expertise

- Strategic Planning
- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiations
- System Implementation
- Vendor Management
- Project Management

#### Education and Certifications

- University of Southern California Master of Business Administration with emphasis in Marketing and Entrepreneurism
- Stanford University  
Bachelor of Arts, Political Science

#### Publications and Speaking Engagements

- Mr. Hudson is a frequent speaker on the topics of strategic planning, procurement processes and contract negotiation strategies, integrated public safety systems, land mobile radio and mobile computing at national and regional public safety conferences such as APCO, IWCE, NENA and several others.



### **City and County of Kenosha Joint Services (KCCJS), Wisconsin: CAD/RMS/JMS Replacement Project**

Mr. Hudson assisted the KCCJS team with replacing its public safety software through a competitive procurement process.

### **City and County of San Francisco, California: CAD Replacement Project**

Mr. Hudson is the Project Manager responsible for assisting the City and County of San Francisco with its CAD Replacement Project. To date the project has involved an extensive analysis of the current operational and technical environments of all public safety stakeholders, including the San Francisco Fire Department, San Francisco Police Department, San Francisco Municipal Transportation Agency, San Francisco Sheriff's Office and Department of Emergency Management as well as the development of an RFP to replace the legacy CAD and Mobile systems. We are engaged to provide continued assistance throughout subsequent vendor selection, contract negotiations and change management phases.

### **ADDITIONAL PUBLIC SAFETY PLANNING AND PROCUREMENT CLIENTS**

- Albemarle County, the City of Charlottesville and University of Virginia, Virginia
- Anoka County Joint Law Enforcement Council, Minnesota
- Arlington County, Virginia
- Bay Area Air Quality Management District (BAAQMD), California
- City and County of Broomfield, Colorado
- City of Alexandria, Virginia
- City of Anaheim, California
- City of Beverly Hills, California
- City of Carlsbad, California
- City of College Station, Texas
- City of Denver, Colorado
- City of Duluth, Minnesota
- City of Elgin, Illinois
- City of Fort Smith, Arkansas
- City of Hayward, California
- City of Kansas City, Missouri
- City of Long Beach, California
- City of Longview, Texas
- City of Pasadena, California
- City of Santa Barbara, California
- City of Santa Clara, California
- City of Springfield, Massachusetts
- City of Steamboat Springs and Routt County, Colorado
- City of Tempe, Arizona
- City of Visalia, California
- City of Waukesha, Wisconsin
- Consolidated Fire Agencies of East Valley (CONFIRE), California
- Deschutes County, Oregon
- Harrison County, Mississippi
- Joint Law Enforcement Council (JLEC), Minnesota
- Local Government Information Systems (LOGIS), Minnesota
- Madera County, California
- Massachusetts State Police
- Nebraska Department of Roads
- North East King County Regional Public Safety Communications Center (NORCOM), Washington

- Orange County Fire Authority, CA
- Oregon State Police
- Parish of East Baton Rouge, Louisiana
- Ramsey County, Minnesota
- Rhode Island Police Chiefs' Association
- Sacramento County, California
- Santa Barbara County, California
- Santa Clara County, California
- Scott Emergency Communications Center (SECC), Iowa
- Snohomish County Police Staff and Auxiliary Service Center (SNOPAC), Washington
- Stanislaus Regional 911, California
- St. Louis County, Missouri
- Stafford County, Virginia
- Stanislaus Regional 911, California
- State of Indiana (Project Hoosier SAFE-T)
- Stearns County, Minnesota
- Ventura County, California
- West Chester Township, Ohio
- Yolo Emergency Communications Agency (YECA911), California
- Yuba County, California

### **PRIOR EXPERIENCE**

Prior to joining DELTAWRX, Mr. Hudson worked for Gartner where he was an Associate Director in the State and Local Government Consulting practice, advising public safety and general government officials on communications and information technology planning. Mr. Hudson's other professional experience includes work for Brite Voice Systems where he analyzed the impact of regulatory policies on PBX, Centrex and other voice processing systems and recommended network consolidation opportunities to clients.

Mr. Hudson also spent two years with the U.S. Department of Justice, Antitrust Division's Telecommunications Task Force. He led an eleven-person team in analyzing pending telecom industry mergers and their potential effect on the local and long-distance segments of the industry.

## Monica Lynn

### SUMMARY

Monica Lynn is a Manager with DELTAWRX. With a doctorate in Organizational Studies, her technical areas of expertise include the assessment, analysis and evaluation of organizational systems and culture, strategic planning, organizational change and technology implementation. For the past fourteen years she has applied her skills exclusively in the public safety arena and is considered an industry expert on public safety operations, organizational effectiveness and information technology. Dr. Lynn is a frequent speaker at APCO conferences and is a former Chairperson for the APCO Committee developing Cybersecurity Training Standards for Communications Centers as well as a member of APCO's Standards Development Committee Operational Sub-Committee.

### ILLUSTRATIVE PROJECT EXPERIENCE

#### City and County of Broomfield, Colorado: CAD/RMS/JMS Replacement Project

In her role as DELTAWRX Project Manager, Dr. Lynn assisted CCOB with assessing the legacy CAD, RMS and JMS applications, developing requirements and a Request for Proposals for a new integrated system evaluating vendor proposals, negotiating a contract with CCOB's preferred vendor, and providing project management and implementation oversight services.

#### City of Minneapolis, Minnesota: RMS Replacement Project

Dr. Lynn served as the DELTAWRX project manager in leading the City's Police Department through tasks to replace its legacy law enforcement RMS. Dr. Lynn completed a business needs assessment, which included a business process review, developed functional requirements and a

### Contact Information

21700 Oxnard Street, Suite 830  
Woodland Hills, CA 91367  
Phone: (818) 227-9300  
Fax: (818) 227-9301  
Email: mlynn@deltawrx.com

### Areas of Expertise

- Organizational and Technical Strategic Planning
- Needs Assessment
- Technology Procurement and Implementation
- Consolidation Feasibility Studies
- Governance Development
- Change Management

### Education and Certifications

- Massachusetts Institute of Technology  
PhD in Management Science
- University of California at Berkeley  
Bachelor of Arts in Economics

### Publications and Speaking Engagements

- APCO 2018: From Mobile Clients to Mobile Apps: How the Rise of Smartphones and Tablets are Changing Public Safety Communications
- APCO 2017: Governance Strategies to Manage Multi-Agency CAD/Mobile Systems
- Western APCO 2015: Strategies for Managing Risk in Technology Implementations
- APCO 2010: Procuring CAD Systems for Multi-Discipline Communications Centers

request for proposals, assisted with evaluating vendor proposals and negotiating a contract with the City's selected vendor.

### **City of Pittsburgh, Pennsylvania: Strategic Technology Plan**

Dr. Lynn led DELTAWRX's engagement to develop a Strategic Technology Plan to guide the Police Department's assessment, acquisition, deployment and use and of new technology.

### **City of Olathe, Kansas: Strategic Technology Plan**

Dr. Lynn led DELTAWRX's engagement to develop a Strategic Technology Plan to guide the City's maintenance, acquisition, deployment and use and of new public safety technology.

### **City of Boston, Massachusetts: CAD/RMS Replacement Project**

Dr. Lynn was the Lead Consultant during the DELTAWRX engagement to assist the City with replacing the public safety systems used by its Police, Fire and EMS Departments. Dr. Lynn assessed the then-current environment, performed a business needs assessment, developed requirements for a new system, assisted with the evaluation of vendor proposals and contract negotiations with the City's selected vendor. Dr. Lynn led follow-on tasks to provide system implementation oversight services.

## **ADDITIONAL PUBLIC SAFETY CLIENTS**

- Anoka County, Minnesota
- City of Cambridge, Massachusetts
- City of Elgin, Illinois
- Cities of Fremont, Union City and Newark, California
- City of Hayward, California
- City of Longmont, Colorado
- City and County of San Francisco, California
- City of Springfield, Massachusetts
- City of Steamboat Springs and Routt County, Colorado
- City of Tempe, Arizona
- Deschutes County 911, Oregon
- El Paso-Teller County 9-1-1 Authority, Colorado
- Grand County, Colorado
- Local Government Information Services (LOGIS), Minnesota
- Madera County, City of Madera and City of Chowchilla, California
- Metro Transit Police Department, Minnesota
- Metropolitan Emergency Communications Agency (MECA) of Marion County, Indiana
- Monterey County, California
- Orange County Fire Authority, California
- Sacramento County, California
- Scott Emergency Communications Center, Iowa
- South Sound 911, Washington
- Stafford County, Virginia
- Thurston County, Washington
- Valley Communications Center, Washington
- Yolo Emergency Communications Agency, California

## **PRIOR EXPERIENCE**

Prior to joining DELTAWRX, Dr. Lynn worked as a professor, a police officer and an independent consultant. Dr. Lynn is a former Professor of Management at both the University of New Mexico and Universidad Adolfo Ibanez in Chile, SA. Her 12 years of teaching and research focused on Organizational Change and Development, Organizational Behavior, and Team Dynamics. As a former police officer for the City of Albuquerque, NM, Dr. Lynn gained immeasurable operational experience, along with a technical understanding of public safety systems when she was assigned to develop a Strategic Information Technology Plan for the Department and oversee the procurement of a multi-jurisdictional multi-agency integrated information system. Following her tenure at the Albuquerque Police Department, she worked as an independent consultant, assisting public safety agencies with managing information technology, focusing on strategic assessment and planning, business process modeling, change management, project management, and vendor selection.

## Michael Thayer

### SUMMARY

Michael Thayer is a Partner and Co-founder of DELTAWRX. Throughout the past 26 years, Mr. Thayer has led engagements in strategic and technical planning, system procurement, vendor selection, contract negotiations, system financing and large systems implementation. He has been a consultant to more than 30 public safety agencies in the United States and Canada and has held senior leadership positions in two national consulting firms.

### ILLUSTRATIVE PROJECT EXPERIENCE

#### City and County of Napa, California: RMS Replacement Project

In his role as DELTAWRX Project Manager, Mr. Thayer has assisted the City and County of Napa with completing a needs assessment, developing a Request for Proposals and evaluating vendor responses to replace the Police Department and Sheriff's Department's aging law enforcement records management system with a new, NIBRS compliant solution. Mr. Thayer led the City and County through contract negotiations with its selected vendor, and will provide project management and implementation oversight services to assist the City and County through cutover to the new system.

#### Horry County, South Carolina: CAD/RMS/JMS Replacement Project

Mr. Thayer is assisting Horry County with replacing its suite of public safety software. He is currently documenting the existing environment and conducting a needs assessment for the future solution. DELTAWRX is engaged to support Horry County through the procurement process and provide implementation oversight services.

### Contact Information

21700 Oxnard Street, Suite 830  
Woodland Hills, CA 91367  
Phone: (818) 227-9300  
Fax: (818) 227-9301  
Email: mthayer@deltawrx.com

### Areas of Expertise

- Organizational and Technical Strategic Planning
- Needs Assessment
- Technology Procurement and Implementation
- Contract Negotiations
- Financial Analysis

### Education and Certifications

- University of California Los Angeles  
MBA in Finance and Information Systems
- University of Notre Dame  
Bachelor of Science in Electrical Engineering

### Publications and Speaking Engagements

- APCO: "How NOT to Specify Radio Coverage"
- IWCE: "Governance of Interoperable Systems"
- IWCE: "Top 10 Contract Negotiations Mistakes"
- IACP: "Public Safety Information Technology"
- APCO 2010: Procuring CAD Systems for Multi-Discipline Communications Centers

**Los Angeles County Sheriff's Department, California: CAD/RMS Replacement Project**

Mr. Thayer is serving in the role of DELTAWRX Project Team Executive assisting LASD with its CAD/RMS system replacement project. In his role as Project Executive, Mr. Thayer assists in all key project decisions, leads project meetings and performs an internal technical review of all project deliverables. Currently, Mr. Thayer is assisting with requirements development for the new systems.

**State of Indiana: Statewide Strategic Plan and System Procurement**

Mr. Thayer led the development of a statewide strategic plan, selection of a system vendor and provided engineering and project management support for implementation of the statewide wireless system. He has worked extensively with state and local agencies on this shared system, and helped develop the governance structure that led to their successful partnership.

**Utah Communications Authority (UCA)/State of Utah: Strategic Plan and RFP Development**

Mr. Thayer assisted the State in developing a strategic plan for UCAN, one of the first statewide communications systems that would support state and local agency users. He also led the team that developed the State's Request for Proposal and selected the system provider.

**PRIOR EXPERIENCE**

Prior to founding DELTAWRX, Mr. Thayer was a Vice President with both The Warner Group and Gartner Consulting. Mr. Thayer also worked as an electrical engineer in the aerospace industry, where he maintained a Top Secret security clearance.

## Michael Galvin

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### SUMMARY

Michael Galvin is a Manager with DELTAWRX. Throughout his eleven years with DELTAWRX, Mr. Galvin has developed expertise in project management, strategic planning, consolidation feasibility studies, RFP and functional requirements development, system implementation, staffing analysis and contract negotiations. Mr. Galvin is a certified Project Management Professional (PMP).

### ILLUSTRATIVE PROJECT EXPERIENCE

#### **DuPage County Emergency Telephone System Board (ETSB), Illinois: CAD/RMS Replacement Project**

Mr. Galvin led the DELTAWRX Project Team in performing a business needs assessment, developing functional requirements and a request for proposals, and evaluating vendor responses for a new integrated CAD and RMS for the ETSB, which serves more than 65 public safety agencies and ten PSAPs in the County. Mr. Galvin served as the Project Manager for the implementation of the new suite of systems.

#### **Arlington County, Virginia: CJRMS Replacement Project**

Mr. Galvin led the DELTAWRX Project Team in assisting the Arlington County Police Department and Sheriff's Office with replacing their RMS and JMS solutions (known in Arlington County as the CJRMS), including mapping existing business processes, developing a needs assessment, preparing an RFP, supporting the proposal evaluation process and negotiating a contract. In 2019, DELTAWRX was engaged to assist Arlington County with replacing its CAD system.

#### **CJIS Board of Black Hawk County, Iowa: CAD/RMS/JMS Replacement Project**

Mr. Galvin assisted public safety agencies in Black Hawk County with replacing their suite of public safety software, including assisting throughout the needs assessment and procurement phases.

#### Contact Information

21700 Oxnard Street, Suite 830  
Woodland Hills, CA 91367  
Phone: (818) 227-9300  
Fax: (818) 227-9301  
Email: mgalvin@deltawrx.com

#### Areas of Expertise

- Strategic Planning
- Needs Assessment
- Functional Requirements Development
- RFP Development
- Proposal Evaluation
- Contract Negotiations
- System Implementation
- Vendor Management
- Project Management

#### Education and Certifications

- University of Southern California, Master of Public Administration
- Sacred Heart University, Bachelor of Arts, History and Political Science
- Project Management Professional, Project Management Institute

#### Publications and Speaking Engagements

- NENA 2016: Keys to a Successful Public Safety Technology Procurement Western
- APCO 2015: Communications Center Staffing Models: One Size Does Not Fit All



### **Los Angeles County Sheriff's Department, California: CAD/RMS Replacement Project**

Mr. Galvin is leading the DELTAWRX team in assisting LASD with its effort to assess and replace its legacy CAD and RMS applications with modern solutions. In his role as Project Manager, Mr. Galvin is responsible for leading the development and review of client deliverables, organizing project resources and for the ultimate success of the DELTAWRX project team.

### **Kenosha City and County Joint Services, Wisconsin: CAD/RMS/JMS Replacement Project**

Mr. Galvin served in the role of Lead Consultant assisting the KCCJS by performing a business needs and current systems assessment, developing functional requirements for a new integrated public safety system (CAD/Mobile, RMS, Field Reporting and Jail Management System) and leading the proposal evaluation and contract negotiations processes.

### **ADDITIONAL PUBLIC SAFETY CLIENTS**

- City of Alexandria, Virginia
- City of Beverly Hills, California
- City of Carlsbad, California
- City of College Station, Texas
- City of Milpitas, California
- City of Portland, Oregon
- City of Salinas, California
- City and County of San Francisco, California
- City of Visalia, California
- City of Waukesha, Wisconsin
- Joint Law Enforcement Council (JLEC), Minnesota
- Massachusetts State Police
- Orange County Fire Authority, California
- Oregon State Police
- East Baton Rouge Parish, Louisiana
- Hamilton County, Indiana
- Harrison County, Mississippi
- Horry County, South Carolina
- Ramsey County, Minnesota
- Sacramento County, California
- Santa Clara County, California
- Spokane County, Washington
- Stafford County, Virginia
- St. Louis County, Missouri

### **PRIOR EXPERIENCE**

Prior to joining DELTAWRX, Mr. Galvin was a program analyst for the Department of Veterans Affairs where he managed property and contract administration issues for the West Los Angeles VA Medical Center campus. Mr. Galvin also has experience in contract management, market analysis and public affairs.

## Donald Denning

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### SUMMARY

Donald Denning is a Manager with DELTAWRX. Mr. Denning brings more than 25 years of public and private sector experience in management, strategic planning, engineering, research and project execution. Mr. Denning is a leader in the effort to deploy a National Public Safety Broadband Network, having filed the first waiver to deploy a broadband wireless network in the public safety nationwide broadband spectrum by the City of Boston. He is a member of the National Public Safety Telecommunications Council's Broadband Task Force, Interoperability, Assessment of Future Spectrum and Technology, Spectrum Working Groups.

### ILLUSTRATIVE PROJECT EXPERIENCE

#### City of Minneapolis, Minnesota: RMS Replacement Project

Mr. Denning was a consultant on the DELTAWRX team that mapped the Minneapolis Police Department's business processes and developed an RFP for an RMS. At this time, Minneapolis was in the process of transitioning from SRS UCR to NIBRS, and as such DELTAWRX identified planning for NIBRS as an organizational opportunity, including ensuring the future RMS was NIBRS-compliant, training officers to complete reports and seeking data validation at the field level to avoid developing incident reports with incomplete or inaccurate NIBRS data.

#### Massachusetts Executive Office of Public Safety and Security (EOPSS)/Massachusetts State Police (MSP): Public Safety Modernization Project

Mr. Denning supported MSP by assessing the current CAD/RMS system and assisting with decisions involved in purchasing new systems. During this engagement, DELTAWRX conducted a business needs assessment, performed a gap analysis, developed current business process maps,

### Contact Information

21700 Oxnard Street, Suite 830  
Woodland Hills, CA 91367  
Phone: (818) 227-9300  
Fax: (818) 227-9301  
Email: [ddenning@deltawrx.com](mailto:ddenning@deltawrx.com)

### Areas of Expertise

- Strategic Planning
- Procurement
- Contract Negotiations
- Computer Aided Dispatch Systems
- Records Management Systems
- Wireless Communications Systems

### Publications and Speaking Engagements

Mr. Denning had the honor of serving on a Public Safety Broadband technology panel held at the White House by invitation of the Vice President of the United States. He is on the Editorial Advisory Board for Urgent Communications. His publications include:

- Fingertips of the Network: Featherweight Communicators and Sensors (HP Labs 2005-114)
- Metro Boston Public Safety Network (PSNet) IEEE Conference on Homeland Security Technology (IEEE HST2009)
- Pooling Resources Makes Interoperable Boston Network a Reality (Urgent Communications, Sep 2012)
- Massachusetts Leverages Multiple Funding Sources to Enhance Communications (Urgent Communications, Oct 2012)

established functional requirements for a future CAD/RMS for MSP, and presented a “Build versus Buy” recommendation for the new software CAD/RMS solution.

### **County of St. Louis, Missouri: CAD and Fire Station Alerting Replacement Project**

Mr. Denning was instrumental in determining the business needs and developing requirements for replacement CAD and Fire Station Alerting systems for 20+ PSAPs in St. Louis County. Mr. Denning also assisted with the proposal evaluation and vendor selection processes.

### **Rhode Island Police Chiefs’ Association: CAD/RMS Replacement Project**

Mr. Denning supported DELTAWRX’s effort to assist the Rhode Island Police Chiefs’ Association with replacing its disparate legacy CAD and RMS in use throughout the state with common platforms for each application.

## **ADDITIONAL PUBLIC SAFETY RMS REPLACEMENT PROJECTS**

- City of Cambridge, Massachusetts
- City of Springfield, Massachusetts
- Hamilton County, Indiana
- South Sound 911, Washington
- West Chester Township, Ohio

## **PRIOR EXPERIENCE**

Prior to joining DELTAWRX, Mr. Denning spent six years as the Public Safety Chief Information Officer for the City of Boston Massachusetts. In this capacity, Mr. Denning was the lead technology officer for Boston’s public safety agencies. He was responsible for the development of a long-term strategic plan for the City’s public safety agencies which resulted in many transformational technology projects including replacement of the City’s legacy multi-agency computer aided dispatch system, records management and field reporting system for the Boston Police Department, and numerous upgrades and enhancements to the metropolitan Boston area’s mission critical voice and data networks. His focus was on interoperability and information sharing among federal, state, city and local public safety and public service responders resulting in new standards and innovative approaches for wired and wireless voice and data communications networks.

Prior to Mr. Denning’s entry into the public sector, he was Research Scientist, Member of Research Staff and Principal Engineer at HP Labs, Intel, Compaq and Digital Equipment Corporation. He possesses a number of patents and invention disclosures, including:

- Method and Apparatus for Verification of Ingestion (US Patent #7,427,266)
- Simultaneous Personal Sensing and Data Storage (US Patent #7,908,440)
- Method and Mechanism for Assisted Diagnosis and Maintenance of a Health Monitoring System (US Patent #8,294,572 and #8,441,371)

- Monitoring Activities of Daily Living using Radio Frequency Emissions (US Patent #8,798,573)
- Method for Verification of Medical Ingestion (Patent Pending)
- System and Method of Aggregating Heterogeneous Medical Sensor Devices using a Network (Patent Pending)
- Telecommunications Headset with Tympanic Biometric Sensor (Invention Disclosed)
- Device for Early Detection and Intervention of Cardiac Arrhythmias (Invention Disclosed)
- Hardware Device for Low Level/Hi Speed Filtering of Network Packets (Invention Disclosed)

## Ryan Wolcott

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### SUMMARY

Ryan Wolcott is a Senior Consultant with DELTAWRX. Mr. Wolcott has experience with completing business needs assessments, RFP development, proposal evaluation, system implementation, vendor management, contract negotiations and project management. Mr. Wolcott is a certified Project Management Professional (PMP).

### ILLUSTRATIVE PROJECT EXPERIENCE

#### **CJIS Board of Black Hawk County, Iowa: CAD/RMS/JMS Replacement Project**

Mr. Wolcott assisted public safety agencies in Black Hawk County with replacing their suite of public safety software, from the initial needs assessment, through RFP development and a competitive procurement process.

#### **Los Angeles County Sheriff's Department, California: CAD/RMS Replacement Project**

Mr. Wolcott is currently assisting LASD with developing functional and technical requirements and a Request for Proposals document for new computer aided dispatch and law enforcement records management systems. Project tasks completed to date include conducting interviews and focus groups with end users from across the Department, reviewing background materials, observing operations and developing initial system requirements.

#### **Kenosha City and County Joint Services, Wisconsin: CAD/RMS/JMS Replacement Project**

Mr. Wolcott assisted the KCCJS team with replacing its public safety software through a competitive procurement process.

#### **City of Salinas, California: RMS Replacement Project**

Mr. Wolcott led the DELTAWRX team with supporting the Salinas Police Department with assessing its records management business needs, developing functional requirements and a Request

### Contact Information

21700 Oxnard Street, Suite 830  
Woodland Hills, CA 91367  
Phone: (818) 227-9300  
Fax: (818) 227-9301  
Email: [rwolcott@deltawrx.com](mailto:rwolcott@deltawrx.com)

### Areas of Expertise

- Strategic Planning
- Needs Assessment
- Functional Requirements Development
- RFP Development
- Proposal Evaluation
- Contract Negotiations
- System Implementation
- Vendor Management
- Project Management

### Education and Certifications

- University of Southern California, Master of Business Administration, Strategic Planning emphasis
- University of Southern California, Bachelor of Arts, Communication
- Project Management Professional, Project Management Institute

### Publications and Speaking Engagements

- Western APCO 2017; NENA 2016: Keys to a Successful Public Safety Technology Procurement

for Proposals for a new law enforcement RMS. Mr. Wolcott also led the proposal evaluation process and contract negotiations with the selected vendor.

### **City and County of Broomfield, Colorado: CAD/RMS/JMS Replacement Project**

Mr. Wolcott served in the role of Project Consultant on the DELTAWRX Project Team. In this role, Mr. Wolcott conducted interviews and focus groups with end users, developed a business needs assessment, assisted with the evaluation of vendor proposals and successfully negotiating a contract with the CCOB's selected vendor.

### **ADDITIONAL PUBLIC SAFETY CLIENTS**

- City of Boston, Massachusetts
- City of Carlsbad, California
- City of College Station, Texas
- City of Duluth, Minnesota
- City of Minneapolis, Minnesota
- City and County of San Francisco, California
- City of Santa Clara, California
- City of Portland, Oregon
- City of Waukesha, Wisconsin
- Yuba County, California
- Los Angeles Regional Interoperable Communications System (LA-RICS), California
- Local Government Information Systems (LOGIS), Minnesota
- Massachusetts State Police
- Parish of East Baton Rouge, Louisiana
- Rhode Island Police Chiefs Association

### **PRIOR EXPERIENCE**

Prior to joining DELTAWRX, Mr. Wolcott worked in subcontract management. He managed several aspects of supplier contracts including establishing technical requirements, drafting RFPs, defining bid evaluation criteria, conducting price evaluations and negotiations, and managing supplier performance of contract deliverables.

## Section 2 – Recommended Approach

### Our Understanding of the Project

The City of Peoria is the county seat of Peoria County and is home to approximately 187,000 residents served the City's Police and Fire Departments. In addition to these agencies, the City's Emergency Communications Center provides public safety dispatch services to several surrounding public safety departments, including the Peoria County Sheriff's Department, Chillicothe Fire and Police Departments, Peoria Heights Fire and Police Departments, Advanced Medical Transport, Peoria County's fire departments and Peoria County's ambulance services. With regard to public safety, the Information Systems Department provides system administration and 24/7/365 support services for all public safety applications in use by the City's public safety agencies and regional partners to support their communication, records management, administrative and other core operations.

The City has determined that the existing suite of public safety software systems fails to meet the evolving needs of key end users. As a result, the City desires the assistance of a qualified consultant to support its procurement of a new integrated CAD/RMS solution. Specific tasks may include reviewing the current technology environment, conducting a needs assessment, preparing system requirements, developing a Request for Proposals (RFP), supporting the proposal evaluation process, leading contract negotiations with the selected vendor(s), and providing implementation oversight services, among other tasks.

### Proposed Work Plan

We have based our work plan on your website inquiry, our conversations with you and key City team members, and our experience completing similar projects for like-sized jurisdictions. Our proposed work plan is divided into distinct phases, all of which we would be pleased to discuss with the City, should questions arise.

#### Phase One – Needs Assessment

**Task 1 - Hold Project Planning Meeting** – To initiate the project, DELTAWRX will facilitate a meeting to finalize the work plan and project schedule, develop a project communications plan and discuss any constraints and risks that could affect project outcomes. During this meeting, we will review our understanding of the existing public safety software environment and confirm that we have a complete list of all project stakeholders, involved agencies and other affected entities to whom DELTAWRX should reach out during interviews.

**Task 2 - Conduct Project Kickoff Meeting** – DELTAWRX will conduct a project kickoff workshop with the Project Team and other interested stakeholders. We recommend inviting agency leadership, command staff and other key stakeholders to ensure clarity regarding project drivers, objectives, and team member roles and responsibilities. During the meeting, we will review our work plan, deliverables and project timeline, discuss our approach to collecting data and answer any

questions from project stakeholders, as appropriate. The kickoff meeting will also provide an open forum for project stakeholders to exchange ideas and establish expectations regarding desired project outcomes.

**Task 3 - Review Background Materials** – DELTAWRX will review any available documentation that provides background information or context for the project. Examples of the type of information we typically ask to review include previous studies, annual reports and grant documents, standard operating procedures, current report volumes, activity summary information, organization charts, workflow diagrams and technology overviews. In addition to these items, we will review any other materials that project stakeholders believe may provide additional insight into the current environment.

**Task 4 - Conduct Interviews and Focus Group Discussions** – Input from key stakeholders is important for clearly understanding immediate and long-term end-user needs. As such, DELTAWRX will conduct individual and group interviews with sworn and civilian staff representing functional areas throughout the public safety and information systems departments. Topics covered during interviews will be tailored to the role(s) of those being interviewed, but will address areas including strategic drivers, workflows pertaining to the use of technology, and strengths, weaknesses, opportunities and challenges of the existing environment.

**Task 5 - Observe Technology in Use** – DELTAWRX will further our understanding of current business practices, functional needs of key end-users, and the City’s public safety environment and culture, by observing the use of key technologies, either during or separate from the interviews as appropriate. If doing so is not possible due to the COVID-19 pandemic, DELTAWRX will work with City staff to identify alternative ways to observe technology remotely while adhering to security considerations.

**Task 6 - Identify Business Needs** – Using information gathered in previous tasks, DELTAWRX will document the current public safety technology environment and identify the pertinent business needs. Through this approach, we will position the City to maintain strengths of its current environment, while resolving any functional, technical or organizational gaps that may exist. This task will serve as the basis for developing functional requirements for a new solution and we will outline a recommended scoping strategy for the competitive selection solicitation.

## **Phase Two – RFP Development and Proposal Evaluation**

**Task 7 - Document Functional Requirements** – Based on identified business needs and gaps, as well as our knowledge of public safety information systems, DELTAWRX will work with end-users and stakeholders to develop a set of functional requirements for the future CAD/RMS solution. The functional requirements document will comply with national standards and requirements (e.g., NIEM, NIBRS, NFIRS) and known best practices while also reflecting the City’s unique needs and business requirements. We will develop requirements inclusive of all interface, security, audit, user interface, documentation, mapping and system administration requirements.



**Task 8 - Review and Finalize Functional Requirements** – As part of the requirements development process, DELTAWRX will schedule review sessions with end-users to ensure the compilation of an accurate and comprehensive set of requirements. DELTAWRX will provide the City's Project Manager with a draft set of requirements for distribution to appropriate end-users as well as a suggested schedule for the review of the different requirements sections. After facilitating the onsite requirements review sessions, DELTAWRX will provide the City with the final requirements document that will be included as an appendix to the broader RFP issued to prospective solution providers.

**Task 9 - Develop RFP** – DELTAWRX will develop a comprehensive RFP that will be issued to prospective proposers. We will work closely with City stakeholders, as well as the City's Purchasing Division, to ensure that the solicitation documentation is developed in accordance with all relevant purchasing and legal requirements. Examples of the sections that may be included in the solicitation documentation are as follows:

- Executive Summary
- Project Overview
- Submission Requirements
- RFP Terms and Conditions
- Evaluation Criteria
- Description of Existing Systems
- Scope of Requested Services
- Proposer Questionnaire
- Functional Requirements
- Cost Worksheets
- Agency Contract
- Supplemental Information

DELTAWRX will provide a draft copy of the solicitation documentation for review by the City's Project Team and incorporate any feedback into a final version that will be ready for release. Note that unless otherwise instructed by the City, we will ask proposers to provide the cost information separately so that Project Team members can review each system provider's technical design and approach without being unduly influenced by proposed costs.

**Task 10 - Release RFP** – DELTAWRX will assist the City with advertising the bid, releasing the RFP and inviting software providers to bid on the project. DELTAWRX will provide guidance to prospective proposers, prepare written responses to submitted questions for approval by the City, and prepare any corresponding addenda to ensure a competitive process.

**Task 11 - Prepare Evaluation and Selection Plan** – DELTAWRX will develop an Evaluation Plan describing the evaluation criteria and outlining the process that the City's Evaluation Committee will follow during the selection process to ensure a fair and objective system procurement. The Evaluation Plan will include written instructions describing the evaluation

methodology and evaluation worksheets for the analysis of the submitted proposals. Once the Evaluation Plan is complete, DELTAWRX will conduct a workshop with the Evaluation Committee to review the evaluation process, discuss ground rules for the evaluation and review the solicitation documentation to ensure familiarity. We have found that this workshop has been helpful to set expectations and prepare the Evaluation Committee for the evaluation process.

**Task 12 - Conduct Independent Proposal Analysis and Facilitate Proposal Evaluation**

**Meetings** – One of our primary objectives in facilitating the proposal evaluation process will be to ensure the selection is grounded in a fair and objective assessment of the proposals. DELTAWRX will develop evaluation worksheets and other pertinent materials for the Evaluation Committee to use as they evaluate each response from prospective system providers. Although we will not cast votes or rank proposals during the scoring portion of the evaluation, we will support Evaluation Committee members by providing expertise based on our independent review of the proposals. DELTAWRX will capture any follow-up questions the Evaluation Committee may have regarding the proposals, and prepare Letters of Clarification for each finalist vendor, as appropriate.

**Task 13 - Facilitate and Attend Vendor Demonstrations** – DELTAWRX will assist with preparing a uniform format, agenda, and questions for vendor demonstrations, and will ensure vendor compliance with the format and agenda. We will attend the demonstrations and moderate discussions with the finalists. At the conclusion of the vendor demonstrations, we will update our evaluation worksheets to reflect any verbal or written representations made by the vendors during the demonstrations.

**Task 14 - Facilitate Reference Checks and Site Visits** – After system demonstrations, DELTAWRX will coordinate reference checks and site visits with existing clients of each finalist. We will help select appropriate agencies and provide a set of questions to guide the reference checks. The reference checks and site visits will include confirmation of workmanship and provide insight into potential contract negotiation issues. This process will also provide the Evaluation Committee with an excellent opportunity to identify the lessons learned by their peers in other agencies.

**Task 15 - Analyze Cost Proposals** – After an initial review of all proposals, DELTAWRX will perform a comprehensive economic analysis of each proposal being considered for further analysis. We will examine both one-time and recurring costs for items such as application software, hardware and system software, site preparation, implementation, licensing, legacy data access, training and maintenance. We will also attempt to identify any project costs that vendors often fail to include. Our analysis will allow the evaluation team to compare one-time and recurring vendor costs in a line-item format. DELTAWRX will share the results of this analysis with the Evaluation Committee at the appropriate time, which typically occurs after the team has completed its review of the technical proposals.

**Task 16 - Assist with Recommendation of Most Qualified System Provider** – At the conclusion of the proposal review process, we will work with the Evaluation Team to recommend the system provider whose solution best fits the City's overall needs and requirements. We will prepare a Final Selection Report detailing the evaluation process, a summary of the conclusions

reached at each relevant evaluation phase and document the justifications leading to the Evaluation Committee's decision.

### **Phase Three – Contract Negotiations**

**Task 17 - Develop Contract Negotiation Team** – To prepare the City for contract negotiations, DELTAWRX will assist in identifying an appropriate Negotiation Team. Ideally, the Negotiations Team will be comprised of representatives from the City and/or the Evaluation Committee who have been involved in the project to date and are aware of the strengths and weaknesses of the selected vendor, as well as representatives from the City's attorneys/legal department, as appropriate.

**Task 18 - Develop Contract Negotiation Strategy** – After the City has established its Negotiation Team, DELTAWRX will conduct a session to discuss and finalize the overall negotiating strategy. During this session, we will examine City issues, positions and interests to determine the most desired outcomes in a negotiated agreement. Based on a review of the selected vendor's proposal, we will develop a negotiating strategy by identifying the vendor's issues, positions and interest. Among the topics we will discuss are:

- Terms and Conditions: Which terms and conditions (if any) are “deal breakers” for the City?
- BATNA: What is the “Best Alternative to a Negotiated Agreement” for the City? To negotiate a successful agreement, the City must understand the alternatives to signing an agreement with the selected vendor.
- Design Flexibility: Can cost savings be realized by substituting the vendor's off-the-shelf functionality for customized features or system components?
- Timeframe: How time sensitive is the implementation? Is there a must-complete date for cutover of the system?

To facilitate preparations for contract negotiations, DELTAWRX recommends including the City contract in the RFP and asking proposers to identify their exceptions to the terms and conditions. The exceptions a proposer takes can help us anticipate the selected vendor's negotiation strategy and prepare the City to negotiate an agreement that protects its interests while providing an acceptable outcome for the vendor.

**Task 19 - Assist with Contract Negotiations** – DELTAWRX cannot stress enough the importance of a comprehensive contract that leaves little to interpretation after the contract is signed by both parties. In addition to negotiating terms and conditions, we negotiate components such as the statement of work, legacy data access approach, interface control documentation, preliminary project schedule, payment schedule, training plan, test plan, and maintenance agreement before the project begins. This approach maximizes shared expectations while reducing risk and uncertainty, and contributes to a more successful transition to new systems.

The City shall retain “ownership” of the contract, and project staff should take responsibility for editing the contract documents and distributing changes to the participants. At the conclusion of each negotiating meeting, we will provide the City with an action item list that summarizes the major outstanding issues. By diligently working through these issues with all parties, we should reach an agreement that clearly protects the City’s interests.

Likely key contract components include:

- Master Implementation Agreement
- License Agreement
- Maintenance Agreement
- Statement of Work, including a Project Schedule, Acceptance Test Plan, Training Plan, and Data Conversion Plan
- Payment Milestones
- System Performance Standards
- RFP and Correspondence
- Other City-Required Components

System providers often want to create the Statement of Work, Training Plan, Data Conversion Plan and System Testing Plan as initial project implementation tasks. DELTAWRX has found that taking the time to negotiate and develop these documents during contract negotiations and then incorporating them into the contract sets clear expectations of both the vendor and the City, providing for a smoother implementation. As part of contract negotiations DELTAWRX will assist the City and the selected system vendor with the development of the following documents:

- **Training Plan** – The negotiated contract will include a Training Plan that meets the needs of system users and addresses curriculum, class sizes and class participants for vendor-supplied training. For the Mobile software in particular, it is likely that the vendor will provide train-the-trainer training, as well as technical support training, but that the City will be responsible for most end-user training. DELTAWRX will ensure that the Training Plan is consistent with industry best practices and the specific needs of the City.
- **Legacy Data Access Statement of Work** – The City and the selected vendor will need to determine the optimal legacy data access approach. Possible approaches include, but are not limited to: converting all data, converting select data, accessing data through an interface to legacy systems, migrating data to a data warehouse and some combination of these approaches. DELTAWRX will assist the City with evaluating alternative approaches to accessing legacy data and incorporate the optimal approach into the Statement of Work.
- **Statement of Work and Preliminary Project Schedule** – DELTAWRX will work with the selected system vendor and the City to develop a Statement of Work that details the tasks required for implementation of the new systems. The Statement of Work will include a high-level preliminary project schedule to provide a guide for the development of a detailed

project schedule as an initial task during system implementation. The Statement of Work should include task descriptions, vendor and City personnel and responsibilities, prerequisites for starting the task, and task completion criteria.

- **System Acceptance Testing Plan** – DELTAWRX will work with the selected vendor and the City to develop an Acceptance Testing Plan that addresses functional, performance and reliability testing.

## **OPTIONAL TASKS**

### **Phase Four – System Implementation Oversight**

**Task 20 - Provide Implementation Planning and Oversight Services** – DELTAWRX will provide implementation and oversight services to assist with managing the system implementation. We will facilitate status meetings with the vendor and the Project Team during which we will review accomplishments to-date, discuss upcoming deliverables, assess project expenditures and assign responsibilities for tasks. We will ensure vendor compliance with the negotiated contract and address issues affecting project scope, schedule, budget and quality to make sure the project remains on schedule and within budget

**Task 21 - Supply Ongoing Technical Expertise** – Throughout the system implementation, DELTAWRX will provide independent analysis and expertise to the City. Having been involved in studying and implementing a wide variety of public safety information and communication systems, we have developed unique insight into the technologies that have been developed to create today's modern integrated systems and the interface requirements to ensure seamless data flow to and from the systems which remain external to the core applications. We will recommend any policy adjustments that might be needed as a result of implementing the new solution, and will be an aggressive advocate for the City's interests but will also recommend fair and equitable solutions to challenges that may arise.

**Task 22 - Monitor Project Risks and Issues** – DELTAWRX will create a risk register to track implementation risks and mitigation strategies and to identify any issues that may require adjustments to existing Department policies and/or processes. We will conduct a workshop with the selected vendor and City Implementation Team to identify risks and issues, assign values (high, medium, and low) to concern levels, expected impact on project and the likelihood of occurrence. During the workshop, we also will develop a mitigation strategy for each identified risk and, if appropriate, a contingency plan should the risk become a realized project issue. During project status meetings, DELTAWRX will review relevant risks and issues of high concern, assess the effectiveness of the risk mitigation strategies and determine whether the assigned concern values require adjustment.

**Task 23 - Assist with Change Management** – As part of our implementation oversight services, DELTAWRX will identify any core process changes that will occur with the implementation of the new system and assess critical organizational, technical, and business changes that are likely to accompany the implementation of the new system. We will plan to include any identified areas that

may require change management, discuss and document plans for addressing them as a standing agenda item during project status meetings.

## **Project Schedule**

We have prepared the preliminary Project Schedule on the following page based upon the scope of services described in our work plan and our experience completing similar engagements. As an initial task, DELTAWRX will finalize the project schedule with the Project Team to ensure we understand any time constraints the City is facing that DELTAWRX will need to accommodate. While we have built time into the schedule to accommodate known holidays and natural project lag times (e.g., scheduling meetings, review cycles), we have not factored time into the schedule to accommodate delays on the part of City resources.

In order to ensure we adhere to the agreed-upon timeline, we will have frequent communication with the City's Project Manager regarding any potential project delays. In the event that a delay is unavoidable, we will update the schedule and ensure all parties are aware of the downstream effects. As our project tasks are primarily sequential, any changes to the schedule will likely have a cascading effect on remaining tasks.

It is important to note that the time necessary to implement an enterprise public safety software solution can vary widely depending on numerous factors including but not limited to the vendor selected, system architecture, configuration requirements, training schedule, legacy data access, system testing approach, and City resource availability. Based upon our experience completing implementations of similar size and complexity to the City, a 12 to 18-month implementation period is common assuming City resources can be dedicated to the project.

**Figure 1. Project Schedule**

Task #	Task	Estimated Start	Estimated Finish
<b>Phase 1 - Needs Assessment</b>			
1	Hold Project Planning Meeting	6/1/2022	6/1/2022
2	Conduct Project Kickoff Meeting	6/14/2022	6/14/2022
3	Review Background Materials	6/6/2022	6/24/2022
4	Conduct Interviews and Focus Group Discussions	6/14/2022	6/24/2022
5	Observe Technology in Use	6/14/2022	6/24/2022
6	Identify Business Needs	6/27/2022	7/29/2022
<b>Phase 2 - RFP Development and Proposal Evaluation</b>			
7	Document Functional Requirements	8/1/2022	8/12/2022
8	Review and Finalize Functional Requirements	8/15/2022	9/2/2022
9	Develop RFP	8/29/2022	9/16/2022
10	Release RFP	9/19/2022	11/4/2022
11	Prepare Evaluation and Selection Plan	9/9/2022	11/4/2022
12	Facilitate Proposal Evaluation Meetings	11/7/2022	12/16/2022
13	Facilitate Vendor Demonstrations	1/9/2023	1/27/2023
14	Facilitate Reference Checks and Site Visits	1/30/2023	2/17/2023
15	Analyze Cost Proposals	2/6/2023	2/17/2023
16	Assist with Recommendation of Most Qualified System Provider	2/20/2023	2/24/2023
<b>Phase 3 - Contract Negotiations</b>			
17	Develop Contract Negotiation Team	2/27/2023	3/3/2023
18	Develop Contract Negotiation Strategy	3/6/2023	3/17/2023
19	Assist with Contract Negotiations	3/20/2023	5/5/2023
<b>Phase 4 - System Implementation Oversight</b>			
20	Provide Implementation Planning and Oversight Services	TBD	TBD
21	Supply Ongoing Technical Expertise	TBD	TBD
22	Monitor Project Risks and Issues	TBD	TBD
23	Assist with Change Management	TBD	TBD

## Section 3 - Relevant Experience

DELTAWRX has provided consulting services to more than 200 public safety agencies over the past twenty years, with a specific focus on public safety operations and technology. We have completed similar engagements with public safety agencies throughout St. Louis County, Missouri; DuPage County, Illinois; and Black Hawk County, Iowa, among others. Our national footprint for similar scopes of services includes agencies such as the City of College Station, Texas; City and County of Broomfield, Colorado; City of Boston, Massachusetts; City of Minneapolis, Minnesota; Arlington County, Virginia; and the City of Santa Clara, California. As of the writing of this proposal DELTAWRX has managed 68 distinct public safety software systems assessments and/or replacement projects.

Included in this section are detailed project descriptions for some of our most relevant previously completed engagements, complete with contact information and key DELTAWRX personnel assigned to each project. We have also included a list of all DELTAWRX past and current clients in Figure 2 at the end of this section. We would be pleased to provide further information regarding any of our previous projects upon request. Since DELTAWRX personnel possess the knowledge skills and experience to successfully complete this project with the City, we will not be proposing any subcontractors to assist us in completing engagement.





## Public Safety Systems Replacement Projects

DELTAWRX assisted the Arlington County Police Department and Sheriff's Office with replacing its Criminal Justice Records Management System (CJRMS), which included law enforcement records management, automated field reporting, corrections management and civil processing applications. As an initial task, DELTAWRX conducted a series of information gathering activities and identified the County's business needs as pertains to application software. We prepared functional requirements for the new system and developed a Request for Proposals for an integrated CJRMS.

The new system will support the County in its transition from paper-based to electronic report writing, and enable the two agencies to improve information sharing while reducing redundant data entry.

DELTAWRX assisted the County with evaluating proposals and negotiating a contract with the selected vendor. DELTAWRX supported the system implementation by providing vendor management and issue tracking assistance and through change management and business process mapping activities.

Recently, through a separate procurement process, DELTAWRX began a similar project for the replacement of the County's legacy CAD system. The project involves extensive change management, business process reengineering and regional coordination with potential partner agencies.

### At a Glance

- Service Population: 235,000
- Project Dates: 2011 – 2014; 2019 – Present

### Project Scope

- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiation
- Implementation Oversight

### Reference Information

Ms. Niki Levy  
Project Management  
Public Safety Information  
Technology  
1425 N Courthouse Road  
Arlington, VA 22201  
(703) 228-4365  
nslevy@arlingtonva.us

### Key DELTAWRX Personnel

- Brian Hudson
- Michael Galvin



## Black Hawk County CJIS Board, Iowa

### Public Safety Systems Replacement Project

The Criminal Justice Information System Board of Black Hawk County (Board), on behalf of its User Groups, retained DELTAWRX to lead the effort to replace its legacy Computer Aided Dispatch, Mobile, Records Management, Field Based Reporting, Civil Processing and Jail Management Systems. Multiple agencies throughout the County are participating in this project, including the Black Hawk County Consolidated Communication Center, which provides services for 24 public safety agencies and a resident population of approximately 130,000 people.

DELTAWRX performed a business needs assessment and worked with key stakeholders to identify and develop functional requirements for the new integrated system.

In addition, we developed a Request for Proposals document for the Board and are currently leading the evaluation phase of the project, which includes facilitating the proposal review, coordinating and attending vendor demonstrations, organizing reference checks and site visits, analyzing cost proposals and leading all Evaluation Team scoring meetings.

DELTAWRX is currently assisting the Board through the implementation phase of the engagement.

#### At a Glance

- Service Population: 131,000
- Project Dates: 2018 – Present

#### Project Scope

- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiation
- Implementation Oversight

#### Reference Information

Ms. Judy Flores  
Director  
Black Hawk County  
Consolidated Communications  
Center  
225 E 6th Street  
Waterloo, IA 50703  
(319) 291-2680  
[jflores@bhcs.org](mailto:jflores@bhcs.org)

#### Key DELTAWRX Personnel

- Brian Hudson
- Ryan Wolcott
- Michael Galvin



## City and County of Broomfield, Colorado

### Public Safety Systems Replacement Project

The City and County of Broomfield engaged DELTAWRX to assess the Police Department's information systems, manage the procurement of new technology, negotiate a contract with the successful vendor, and oversee system implementation. DELTAWRX created business process maps of the current communications, records management and jail business processes. Focusing on information flows, we identified systems and applications, data exchanges, strengths, weaknesses, and opportunities for improvement. We used the process maps to assess the current environment, identify functional, technical and organizational business needs, conduct a gap analysis, and make recommendations to address the gaps.

The assessment also addressed procurement scope and budget, system architecture, legacy data access, staffing and IT support, application administration, and training.

We compiled our recommendations in an action plan with steps Broomfield could take to improve organizational effectiveness.

After completing the Assessment, DELTAWRX wrote an RFP for a new Computer Aided Dispatch, Records Management and Jail Management solution, and assisted with the evaluation of proposals. We then negotiated a contract with the selected vendor and provided project oversight during system implementation. Key project oversight tasks included status reporting for City Council, risk management, assistance with system testing, and transition planning. The project was completed on time, on budget, and within scope.

#### At a Glance

- Service Population: 59,000
- Project Dates: 2012 – 2016

#### Project Scope

- Operations and Systems Performance Assessment
- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiation
- Implementation Oversight

#### Reference Information

Barb Griebel  
Commander  
CCOB Police Department  
7 DesCombes Drive  
Broomfield, CO 80020  
(303) 438-6456  
bgriebel@broomfield.org

#### Key DELTAWRX Personnel

- Monica Lynn
- Brian Hudson
- Ryan Wolcott



## City of College Station, Texas

### Public Safety Systems Replacement Project

DELTAWRX assisted the City of College Station, the home of Texas A&M University, with the replacement of its Computer Aided Dispatch (CAD), Mobile computing, Law Enforcement Records Management (RMS), Field Based Reporting (FBR) and Jail Management Systems.

To begin, DELTAWRX reviewed background materials provided by the City and conducted informational interviews and ride-alongs with project stakeholders and key personnel. We used information gathered to document the current public safety systems environment and develop a business needs assessment for the City. The assessment included a budgetary estimate and preliminary scope for a replacement system, providing a foundation for developing a Request for Proposals.

DELTAWRX worked closely with College Station system end users to define the functional requirements of the future system and developed a comprehensive Request for Proposals in compliance with local procurement practices. In addition, we prepared a vendor evaluation and selection plan which provided a roadmap for the City to follow during the proposal evaluation phase of the project.

In addition, DELTAWRX worked with the City's Evaluation Team to analyze the proposal responses, documented evaluation decisions in a Vendor Selection Report, assisted the City with negotiating a contract with the selected vendor, and developed Implementation, Solution Acceptance Testing and Change Management Plans for the City.

#### At a Glance

- Service Population: 100,000
- Project Dates: 2013 – 2015

#### Project Scope

- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiation

#### Reference Information

Mr. Scott McCollum (Former College Station Police Chief)  
Associate Division Director  
Institute for Law Enforcement  
and Protective Services  
Excellence at Texas A&M  
Engineering Extension Service  
(979) 458-6805  
Scott.mccollum@teex.tamu.edu

#### Key DELTAWRX Personnel

- Brian Hudson
- Michael Galvin
- Ryan Wolcott



## DuPage County Emergency Telephone System Board (ETSB), Illinois

### Public Safety Systems Replacement Project

DELTAWRX assisted DuPage County with the replacement of its Computer Aided Dispatch (CAD), Mobile Computing, Field Reporting, and Law Enforcement Records Management System. Once implemented, the solution is likely to be used by 65 public safety agencies and ten PSAPs across the County, facilitating county-wide data sharing and providing users with increased application software functionality.

To meet the diverse needs of each potential user group, DELTAWRX, under the direction of the Emergency Telephone System Board, engaged in cross-functional, cross-departmental, and cross-agency focus groups to discuss project goals and future system requirements. We documented these and other needs in a Request for Proposals for a future system and assisted the County with managing the procurement process.

DELTAWRX led a multi-agency Evaluation Team in the proposal evaluation process, which included analyzing technical proposals and vendors' responses to the functional requirements. We also assessed finalists' cost proposals, enabling the Evaluation Team to objectively compare one-time and recurring system costs.

Other evaluation activities included supporting reference checks and site visits, facilitating finalist vendor demonstrations, and documenting the Evaluation Team's decisions in a Vendor Selection Report.

DELTAWRX provided Project Management services throughout the duration of the ETSB's implementation of the new regional system.

### At a Glance

- Service Population: 1M
- Project Dates: 2013 – 2019

### Project Scope

- Needs Assessment
- RFP Development
- Proposal Evaluation
- Project management / Implementation Oversight

### Reference Information

Ms. Linda Zerwin  
Executive Director, 9-1-1  
System Director  
Emergency Telephone System  
Board of DuPage County  
421 County Farm Road  
Wheaton, IL 60187  
(630) 878-2509  
[linda.zerwin@dupageco.org](mailto:linda.zerwin@dupageco.org)

### Key DELTAWRX Personnel

- Michael Galvin
- Brian Hudson



## City of Longmont, Colorado

### Law Enforcement RMS Replacement Project

DELTAWRX is assisting the City of Longmont, CO with procuring new public safety and criminal justice systems, including a Fire Records Management and Electronic Patient Care Reporting System, a Police Records Management System, a Court and Probation Management System and a Prosecuting Attorney Case Management System. Based on our assessment of the status of the City's project when our engagement began, the City decided to conduct two solicitations – one for the Fire/EMS applications and one for the remaining applications.

DELTAWRX has assisted with evaluating the proposals submitted in response to the Fire/EMS application solicitation and the criminal justice systems solicitation. As of the writing of this proposal our team is preparing for contract negotiations with the City's selected vendors.

#### At a Glance

- Service Population: 95,000
- Project Dates: 2019 – Present

#### Project Scope

- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiation
- Implementation Oversight

#### Reference Information

Mr. Ryan S. Keith, CJF  
Technical Analyst & Project  
Manager  
Enterprise Technology  
Services  
225 Kimbark St.  
Longmont, CO 80501  
(303) 746-9172  
ryan.keith@longmontcolorado.gov

#### Key DELTAWRX Personnel

- Monica Lynn



## City of Minneapolis, Minnesota

### Law Enforcement RMS Replacement Project

The Minneapolis Police Department has approximately 840 sworn officers and 300 civilian employees. Currently, the Department uses a custom-built Records Management System (RMS) called the Computer Assisted Police Reporting System, or CAPRS. The City of Minneapolis initially engaged DELTAWRX to assess its records management environment. DELTAWRX mapped core business processes, identified business needs, and conducted a gap analysis to develop a business case report for procuring new technology. The business case report included specific recommendations for functional and organizational business process improvements, as well as a budget for technology procurement.

Based on the outcome of the business needs assessment, DELTAWRX was further retained to assist with the procurement and

implementation of a new RMS for the Police Department. DELTAWRX worked with the City and the Police Department to specify functional requirements, including interfaces, and develop and release a request for proposals for a new RMS.

DELTAWRX facilitated the proposal evaluation process, developed scenarios and interview questions for the vendor presentations, attended and guided the vendor presentations, and analyzed cost proposals.

DELTAWRX also worked with the City to negotiate a contract with the selected vendor. During system implementation, DELTAWRX is providing subject matter expertise and guiding business process change efforts to help the City effectively use its new RMS.

#### At a Glance

- Service Population: 400,000
- Project Dates: 2013 – 2017

#### Project Scope

- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiation
- Implementation Oversight

#### Reference Information

Kevin Lutz  
City of Minneapolis Project  
Manager  
Flour Exchange Building  
310 4<sup>th</sup> Avenue South, Suite  
400  
Minneapolis, MN 55415  
(612) 673-2375  
kevin.lutz@minneapolis.gov

Lieutenant Greg Reinhardt  
Minneapolis Police  
Department  
350 South 5<sup>th</sup> Street, Room 130  
Minneapolis, MN 55415  
(612) 673-3587  
gregory.reinhardt@minneapolis.gov

#### Key DELTAWRX Personnel

- Monica Lynn
- Donald Denning



## City and County of Napa, California

### Law Enforcement RMS Replacement Project

DELTAWRX is assisting the Napa Police Department and Napa County Sheriff's Office with the replacement of their multi-agency law enforcement Records Management System (RMS).

In order to meet Federal and California National Incident-Based Reporting System (NIBRS) requirements, the NPD must replace its existing RMS, which is shared with the Napa County Sheriff's Office (NSO), with a NIBRS-compliant solution. The Department is using grant funds received under the Federal NCS-X grant program to acquire and implement the new system.

DELTAWRX is documenting functional and technical requirements for the new system, developing a Request for Proposals, assisting with evaluating vendor proposals, facilitating vendor demonstrations, reference checks and other tasks to vet the vendors and negotiating a contract with the successful provider.

DELTAWRX is currently overseeing the system implementation.

#### At a Glance

- Service Population: 136,000
- Project Dates: 2019 – Present

#### Project Scope

- Functional and Technical Requirements
- RFP Development
- Proposal Evaluation
- Contract Negotiation
- Implementation Oversight

#### Reference Information

Ms. Imelda Preciado  
Police Records Department  
Administrator  
Napa Police Department  
1539 First Street  
Napa, CA 94559  
(707) 257-9202  
[ipreciado@cityofnapa.org](mailto:ipreciado@cityofnapa.org)

#### Key DELTAWRX Personnel

- Michael Thayer





## City of Portland, Oregon

### Law Enforcement RMS Replacement Project

DELTAWRX is assisting the Portland Police Department with replacing its law enforcement Records Management System as it transitions from RegJIN, a multi-agency regional solution, to a new system that will be configured to exclusively serve the Department's 1000+ employees.

DELTAWRX assessed the Department's current technology environment and prepared a business needs assessment that established organizational, technical and functional needs as they pertain to records management software and support models.

Our team prepared budgetary estimates for the future system and supported the Department with identifying viable alternatives to the RegJIN application. We documented the Department's functional requirements and prepared a comprehensive Request for Proposals for a new solution. We are currently facilitating the proposal evaluation and vendor selection process.

DELTAWRX will ultimately support the Portland Police Department with contract negotiations and system implementation.

#### At a Glance

- Service Population: 645,000
- Project Dates: 2018 – Present

#### Project Scope

- Functional and Technical Requirements
- RFP Development
- Proposal Evaluation
- Contract Negotiation
- Implementation Oversight

#### Reference Information

Ms. Tammy Mayer  
RegJIN Senior Program  
Manager  
Portland Police Department  
1111 S.W. 2nd Avenue  
Portland, Oregon 97204  
(503) 823-0101  
tammy.mayer@portlandoregon.  
gov

#### Key DELTAWRX Personnel

- Brian Hudson
- Ryan Wolcott
- Michael Galvin



## City of Santa Clara, California

### Public Safety Systems Replacement Project

The City of Santa Clara engaged DELTAWRX to lead an effort to replace the Police and Fire Department's disparate CAD, Mobile Computing, Report Writing and RMS systems. In conjunction with this effort, the Police Department also sought to streamline business practices when possible and eliminate the information silos that have developed primarily as a result of using numerous third-party systems.

DELTAWRX documented the strengths, weaknesses, challenges and opportunities in the current technology and support environment and identified the Police Department's functional, technical and organizational business needs as pertain to a future CAD/RMS. In addition, our team mapped 70 common business processes, spanning multiple operational areas including communications, report writing, crime reporting, records, property and evidence, training, asset and supply

management and more. For each business process, we identified potential areas for improvement with the acquisition of a new public safety application software suite.

Working from this foundation, we prepared an RFP, assisted the City with evaluating proposals, and led contract negotiations with the preferred vendor. We are currently overseeing the system implementation.

#### At a Glance

- Service Population: 126,000
- Project Dates: 2016 – Present

#### Project Scope

- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiation
- Implementation Oversight

#### Reference Information

Captain Richard Fitting  
Santa Clara Police Department  
601 El Camino Real  
Santa Clara, CA 95050  
(408) 640-6817  
[rfitting@santaclaraca.gov](mailto:rfitting@santaclaraca.gov)

#### Key DELTAWRX Personnel

- Brian Hudson
- Ryan Wolcott



## City of Springfield, Massachusetts

### Public Safety Systems Replacement Project

DELTAWRX is assisting the City of Springfield with replacing its Computer Aided Dispatch, Mobile, Records Management and Report Writing systems used by its public safety agencies.

DELTAWRX assessed the current technology environment and prepared a business needs assessment that established organizational, technical and functional needs.

We documented the functional requirements of emergency communications and fire and police departments and prepared a comprehensive Request for Proposal for a new solution to meet the needs of all the stakeholders.

We are currently facilitating the proposal evaluation and vendor selection process, including reviewing written proposals, conducting reference checks, managing vendor demonstrations and assisting with site visits and leading the contract negotiations process with the City's preferred vendor.

Finally, DELTAWRX will provide implementation oversight services, including supplying project management and technical subject matter expertise.

#### At a Glance

- Service Population: 154,000
- Project Dates: 2019 – Present

#### Project Phases

- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiation
- Implementation Oversight

#### Reference Information

Mr. David Wells  
Deputy Chief of Staff Services  
Springfield Fire Department  
605 Worthington Street  
Springfield, MA 01105  
(413) 787-6409  
[dwells@springfieldcityhall.com](mailto:dwells@springfieldcityhall.com)

#### Key DELTAWRX Personnel

- Brian Hudson
- Donald Denning



## Public Safety Systems Replacement Project

DELTAWRX assisted the City of Visalia Police and Fire Departments with replacing their legacy CAD/Mobile and RMS systems. After conducting interviews and focus group discussions with more than 100 system end-users and shadowing personnel in both Dispatch and Records, DELTAWRX prepared a Master Plan for the City. The Master Plan documented the current public safety technology environment, with a focus on application software. In addition, it identified employees' functional, technical and organizational business needs for the desired future state, as well as providing a scope for the RFP and budgetary estimates.

DELTAWRX worked closely with the City's Purchasing Department to develop a request for proposals for the new solution. We also supported a comprehensive proposal evaluation process, which included vendor demonstrations, reference checks and site visits.

We ultimately supported the City through contract negotiations and served as a Project Manager during the system implementation. In this role, we tracked open issues, ensured vendor compliance with the Statement of Work, Training Plan and Acceptance Test Plan, and oversaw cutover activities.

This project was particularly significant to the City of Visalia Police Department which transitioned from dictation and paper-based report writing to an electronic, automated field reporting application and the use of convertible laptops, driver's license scanners and smartphone-compatible technology.

### At a Glance

- Service Population: 128,000
- Project Dates: 2014 – 2016

### Project Scope

- Needs Assessment
- RFP Development
- Proposal Evaluation
- Contract Negotiation
- Implementation Oversight

### Reference Information

Ms. Veronica McDermott  
Support Services Manager  
Visalia Police Department  
303 South Johnson Street  
Visalia, CA 93292  
(559) 713-4230  
[vmcdermott@ci.visalia.ca.us](mailto:vmcdermott@ci.visalia.ca.us)

### Key DELTAWRX Personnel

- Brian Hudson
- Michael Galvin

**Figure 2 – Complete DELTAWRX Client List**

**Cities**

Albuquerque, NM  
Alexandria, VA  
Anaheim, CA  
Baton Rouge, LA  
Berkeley, CA  
Beverly Hills, CA  
Bellevue, WA  
Boston, MA  
Broomfield, CO  
Burbank, CA  
Cambridge, MA  
Carlsbad, CA  
Cedar Rapids, IA  
Chowchilla, CA  
College Station, TX  
Denver, CO  
Duluth, MN  
Elgin, IL  
Fort Smith, TX  
Fremont, CA  
Garden City, KS  
Hayward, CA  
Indianapolis, IN  
Kansas City, MO  
Long Beach, CA  
Longmont, CO  
Longview, TX  
Madera, CA  
Milpitas, CA  
Minneapolis, MN  
Modesto, CA  
Mountain View, CA  
Napa, CA  
Nashville, TN  
Newark, CA  
O'Fallon, MO  
Olathe, KS  
Palo Alto, CA  
Pasadena, CA  
Pittsburgh, PA  
Portland, OR  
Redding, CA  
Redmond, WA  
Salinas, CA  
San Francisco, CA  
Santa Barbara, CA  
Santa Clara, CA  
San Jose, CA  
Spokane, WA  
Springfield, MA  
Steamboat Springs, CO  
Tempe, AZ  
Union City, CA  
Visalia, CA  
Waukesha, WI  
West Chester, OH  
Westminster, CA

**Counties**

Arlington County, VA  
Bernalillo County, NM  
Broomfield County, CO  
Clackamas County, OR  
Clark County, WA  
Columbia County, OR  
DeKalb County, IN  
Delaware County, IN  
Denver County, CO  
DuPage County, IL  
East Baton Rouge Parish, LA  
Grand County, CO  
Hamilton County, IN  
Harrison County, MS  
Horry County, SC  
Lewis County, WA  
Los Angeles County, CA  
Madera County, CA  
Marin County, CA  
Marion County, IN  
Monterey County, CA  
Multnomah County, OR  
Napa County, CA  
Orangeburg County, SC  
Ramsey County, MN  
Routt County, CO  
Sacramento County, CA  
Saint Louis County, MO  
Santa Barbara County, CA  
Spokane County, WA  
Stanislaus County, CA  
Stafford County, VA  
Stearns County, MN  
Teller County, CO  
Thurston County, WA  
Ventura County, CA  
Washington County, OR  
Yuba County, CA

**States**

California  
Florida  
Indiana  
Massachusetts State Police  
Nebraska Department of Roads  
Oregon State Police  
Rhode Island Police Chiefs' Association  
Utah Communications Authority

**Regional Consortia**

Anoka County Joint Law Enforcement Council (JLEC), MN  
Albemarle County/City of Charlottesville/University of Virginia, VA  
Bay Area Air Quality Management District (BAAQMD), CA  
Benton County Emergency Services, WA  
Black Hawk County CJIS Board, IA  
Chittenden County Regional Planning Commission, VT  
Clark County Regional Emergency Services Agency (CRESA), WA  
Consolidated Fire Agencies of East Valley (CONFIRE), CA  
Deschutes County 9-1-1, OR  
DuPage County ETSB, IL  
E-Comm 911, British Columbia  
El Paso-Teller County 911 Authority, CO  
Kenosha Joint Services, WI  
Los Angeles Regional Interoperable Communications System (LA-RICS), CA  
Local Government Information Systems Association (LOGIS), MN  
Marin Emergency Radio Authority (MERA), CA  
Marin Transit, CA  
Metro Transit Police, MN  
Metropolitan Emergency Communications Agency (MECA), IN  
Next Generation Radio Project (NGEN), Monterey, CA  
Northeast King County Regional Communications Center (NORCOM), WA  
Northeast Homeland Security Regional Advisory Council (NERAC), MA  
Orange County Fire Authority, CA  
Rhode Island Police Chiefs' Association, RI  
Santa Clara County, CA  
Scott Emergency Communications Center (SECC), IA  
Snohomish County Police Staff and Auxiliary Service Center (SNOPAC), WA  
South Central Region, CO  
South Sound 911, WA  
Stanislaus Regional 911, CA  
Valley Communications Center (Valley Com), WA  
Washington County Consolidated Communications Agency (WCCCA), OR  
Yolo Emergency Communications Agency (YECA911), CA

**Other**

Bain & Company  
Bridge Growth Partners  
Bulger Partners  
GI Partners  
Hamilton Southeastern School District  
Primary Insight  
Riverwood Capital Management  
San Francisco International Airport  
Silver Lake Partners  
Southern California Edison  
United States Department of Justice, Bureau of Justice Assistance

## Section 4 – Project Fees

Our proposed, not-to-exceed total professional fees are included in Figure 3 below. Our pricing is inclusive of all administrative, travel and related expenses. We have not included pricing for Phase 4 System Implementation Oversight at this time. Should we be selected, we propose either an hourly rate of \$215 or the development of a fixed price workplan that reflects the selected vendor’s approach, availability of City resources and other variables more defined at this time. Over the course of two decades completing public safety software implementations, we have learned that it is most cost-effective to postpone the finalization of a specific consulting implementation scope of services until the selection of the system vendor and development of its Statement(s) of Work.

Figure 3. Project Fees

Task #	Task	Hours	Total	Est. CAD Cost	Est. RMS Cost
<b>Phase 1 - Needs Assessment</b>		<b>Hours</b>	<b>Fees</b>	<b>Fees</b>	<b>Fees</b>
1	Hold Project Planning Meeting	4	\$ 897	\$ 449	\$ 449
2	Conduct Project Kickoff Meeting	16	\$ 3,588	\$ 1,794	\$ 1,794
3	Review Background Materials	24	\$ 5,382	\$ 2,691	\$ 2,691
4	Conduct Interviews and Focus Group Discussions	88	\$ 19,734	\$ 7,894	\$ 11,840
5	Observe Technology in Use	16	\$ 3,588	\$ 1,794	\$ 1,794
6	Identify Business Needs	64	\$ 14,352	\$ 7,176	\$ 7,176
<b>Phase 1 Total</b>		<b>212</b>	<b>\$ 47,541</b>	<b>\$ 21,797</b>	<b>\$ 25,744</b>
<b>Phase 2 - RFP Development and Proposal Evaluation</b>		<b>Hours</b>	<b>Fees</b>	<b>Fees</b>	<b>Fees</b>
7	Document Functional Requirements	80	\$ 17,160	\$ 6,864	\$ 10,296
8	Review and Finalize Functional Requirements	80	\$ 17,160	\$ 6,864	\$ 10,296
9	Develop RFP	64	\$ 14,352	\$ 7,176	\$ 7,176
10	Release RFP	16	\$ 3,588	\$ 1,794	\$ 1,794
11	Prepare Evaluation and Selection Plan	12	\$ 2,691	\$ 1,346	\$ 1,346
12	Conduct Independent Proposal Analysis and Facilitate Proposal Evaluation Meetings	96	\$ 21,528	\$ 10,764	\$ 10,764
13	Facilitate and Attend Vendor Demonstrations	80	\$ 17,940	\$ 8,970	\$ 8,970
14	Facilitate Reference Checks and Site Visits	24	\$ 5,382	\$ 2,691	\$ 2,691
15	Analyze Cost Proposals	32	\$ 7,176	\$ 3,588	\$ 3,588
16	Assist with Recommendation of Most Qualified System Provider	32	\$ 7,176	\$ 3,588	\$ 3,588
<b>Phase 2 Total</b>		<b>516</b>	<b>\$ 114,153</b>	<b>\$ 53,645</b>	<b>\$ 60,509</b>
<b>Phase 3 - Contract Negotiations</b>		<b>Hours</b>	<b>Fees</b>	<b>Fees</b>	<b>Fees</b>
17	Develop Contract Negotiation Team	4	\$ 897	\$ 449	\$ 449
18	Develop Contract Negotiation Strategy	12	\$ 2,691	\$ 1,346	\$ 1,346
19	Assist with Contract Negotiations	80	\$ 17,940	\$ 8,970	\$ 8,970
<b>Phase 3 Total</b>		<b>96</b>	<b>\$ 21,528</b>	<b>\$ 10,764</b>	<b>\$ 10,764</b>
<b>Total</b>		<b>824</b>	<b>\$ 183,222</b>	<b>\$ 86,206</b>	<b>\$ 97,016</b>
<b>Phase 4 - System Implementation Oversight</b>		<b>Hours</b>	<b>Fees</b>		
20	Provide Implementation Planning and Oversight Services	TBD	TBD		
21	Supply Ongoing Technical Expertise	TBD	TBD		
22	Monitor Project Risks and Issues	TBD	TBD		
23	Assist with Change Management	TBD	TBD		