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DATE: September 15, 2009
TO: Mayor and City Council
FROM: Technology Services Director
SUBJECT: Public Safety Computer Aided Dispatch/Records Management System
(CAD/RMS) Project Management Contract

RECOMMENDATION

That Council approve a resolution providing authority to the City Manager to negotiate and enter into a contract for an outside contract project manager for the proposed Public Safety Computer Aided Dispatch/Records Management System (CAD/RMS) with Deltawrx.

BACKGROUND

At your meeting of June 23rd, 2009 Council approved a resolution for the City Manager to negotiate, procure and implement a new Public Safety Computer Aided Dispatch/Records Management System (CAD/RMS). This project requires the use of a consulting firm that will assist with the project in the area of contract negotiations and overall project management. The Technology Services, Police and Fire Departments contacted three consulting firms to submit quotes to provide consulting services to the City for this project.

DISCUSSION

The City contacted various agencies that have recently implemented a Public Safety system to obtain a list of qualified project management companies. Technology Services along with Public Safety interviewed three consulting firms that specialize in project management of public safety systems. The companies were given an overview with specifications as to what the City required in the area of system project management. Each firm submitted a quote in response to our inquiries. The firms were contacted for any questions or refinements to their proposed quotes, and were asked to give a final quote based on their inquiries and timeline/responsibilities provided by the City.

After a thorough review of the proposals Deltawrx has been chosen as the vendor to award. Deltawrx was found to be better suited to provide the services required by both public safety departments and Technology Services because of their ability to provide resources and the experience with various public safety systems.

FISCAL IMPACT

The quotes are as follows:

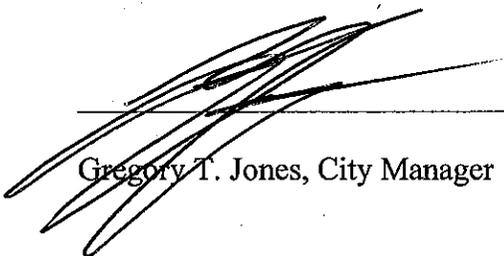
Geocomm	\$228,870
Deltawrx	\$179,500
The Phoenix Group	\$151,050

The initial report approved by Council included a line item budget for the system costs. The budget given for project management was \$150,000 to include contract negotiations and overall system project management. The proposed vendor exceeds the budgeted amount but both Technology Services and Public Safety feel they are the most qualified. The exceeded cost can be met with the contingency budget included within the overall budget of the project.



Clancy Priest, Technology Services Director

Approved by:



Gregory T. Jones, City Manager

Attachments: Public Safety Computer Aided Dispatch/Records Management System (CAD/RMS) Project Management Proposal from Delta WRX.

Council Resolution



City of Hayward

**Proposal to Provide
Contract Negotiations and
Project Management Assistance
for Integrated Public Safety
Systems Project**

May 18, 2009





21700 Oxnard St.
Suite 530
Woodland Hills, California 91367
(818) 227-9300 ☎
(818) 227-9301 ☎

May 18, 2009

Mr. Clancy Priest
Technology Services Director
777 B Street
Hayward, CA 94544

Dear Mr. Priest:

As you have requested, DELTAWRX is pleased to submit a proposal to the City of Hayward (City) for contract negotiations and project management assistance for its upcoming integrated public safety systems project. Our proposal is based on our recent discussions with you; our recent planning, procurement, selection and contract negotiation assistance to the North East County, Public Safety Communication Agency (NORCOM) over the last two years; our planning and contract negotiations experience with the Snohomish County Police Staff and Auxiliary Service Center (SNOPAC) and our experience in assisting other public safety agencies in similar assignments.

As one of the nation's premier public safety consulting firms, we believe that we are best qualified to assist the City with this important effort. To ensure the success of this project, we will provide:

1. **Specialized Expertise** - Our proposed project team has led more than 100 of the most innovative public safety information systems projects in the nation. We have direct experience with identifying integration solutions for third party systems, including E9-1-1, TDD, paging, radio, logging recorders, mapping, AVL, mobile data, fire station alerting, time synchronization, RMS, and GIS. In addition to understanding public safety technology, we have extensive experience with fire and emergency medical service field operations. Within the last five years alone, we have provided CAD/RMS planning, procurement, contract negotiations and project management services for the following agencies.

- Sacramento County, CA
- Consolidated Fire Agencies of the East Valley (CONFIRE), CA



- Agencies of Stanislaus Regional 911 and City of Modesto, CA
- Clark County Emergency Regional Services Agency (CRESA), WA
- City of Kansas City, MO
- City of Boston, MA
- Santa Barbara County, CA
- North East King County Regional Public Safety Communications Center (NORCOM), WA
- Snohomish County Police Staff and Auxiliary Service Center (SNOPAC), WA
- Valley Communications Center, WA
- City of Santa Barbara, CA
- Scott Emergency Communications Center, IA
- City of Tempe, AZ
- Thurston County Regional RMS Consortium, WA
- Washington County, OR
- City of Burbank, CA
- City of Elgin, IL
- City of Pasadena, CA

Finally, all of the consultants that we would assign to this project have engineering degrees and/or MBAs, MPAs or PhDs and possess the necessary interdisciplinary skills to ensure the engagement's successful completion.

2. **Objectivity and Independence** - DELTAWRX is a completely objective and independent firm. While we enjoy productive working relationships with vendors, we have no commitments to any communications or information technology suppliers and are able to objectively assess alternatives which best meet the needs of our clients. We do not sell hardware or software nor do we represent any manufacturer or supplier.
3. **Experience in All Project Phases** - DELTAWRX manages information technology projects throughout the total lifecycle – from feasibility studies and strategic planning to system procurements and implementations. We have performed needs assessments, prepared strategic plans, conducted engineering studies, analyzed system and facility requirements, facilitated selection studies, developed request for proposals, negotiated contracts and intergovernmental agreements, developed multi-agency governance models and implemented local, regional and statewide information technology and communication systems. By working closely with City stakeholders, we have the capabilities to help ensure that your project is a complete success.
4. **Unmatched Commitment to Client Service** - You will see from our references that our consulting approach emphasizes close working relationships and constant communication throughout our projects. We will commit to Hayward the same level of service and responsiveness that we provide to all of our clients throughout the nation.

Mr. Clancy Priest
City of Hayward

Page 3
May 18, 2009

In summary, we believe our company is best qualified to assist the City with this engagement and we assure you that we are fully committed to its successful completion. If you have any questions, please contact Zack Sterngold or myself at (818) 227-9300. We look forward to working with the City on this most important assignment.

Very truly yours,

Brian Hudson
Partner

**Proposal to Provide
Contract Negotiations and Project Management Assistance
for Integrated Public Safety Systems Project**

Table of Contents

Cover Letter

Section One – Our Understanding of the Assignment2

Section Two – Project Work Plan.....3

Section Three – Firm Background and Experience8

Section Four – References 14

Section Five – Project Team Structure and Resumes22

Section Six – Project Cost.....25

Section Seven – Benefits to Hayward.....26

Section One – Our Understanding of the Assignment

Over the past several months, the City of Hayward (City) has conducted extensive due diligence in researching and analyzing integrated public safety systems to replace its core legacy systems. As a result of its efforts, the City has determined that New World Systems offers a public safety solution set that will meet its long-term needs. Specifically, the City wishes to follow the procurement process conducted by the City of Berkeley and begin contract negotiations with New World Systems for the provision of a new integrated Computer Aided Dispatch (CAD), Law Enforcement Records Management System (RMS), Mobile Data Computing (Mobile), Automated Field Reporting (AFR) and Jail Management System (JMS) solution. In addition to these core systems, the City seeks to ensure that the new system integrates with several internal and external systems used by the City today.

To assist in this project, the City is interested in hiring a consulting firm to provide the following services:

- Review of proposed Scope of Work
- Contract negotiations assistance
- Facilitation of internal business process review
- Project management assistance throughout implementation

The following proposal describes how DELTAWRX proposes to leverage its extensive public safety systems experience to ensure that the City accomplishes its goals on this project.

Section Two – Project Work Plan

DELTAWRX designed the following work plan based on our recent discussions with you; our recent planning, procurement, selection and contract negotiation assistance to the North East County Public Safety Communication Agency (NORCOM) over the last two years; our planning and contract negotiations experience with the Snohomish County Police Staff and Auxiliary Service Center (SNOPAC) and our experience in assisting other public safety agencies in similar assignments.

Phase I – Procurement Assistance

Task 1 - Conduct Project Planning Meeting – To kick off the project, we will conduct a planning meeting with key stakeholders. The first goal of this meeting is to have all involved parties agree upon the project objectives, timeline and deliverables. During the workshop, we will also discuss project logistics and try to anticipate any challenges that may arise during the project.

The second goal of the workshop is to identify issues and priorities related to each of the applicable public safety systems the City intends to procure. As we meet these key stakeholders, we will discuss short and long term objectives and how these will influence project requirements. During this task we will also identify project team members and roles, and important documentation for DELTAWRX to review.

Task 2 - Define High-Level Functional Requirements – Prior to purchasing new public safety system(s), DELTAWRX will assist the City with definition of high-level functional requirements for each application. In recognition of the City's procurement process and the desire to implement a commercial off-the-shelf (COTS) product, these will be high-level requirements. Among the requirements will be definition of basic product functionality, interfaces, service levels, and product maintenance. Once defined, they will form the basis of contracted performance and will serve to set expectations among the various stakeholders. We will facilitate up to two full day workshops with project stakeholders to develop these requirements.

Task 3 - Review Proposed Scope of Work – DELTAWRX will review the current Scope of Work (SOW) proposed by the selected vendor. As the SOW will represent an integral portion of the eventual purchase agreement, DELTAWRX will also need to review the proposed purchase agreement in its entirety to ensure that the terms contained in the SOW are adequately referenced. Based on our initial review and our experiences with other similar procurements, we will develop a list of identified strengths and weaknesses as well as recommendations to mitigate the weaknesses. We will meet with the project team to present the recommendations and to modify and prioritize them based on the City's needs. Ultimately, DELTAWRX will prepare potential modifications and terms to include in a negotiated SOW.

Task 4 - Conduct a Pre-Negotiation Strategy Session – In order to prepare the City for contract negotiations, we will conduct a session with the City's internal negotiating team to discuss and

finalize the overall negotiating strategy. In this session, we will examine the City's issues, positions and interests in order to determine the most desired outcomes in a negotiated agreement. Among the issues we will discuss and prioritize are:

- **Terms and Conditions:** Which terms and conditions (if any) are "deal breakers" for the City?
- **Price:** What is the City's desired price for the implementation? Is further funding available if the project team requires additional functionality from the vendor?
- **BATNA:** What is the City's "best alternative to a negotiated agreement?" In order to successfully negotiate an 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, e.g., is there a must-complete date for cutover of the system?

We also will attempt to develop a negotiating profile for the selected vendor in order to better understand their issues, positions and interests. By anticipating the vendor's negotiating strategy, the City's negotiating team will be better equipped to negotiate an agreement that both protects the City's interests and provides an acceptable outcome for the vendor.

We suggest that the negotiating team be kept as small as possible. However, we recommend that representatives from the legal and purchasing staff of the City be included on the team and attend all meetings.

Task 5 - Assist in Contract Negotiations – We will assist the City in negotiating a contract with the selected vendor that will allow implementation of the improved system within the City's guidelines. Although we are not attorneys, we will provide subject matter expertise to the team and assist in formulating negotiating strategies. We will work closely with appropriate legal and purchasing staff, whose participation in this process will be critical to its ultimate success. Among the contract components that we will review include:

- System design
- Scope of work
- Performance terms and conditions
- Service level agreement
- Maintenance agreements
- System performance criteria
- Pricing schedules
- Software license terms

- Installation responsibilities
- Customization and integration strategy
- Change order policies
- Order of precedence
- Payment milestones and terms
- Benchmarking
- Holdback criteria
- Responsibility matrices
- Functional acceptance testing
- Key personnel
- Insurance
- Warranty
- Assignment
- Termination clauses
- Remedies for non-compliance
- Others

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 negotiation meeting, we will provide the City with an action item list that summarizes the major outstanding issues. By working diligently with all parties through these issues, an agreement that clearly protects the City's interests should be reached.

Phase II – Implementation Assistance

We will assist the City in ongoing project management services throughout implementation. Our experience on projects of all sizes has enabled us to develop a framework for logically organizing and directing our efforts which enables us to add considerable value during implementation. To assist the City with project oversight and management, we will:

Task 6 - Facilitate Business Process Review – The City has clearly identified the potential for changes in business and organizational processes to fully realize the efficiencies that a modern integrated public safety system can afford. Based on our experience with managing change in public safety agencies implementing new and modern information systems, and because change management is such an important and often difficult endeavor, we recommend a discrete set of tasks dedicated to planning for change management. DELTAWRX will facilitate the identification of key business process flows within the City's public safety agencies. We will coach City resources in how to construct workflow diagrams related to the existing public safety systems. To help facilitate this process, we will provide sample flowcharts to the project team. Once the business processes have been documented, we will work with the City and selected vendor to make recommendations for process improvements. The process improvement recommendations will be

made in light of the capabilities and typical functionality of the proposed integrated public safety systems.

Task 7 - Provide Contract Oversight – In order to ensure that the City receives appropriate value for its investment, we will provide oversight for the potential contract. We will monitor contract performance throughout the implementation and document milestones as they are achieved. We anticipate involvement from both Brian Hudson and Zack Sterngold throughout the implementation process. Our team will work to mitigate problems as soon as they are discovered in order to minimize their impact on the overall project.

Task 8 - Supply Ongoing Technical Expertise – Throughout the project we will provide independent analysis and expertise to the City. We will be an aggressive advocate for the City's interests, but will also recommend fair and equitable solutions to any contentious issues that may arise with the vendor.

Task 9 - Supervise System Acceptance Testing – We will coordinate System Acceptance Testing to ensure that the system and acceptance testing, including interface testing, complies with industry standards, contracted test criteria, and City expectations. System Acceptance testing includes functional, performance and reliability testing. DELTAWRX will:

- Verify that an appropriate level of test coverage is achieved by the various testing processes, that test results are verified, and that the tests are appropriately documented, including formal logging of errors found in testing.
- Verify that acceptance procedures address the process by which any software product that does not pass acceptance testing will be corrected.
- Verify that a sufficient number and type of case scenarios are used to ensure comprehensive but manageable testing, and that tests are run in a realistic, real-time environment.
- Verify that test scripts are complete, with step-by-step procedures, required pre-existing events or triggers, and expected results.
- Ensure that acceptance procedures and acceptance criteria for each product are defined, reviewed, and approved prior to testing.
- Verify that appropriate acceptance testing based on the defined acceptance criteria is performed satisfactorily before acceptance of software products.

While we can provide acceptance testing independent of the selected vendor, we recommend that the vendor be included in all aspects of the acceptance test plan and have ultimate responsibility for conducting the tests. We will help ensure that the tests conducted by the vendor are fair and statistically valid. With this approach, the vendor is not likely to dispute deficiencies that are identified in the testing process.

Task 10 - Conduct Transition Planning Meetings and Support Cutover – We will facilitate meetings with all stakeholders involved in cutting over to the new system in order to develop a cutover schedule and task list. We will identify the critical path items in the schedule and assign responsibilities for their successful completion. By coordinating the efforts of the team, we will ensure that potential challenges are anticipated and we will develop mitigation strategies for each.

Task 11 - Conduct Post Implementation Review – Once the implementation is completed, we will conduct a post implementation review to identify the strengths of the implementation as well as areas that could be improved. We will review each system that is installed to verify that all requirements have been met and will develop a punch list of items that should be addressed in the future. To conclude this phase, we will verify that as-built drawings and documents reflect the actual configuration of the delivered system.

Section Three – Firm Background and Experience

This section describes DELTAWRX's background and provides information about the comprehensive experience and range of public safety consulting services offered by our firm.

DELTAWRX Background

DELTAWRX was founded in 2000 by former executives and consultants of The Warner Group and Gartner Consulting. We are dedicated to providing management consulting services to the public safety and general government sector. Our firm is led by the Executive Team of Michael Thayer, Brian Hudson and Howard Goodman, who combined have more than 50 years of public safety consulting experience.

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.”

We endeavor to provide the highest quality work in the most professional manner. As our references demonstrate, we develop strong working relationships with our clients and always take the long view in our engagements.

Our staff has a proven track record of success in the public safety community. We have extensive experience in all phases of a project, including, strategic and project planning, needs analysis, evaluation of technology alternatives, Request for Proposal (RFP) development, system selection, contract negotiation and system implementation. We function effectively with all stakeholders in a project, from elected officials to line level personnel. Our consulting team combines extensive technical experience with real-world business and management skills to ensure a balanced and practical systems analysis and design.

Technical Expertise

DELTAWRX has extensive expertise in analyzing, procuring and implementing public safety technology. We have worked “hands-on” in each of the following areas:

Dispatch Center Systems and Technology

We have worked in both large and small dispatch centers, including centers that serve a single jurisdiction and discipline, as well as the largest multi-agency multi-jurisdictional consolidated centers. We are fully experienced in both operations and technology and understand the staffing

and technical challenges professional communications organizations face. Some of the areas our projects have addressed include:

- E911 Systems
- Radio Console Equipment
- Computer Aided Dispatch Systems
- Records Management Systems
- Mobile Data Systems
- Console Furniture
- Cabling and Network Design
- Backup Power Systems
- Automated Call Distribution Systems
- Geographic Information Systems
- Instant Call Check Systems
- Logging Recorders
- Workflow Management
- Access and Security Control

Public Safety Information Technology

DELTAWRX consultants have worked on public safety information technology engagements that have addressed system architecture, application specifications, performance standards, integration and interface approaches, and many other common information technology components. In our information technology engagements, we provide services spanning the full project lifecycle, including strategic technology planning and design, procurement, contract negotiations, staffing studies, and implementation assistance. We have extensive experience in each of the following areas:

- Computer Aided Dispatch
- Records Management Systems
- Mobile Data Computing
- Automated Field Reporting
- Automatic Vehicle Location
- LAN/WAN
- Message Switching
- Document Management/Imaging
- Workflow
- AFIS/Digital Mugshots
- Justice Integration
- Jail/Corrections Management Systems
- Communication Centers
- Enterprise Resource Planning
- Wireless/E911
- Geographic Information Systems
- Fleet Management
- Pawn
- Property
- Management Reporting
- E-Mail
- Personnel Management
- Emergency Medical Systems
- Crime Analysis

DELTAWRX takes a comprehensive approach to information technology projects. We strongly believe that individual technology components cannot be analyzed without considering the impact decisions bear on other systems and stakeholders.

Wireless Communications

Our firm has broad and deep experience in wireless communications. We have planned and implemented some of the largest multi-agency radio systems in the country and have assisted smaller agencies in meeting their voice and data needs. Among the areas in which we provide technical expertise are:

- Interoperability Planning
- Coverage Analysis and Enhancement Strategies
- System Standards
- Public and Private Partnerships
- Regionalization Studies
- Spectrum Choice and Usage (VHF, UHF, 700 MHz, 800 MHz, 4.9 GHz)
- Analog and Digital Transmission
- Conventional and Trunked Radio
- IP-based Systems
- Frequency Refarming
- Multi-site and Simulcast Designs
- Microwave
- Signaling and Alerting
- Wireless E911

Mobile Data

DELTAWRX is a leader in mobile data communications technology design. Our consultants have presented at a variety of regional and national conferences throughout the country on mobile data computing strategies and migration approaches. Public safety agencies today have more wireless data choices than ever before. We understand and are experienced in all aspects of mobile data computing, including infrastructure, software and end-user devices. Some of the areas in which we provide technical expertise include the following:

- Private Data Infrastructures
- Commercial Networks (CDMA, CDPD, EDGE, iDEN, GPRS, UMTS, EV-DO, HSDPA, etc.)
- Mesh Networks
- Wireless LANs (802.11x)
- Message Switching
- Middleware and Applications
- Migration Path Analysis
- Application Interfaces
- Location Gateway Servers (SMLC/GMLC & PDE/MPC)
- Mobile Software Applications
- Automated Field Reporting
- Automatic Vehicle Location
- User Equipment Selection and Configuration
- Mounting and Cabling

Functional Expertise

We guide our clients through all phases of the project lifecycle, including project management and implementation. We follow a detailed project management and reporting approach to ensure that our clients achieve their goals on time and within budget.

Strategic Planning

The basis of most of our projects is strategic planning. Our first step is to take an environmental "snapshot" to identify the organizational and technical strengths and weakness, as well as the readiness for change. We then assist our clients in defining missions, objectives, strategies and performance measures, and help them effectively communicate their needs and requirements. In order to improve efficiencies, we can make recommendations for incremental workflow improvements or complete business process reengineering, depending on our individual client's desired outcome. Our strategic planning expertise includes developing:

- Mission, Vision and Values
- Feasibility Studies
- Needs Assessments
- Surveys and Polls
- Current Environment Assessments
- Conceptual System Designs
- Cost Allocation Studies
- Coverage Analysis and Review
- Consolidation Planning
- Effective Workgroups
- Strengths, Weaknesses, Opportunities & Threats (SWOT analysis)
- Alternatives Analysis
- Strategic Plans

Organizational Development

DELTAWRX's consultants have assisted a wide variety of agencies with issues involving organizational development and change management. Our services are tailored to meet the specific organizational needs of public agencies. Several of our recent projects have placed a heavy emphasis on change management, requiring careful documentation of existing business processes, identification of organizational needs to support new systems, and the development of detailed change management plans. We have been involved in a number of regional consolidation and information sharing projects. A critical step in these projects has been to assess whether regionalization is a viable option given the political, cultural, fiscal, operational, technological and staffing implications of available alternatives. We work with involved agencies to facilitate intergovernmental agreements that include governance, fiscal and support structures beneficial to all involved agencies and jurisdictions. Our organizational development assignments encompass some or all of the following tasks:

- Business Process Reengineering
- Change Management
- Executive Development
- Leadership Training
- Organizational Restructuring
- Workflow Analysis
- Communications Planning
- Employee Training
- Internal Surveying
- Employee Workshops
- Teambuilding

Acquisition

DELTA WRX's consultants have assisted a wide variety of agencies with the involved process of procuring products and services from the fragmented public safety marketplace. Our independence and objectivity has allowed us to work on some of the largest public safety procurements in the nation. Our thorough evaluation and selection methodologies optimize our clients' ability to select the best overall solution to meet their needs, and minimize the potential for vendor protests. There has never been a successful vendor protest in any of our engagements. Our acquisition process encompasses some or all of the following tasks:

- Functional Requirements Definition
- Comprehensive Request For Proposal Development
- Evaluation and Selection Plans
- Identifying Qualified Vendors
- Conducting Pre-Proposal Conferences
- Analyzing and Validating Proposals
- Calculating Cost/Benefit Analyses
- Vendor Reference Facilitation
- Site Visit Coordination
- System Selection Workshops

Contract Negotiations

Critical to any successful system or service implementation is having a sound agreement that protects the interests of our clients. We have negotiated a variety of system agreements specific to the types of communications and information technology systems and services that are acquired in the public safety industry. Having assisted with several of the largest public safety projects in the country, we have developed "best practice" terms and conditions that protect the interests of our clients. Some of the key areas that we address include:

- Best and Final Offer Assistance
- Statement of Work Review
- Service Level Agreement Review
- Maintenance Agreements
- Responsibility Matrices
- Functional Acceptance Testing
- Key Personnel
- Benchmarking
- System Performance Criteria
- Payment Schedules
- Software License Terms
- Installation Responsibilities
- Customization and Integration Strategy
- Order of Precedence
- Payment Milestones
- Hold Back Criteria
- Quantity Purchase Agreements

Implementation

We have assisted some of the most complex system implementations in the country and thoroughly understand the time, commitment and dedication required to successfully manage and implement public safety systems. Key areas on which we focus include:

- Project Management
- Schedule Preparation
- Project Tracking
- Vendor Management
- Implementation Phase Planning
- Resource Planning
- Software Design Reviews
- Physical Site Planning and Development
- Systems Testing and Control Procedures
- Standard Operating Policies and Procedures
- User Training
- Migration and Cutover Plans
- Operational Planning and Documentation
- Acceptance Testing
- Licensing and Frequency Planning
- Preventative and Corrective Maintenance
- Quality Assurance

Section Four – References

Based on the City's request, the following is a list of DELTAWRX's ten most recently completed CAD/RMS projects. We trust that our references will assure you of our independence, the breadth and depth of our experience, and our commitment to our clients. If additional references are desired, we would be pleased to provide them upon request.

Snohomish County Police Staff and Auxiliary Service Center (SNOPAC), WA

Selected Vendor: New World Systems
Population Served: 683,655
Estimated System Cost: \$4.1M

DELTAWRX assisted the Snohomish County Police Staff and Auxiliary Service Center (SNOPAC) in developing a review of the North East King County Public Safety Communication Agency's (NORCOM) recent procurement and selection of New World Systems to provide integrated public safety systems for its member and subscriber agencies. Among other tasks, we conducted a benchmarking of recent procurements in the Pacific Northwest, drafted a selection assessment of NORCOM's selection process, and facilitated a series of regional workshops designed to help SNOPAC and SNOCOM identify high-level business needs with regards to public safety systems. Based on the results of our work, we were retained to continue assisting SNOPAC throughout the negotiations with New World Systems for an integrated Police RMS, Fire RMS, Automated Field Reporting and Jail Management System solution.

Contact: Mr. Tom Howell
Executive Director
SNOPAC
1121 SE Everett Mall Way
Suite 200
Everett, WA 98208
(425) 407-3907
thowell@snopac911.us

Sacramento County, California

Selected Vendor: Versaterm
Population Served: 1,394,000
Estimated System Cost: \$1.8M

We assisted the Sacramento Sheriff's Department with planning, procurement and contract negotiations for an integrated CAD and Mobile Computing System. The Sheriff's Department

procured a contemporary integrated CAD and Mobile Computing System with real-time mapping, redundant system solutions, automated vehicle location system (AVL) and internal as well as external system interfaces. The new system will allow the Sacramento County Sheriff's Department to serve a rapidly growing population of approximately 1.4 million within 965 square miles of territory.

Contact: Ms. Julie Gutierrez
Senior IT Analyst
Technical Services Division
Sacramento Sheriff's Dept.
711 G Street
Sacramento, CA 95814
(916) 874-2043
jgutierrez@sacsheriff.com

Contact: Lt. Michael Goold
Assistant Commander
Communications Division
Sacramento Sheriff's Dept.
711 G Street
Sacramento, CA 95814
(916) 874-5504
mgoold@sacsheriff.com

Clark County Regional Emergency Services Agency (CRESA), Washington

Selected Vendor: Intergraph
Population Served: 400,000
Estimated System Cost: \$2.8M

DELTAWRX assisted the Clark County Regional Emergency Services Agency (CRESA) and its CAD Replacement Multi-Agency Task Group through the process of planning for and procuring a CAD system to replace its current system. DELTAWRX acted as educators, technical experts, objective advisors, and guides to the Task Group and Project Manager on CAD technology and the vendor environment. CRESA administers the majority of Clark County's public safety communications services. CRESA functions as the Public Safety Answering Point (PSAP) for all of Clark County and portions of Cowlitz and Skamania Counties, as a consolidated dispatch center for multiple area agencies, as a radio infrastructure provider, as an emergency management provider, as the regulator for EMS and overseer to the EMS District 2 contract, and as the Washington State Region IV Homeland Security Office.

Contact: Mr. Keith Flewelling
Project Manager
Clark County Regional Emergency Services Agency
710 West 13th Street
Vancouver, Washington 98660
(360) 992-9219
keith.flewelling@clark.wa.gov

North East King County Regional Public Safety Communications Center (NORCOM), Washington

Selected Vendor: New World Systems

Population Served: 505,385

Estimated System Cost: \$3.4M

DELTAWRX assisted NORCOM (North East King County Regional Public Safety Communications Center) with research, planning, procurement and contract negotiations assistance for a new regional CAD, RMS and ancillary systems for stakeholder Police, Fire and EMS agencies. The Consortium comprises 14 local jurisdictions that include cities, fire districts and law enforcement agencies that serve an estimated population of 505,385 in Northeast King County.

To position itself to most efficiently operate in a multi-jurisdictional environment, DELTAWRX developed a technology strategy to identify the optimum approach for proceeding with the upgrade and/or replacement of existing Police and Fire CAD and RMS systems in use by the multiple NORCOM stakeholders. As part of the process, DELTAWRX documented detailed functional requirements for CAD, Police RMS, Fire RMS, Field Reporting, Mobile and Jail Management Systems and developed a comprehensive RFP. In addition, DELTAWRX assisted NORCOM through the system evaluation, selection and contract negotiations phases of the project.

Contact: Ms. Chelo Picardal
City of Bellevue
450 110th Ave NE
Bellevue, WA 98009
(425) 452-6106
cpicardal@bellevuewa.gov

Contact: Mr. Mark Nelson
NORCOM
123 Fifth Avenue
Kirkland, WA 98033
(425) 576-5675
mnelson@norcom.org

Consolidated Fire Agencies of the East Valley (CONFIRE) - Rialto, California

Selected Vendor: TriTech

Population Served: 730,000

Estimated System Cost: \$1.2M

We assisted CONFIRE in the planning, procurement and contract negotiation of an integrated CAD system. We developed a Business Needs Assessment and Request for Proposal for a turnkey replacement of its current CAD with fully integrated EMD priority dispatching, mobile data computers, message switching and external system interfaces. The new system now serves the five member and two contract fire agencies currently comprising CONFIRE. CONFIRE agencies currently provide service to the largest geographical county in the United States and a rapidly growing resident population of over 730,000.

Contact: Mr. Rick Britt
Communications Director
CONFIRE JPA
1743 W. Miro Way
Rialto, CA 92376-8630
(909) 356-2377
rbritt@confire.org

Stanislaus Regional 911/City of Modesto, California

Selected Vendor: Positron
Population Served: 511,000
Estimated System Cost: \$3.2M

We assisted the City of Modesto and the agencies of Stanislaus Regional 911 (SR911) in replacing their legacy CAD system. SR911 is a Joint Powers Authority providing law enforcement and fire dispatching services for nearly all cities and rural areas in Stanislaus County. In addition, we are assisting the City's Police and Fire Departments in procuring new RMS, Mobile Data, and Automated Field Reporting software. Key tasks in the project involved:

- Identifying current and future system requirements for system functionality, performance, reliability and expansion
- Developing a strategy that balances the needs for a CAD system utilized by one dispatch center with the needs of multiple member agencies
- Developing a single RFP for new integrated systems
- Preparing evaluation workbooks to be used to assist SR911 and the City in selecting a new system
- Responding to vendor questions throughout the procurement cycle
- Analyzing technical and cost proposals
- Facilitating reference checks and site visits
- Assisting with contract negotiations

The new system will be able to support effective and efficient public safety services by streamlining dispatching and records management.

Contact: Mr. Gary Cook
Chief Information Officer
City of Modesto
1010 Tenth Street, Suite 5520
P.O. Box 642
Modesto, CA 95353
(209) 577-5229

gcook@modestogov.com

City of Kansas City, Missouri

Selected Vendor: Tiburon
Population Served: 441,545
Estimated System Cost: \$8.6M

We worked with the City of Kansas City, Missouri to evaluate multiple public safety systems in use by the Police, Fire, Municipal Court, Jail and EMS Departments. After conducting needs analyses for each of the involved agencies, Mr. Hudson led a team in developing functional requirements and an RFP for a new enterprise CAD/RMS system. Mr. Hudson remained involved with the project to assist with system selection, contract negotiations and systems implementation.

DELTAWRX also assisted the Kansas City Police Department in reengineering more than 30 existing business processes in preparation for the implementation of new integrated public safety system software. In 2005, the new system replaced the City's multiple stand-alone systems with an integrated solution that provides enhanced functionality and interfaces to other local, state and federal systems.

Contact: Mr. Rick Brisbin
Director of Administration Bureau
Kansas City Police Department
1125 Locust Street.
Kansas City, MO 64106
(816) 889-6153
rick.brisbin@kcpd.org

City of Santa Barbara, California

Selected Vendor: Versaterm
Population Served: 90,000
Estimated System Cost: \$1.8M

We assisted the Santa Barbara Police and Fire Departments in constructing a business case for the acquisition of a new Computer Aided Dispatch (CAD) and Records Management System (RMS). This business case report documented the due diligence performed by the team as well as assessed the vision, current environment, strategy and potential impacts of the project team's recommended course of action. We also assisted the City through the contract negotiations process with their selected vendor.

Contact: Captain Edward P. Szeyller
Santa Barbara Police Department



215 E. Figueroa Street
Post Office Box 539
Santa Barbara, CA 93102
(805) 897-2355
eszeyller@sbpd.com

Santa Barbara County, California

Selected Vendor: TriTech (CAD); Tiburon (RMS)
Population Served: 405,396
Estimated System Cost: \$1.8M

DELTAWRX assisted the Santa Barbara Sheriff's Department with replacing its existing CAD/RMS with a new CAD/RMS/Mobile Data System. As part of this effort, we assisted the Department in evaluating alternatives for its CAD and RMS system as well as with the negotiation of contracts for the new systems. Among other services, the Sheriff's Department operates the County's Public Safety Dispatch Center, which provides fire dispatch services for the Santa Barbara County Fire Department, Carpinteria-Summerland Fire District and the Guadalupe Fire Department. EMS dispatch is provided for two rural County fire ambulances as well as for American Medical Response.

Contact: Commander Laz Salinas
Santa Barbara Sheriff's Department
4434 Calle Real
Santa Barbara, CA 93110
(805) 681-4144
ljs2127@sbsheriff.org

City of Pasadena, California

Selected Vendor: Motorola
Population Served: 148,126
Estimated System Cost: \$2.0M

We developed an IT Needs Assessment for the Pasadena Police Department. The project included an assessment of the Department's current IT infrastructure, which included CAD software from PRC, RMS software from Tiburon, and regional crime analysis software from Motorola. Upon assessing the existing systems and business environment, we defined high-level needs and requirements for future systems, established cost estimates, developed IT staffing requirements and prioritized system components for the Department. We also led the Department through the procurement and contract negotiation phases of the project.

Contact: Commander Chris Vicino
Pasadena Police Department
207 N. Garfield Avenue
Pasadena, CA 91101
(626) 744-4523
cvicino@ci.pasadena.ca.us

Contact: Commander Michael Korpai
Pasadena Police Department
207 N. Garfield Avenue
Pasadena, CA 91101
(626) 744-4547
mkorpai@ci.pasadena.ca.us

DELTAWRX has provided public safety consulting services for the following clients. We would be happy to provide contact information for any of these engagements upon the City's request.

Cities

- Albuquerque, NM
- Anaheim, CA
- Aurora, CO
- Arcadia, CA
- Bellevue, WA
- Burbank, CA
- Boston, MA
- Cincinnati, OH
- Glendale, CA
- Colorado Springs, CO
- Denver, CO
- Elgin, IL
- Fort Worth, TX
- Fullerton, CA
- Henderson, NV
- Honolulu, HI
- Indianapolis, IN
- Jackson, MS
- Kansas City, MO
- Lakewood, CO
- Long Beach, CA
- Modesto, CA
- Nashville, TN
- Omaha, NE
- Pasadena, CA
- Peoria, AZ
- Portland, OR
- Redding, CA
- Redmond, WA
- Riverside, CA
- Salt Lake City, UT
- San Luis Obispo, CA
- Santa Barbara, CA
- Santa Rosa, CA
- Seattle, WA
- Simi Valley, CA
- Tallahassee, FL
- Westminster, CA

Counties

- Bernalillo County, NM
- DeKalb County, IN
- Delaware County, IN
- Denver County, CO
- Los Angeles County, CA
- Marin County, CA
- Monterey County, CA
- Santa Barbara County, CA

Regional Entities

- Bay Area Air Quality Management District, CA
- Consolidated Fire Agencies of East Valley, CA
- Metropolitan Emergency Communications Agency, IN
- Northeast King County Regional Communications Center, WA
- Snohomish County Police Staff and Auxiliary Service Center (SNOPAC), WA
- Stanislaus Regional 911, CA
- Scott County Communications Center, IA
- South Central Region of Homeland Security, CO
- Thurston County RMS Consortium, WA
- Valley Communications Center, WA

States

- Florida
- Hawaii
- Indiana
- Montana
- Nebraska
- Utah

Federal Agencies

- United States Department of Justice, Bureau of Justice Assistance

Section Five – Project Team Structure and Resumes

DELTAWRX will provide the City with a highly experienced team of skilled consultants. Brian Hudson will be our project manager and will be ultimately responsible for the success of our team. Zack Sterngold, who is based locally, will be available to assist with all tasks. In addition, we will utilize any of our additional public safety consultants on staff if appropriate throughout the engagement.

Because of the depth of experience of our proposed team, we are not proposing any subcontractors to assist us in completing this engagement. Resumes for each of our project team members follow.

Brian Hudson

Brian Hudson is a Partner and co-founder of DELTAWRX. His areas of expertise include project management, strategic planning, procurement and contract negotiations for integrated public safety information technology systems. For over a decade, Mr. Hudson has managed more than 30 information technology and communications consulting engagements in the state and local government arena, with major emphasis on public safety technologies. He is an industry expert on computer-aided dispatch, records management, mobile data, automated field reporting and wireless communications systems.

Mr. Hudson has led numerous studies, procurements and implementations of computer aided dispatch, records management, mobile data, automated field reporting and related systems. Some of these projects include:

- Sacramento County, California
- Consolidated Fire Agencies of the East Valley (CONFIRE), California
- Stanislaus Regional 911/City of Modesto, California
- Santa Barbara County, California
- Thurston County RMS Consortium, Washington
- Clark County Regional Emergency Services Agency (CRESA), Washington
- City of Kansas City, Missouri
- North East King County Regional Public Safety Communications Center (NORCOM), Washington
- Snohomish County Police Staff and Auxiliary Service Center (SNOPAC), Washington
- City of Redmond, Washington
- Valley Communications Center, Washington
- City of Anaheim, California
- City of Pasadena, California
- City of Santa Barbara, California
- City of Burbank, California
- City of Westminster, California

- City of Boston, Massachusetts
- City of Elgin, Illinois
- Scott Emergency Communications Center, Iowa
- City of Tempe, Arizona

On each of these projects, he has evaluated and analyzed how potential public safety technology solutions impact core business processes.

Prior to joining DELTAWRX, Mr. Hudson worked for Gartner where he served as an Associate Director in Gartner's 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 United States Department of Justice, Antitrust Division's Telecommunications Task Force. He led an eleven-person team in analyzing pending telecom industry mergers and their potential effects on the local and long distance segments of the industry.

Mr. Hudson is a member of APCO and 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. Mr. Hudson has published multiple articles on state and local government technology planning in various industry technology journals.

Mr. Hudson received a Bachelor of Arts degree in Political Science from Stanford University and a Masters of Business Administration with a concentration in Marketing and Entrepreneurism from the University of Southern California's Marshall School of Business.

Zachary Sterngold

Zachary Sterngold is a Manager with DELTAWRX. His expertise includes strategic planning, technology specification and implementation, contract negotiations, and project management. He led the DELTAWRX team throughout recent CAD contract negotiations with the Clark County Regional Emergency Services Agency (CRESA). Based in the Bay Area, Mr. Sterngold has managed projects for Monterey County, Marin County, the City of Berkeley and the Bay Area Air Quality Management District (BAAQMD) among others.

Mr. Sterngold previously developed strategic plans in Oregon for the five-county Portland Urban Area to improve regional interoperable communications. He was Co-Exercise Director and a lead planner for the validation of the Portland Urban Area's Tactical Interoperable Communications Plan (TICP) for compliance with the U.S. Department of Homeland Security. Mr. Sterngold previously provided support to the Los Angeles/Long Beach Urban Area for the development of their TICP.

Mr. Sterngold has also recently assisted the South-central Homeland Security Region of Colorado, Bernalillo County, New Mexico and the City of Long Beach, California and in projects to plan for and advance their public safety radio systems. He is also experienced in preparing selection studies for major integrated public safety systems that support multiple users across various jurisdictions.

Prior to joining DELTAWRX, Mr. Sterngold worked as the Manager of Business Affairs for a technology venture where he managed relationships with suppliers and channel partners. Mr. Sterngold also worked as an Associate Consultant for ENVIRON International Corporation where he conducted compliance assistance and litigation support for large industrial clients.

Mr. Sterngold is a licensed Professional Engineer in the State of California. He has written articles for the Air and Waste Management Association. He is also certified in corporate governance by the Director's Training Program at UCLA and is a graduate from the Riordan Volunteer Leadership Development Program. Mr. Sterngold is a member of APCO and presented has presented at the APCO and IWCE national conferences.

Mr. Sterngold received a Bachelors of Science degree in Chemical Engineering from the University of California at San Diego and an MBA from the University of California at Los Angeles. He earned both degrees with honors.

Section Six – Project Cost

Our proposed fees for this project are broken down by phase in the table below.

Phase	Component	Cost
Phase I	Procurement Assistance	\$24,500
Phase II	Implementation Assistance	\$175,000

see attached letter for revised price.

While system implementation resource requirements are difficult to estimate due to a variety of factors that are unknown, e.g., complexity and duration of the implementation, available of City implementation team resources, etc., we understand the City's need to budget for implementation.

On average, we estimate that approximately 20 consulting hours per week would be required to complete Phase II of the project. The blended hourly rate for the proposed consultants, Brian Hudson (\$235 per hour) and Zack Sterngold (\$215 per hour), is \$225. Based on these assumptions, our total fees to complete Phase II would normally be \$225,000 per year.

However, because of our strong desire to partner with the City on this engagement, we are proposing a fixed not-to-exceed price of \$175,000 for implementation assistance services per year throughout implementation, with an expected implementation period of 12 – 16 months. This price represents a 22% discount from our regular fees for this type of engagement. This fee is inclusive of all administrative, travel, report production and related expenses. Our cost proposal is based on the tasks outlined in this proposal and our assumption that the City will have its own project management resources for this effort to assist us with implementation management tasks.

We are willing to discuss any of our proposed tasks to ensure that our work plan fully meets the needs of the City. Should the City wish to modify our work plan, we would further refine our proposal and projected fees to reflect the agreed upon scope. Similarly, if the City prefers to contract with DELTAWRX on a time and materials basis, we would be happy to discuss this option as well. Our fees are typically billed monthly as they are incurred; however, we are willing to discuss alternate payment schedules in order to accommodate any specific needs of the City.

Section Seven – Benefits to Hayward

DELTAWRX understands that planning for future core public safety systems is a highly complex and challenging undertaking. This project requires effective project planning, in-depth technical knowledge and close teamwork. DELTAWRX provides the technical expertise, practical procurement experience, and active project management approach that are needed to ensure success. By teaming with DELTAWRX, the City and its stakeholders will:

- Benefit from the knowledge our proposed team has gained from providing information technology and communications consulting services to more than 100 public safety and public service agencies across the country
- Work with a highly flexible consulting firm that on a daily basis can react quickly to project and participant needs and has the ability to meet tight schedules and time restraints.
- Benefit from the in-depth knowledge and understanding of CAD, RMS and related technologies as well as of the best business use of these technologies.
- Partner with a firm that has recent experience completing similar engagements for multiple clients throughout the United States.
- Work with a firm that offers not only technical expertise, but extensive experience in staffing, organizational structure and overall management around CAD and related systems in a fire and life safety environment.
- Leverage the market trends, best practices and related data DELTAWRX has gathered from similar projects throughout the country.

In summary, we believe DELTAWRX is best qualified to assist the City with this engagement and we assure you that we are fully committed to its successful completion. We look forward to assisting in this most important endeavor.



21700 Oxnard St.
Suite 530
Woodland Hills, California 91367
(818) 227-9300 ☎
(818) 227-9301 ☎

July 20, 2009

Mr. Clancy Priest
Technology Services Director
777 B Street
Hayward, CA 94544

Re: Best and Final Offer for Proposal to Provide Contract Negotiation and Project Management Assistance for Integrated Public Safety Systems Project

Dear Mr. Priest:

DELTA WRX is pleased to submit its Best and Final Offer (BAFO) to the City of Hayward (City) for contract negotiations and project management assistance for its upcoming integrated public safety systems project. Over the past several weeks we have had an opportunity to learn more about the prospective scope of the engagement and, in turn, have adjusted our proposed fees to accommodate the City's needs in the most comprehensive and efficient manner possible.

We are confident that our originally proposed work plan from our May 18, 2009 proposal will position the City for success on its upcoming contract negotiations and system implementation of integrated public safety systems. Our Best and Final Offer to the City to perform all tasks specified in Phases I - II of our original work plan is a fixed not-to-exceed price of \$179,500. This price represents a 10% discount from our original proposal and more than a 28% discount from our actual budget for this project. This fee is inclusive of all administrative, travel, report production and related expenses.

As previously noted, our BAFO is based on the tasks outlined in this proposal and our assumption that the City will have its own project management resources for this effort to assist us with implementation management tasks.

Our fees are typically billed monthly as they are incurred; however, we are willing to discuss alternate payment schedules in order to accommodate any specific needs of the City.

We fully understand the importance of this project to the City and assure you of our commitment to providing the necessary staffing resources to ensure its success. If you have any questions, please contact Zack Sterngold or myself at (818) 227-9300. We look forward to working with the City on this most important assignment.

Very truly yours,

Brian Hudson
Partner

DRAFT

HAYWARD CITY COUNCIL

RESOLUTION NO. _____

mal

Introduced by Council Member _____

9/8/09

RESOLUTION AUTHORIZING THE CITY MANAGER TO NEGOTIATE AND EXECUTE A PROFESSIONAL SERVICES AGREEMENT WITH DELTAWRX FOR PROJECT MANAGEMENT SERVICES RELATED TO THE CITY'S PUBLIC SAFETY COMPUTER AIDED DISPATCH/RECORDS MANAGEMENT SYSTEM (CAD/RMS) PROJECT

BE IT RESOLVED by the City Council of the City of Hayward that the City Manager is hereby authorized and directed to negotiate and execute a professional services agreement with DeltaWRX for project management services in relation to the City's Public Safety Computer Aided Dispatch/Records Management System (CAD/RMS) project, in an amount not to exceed \$179,500, in a form to be approved by the City Attorney.

IN COUNCIL, HAYWARD, CALIFORNIA _____, 2009

ADOPTED BY THE FOLLOWING VOTE:

AYES: COUNCIL MEMBERS:
MAYOR:

NOES: COUNCIL MEMBERS:

ABSTAIN: COUNCIL MEMBERS:

ABSENT: COUNCIL MEMBERS:

ATTEST: _____
City Clerk of the City of Hayward

APPROVED AS TO FORM:

City Attorney of the City of Hayward