



**DuPage County  
On Behalf of PRMS Oversight Committee  
and DuPage ETSB**

**Proposal to Provide:  
CAD/RMS RFP Development Consultant Services**

**May 8, 2024**



**DELTAWRX**  
management consultants



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management consultants

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May 8, 2024

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Executive Director  
Emergency Telephone System Board  
of DuPage County  
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DELTA WRX is pleased to submit our proposal to provide consulting services to assist DuPage County, on behalf of the PRMS Oversight Committee and ETSB, with efforts to potentially replace its current Computer Aided Dispatch (CAD) System and Records Management System (RMS).

Based on our long history of working with the County and our extensive experience in the public safety marketplace, we believe that we are well positioned to provide outstanding services to the PRMS Oversight Committee and ETSB. As further described in our proposal, we are offering a customer loyalty 15% discount from our anticipated fees as an appreciation for the County being a longtime customer of DELTA WRX. If chosen to assist with this project, Michael Galvin and I will remain your consultants, ensuring continuity with our past engagements.

As always, feel free to contact Michael Galvin at (631) 697-1410 or me at (213) 247-2243 if you have any questions or would like to further discuss our proposed approach. We look forward to further discussing this opportunity with you.

Very truly yours,

Brian Hudson  
Partner

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## Proposed Scope of Services

DELTAWRX developed the following workplan based on our previous experience with the County as well as our experience in completing similar projects. Please note that tasks fall into three categories: CAD specific tasks; RMS specific tasks; and Shared Tasks (i.e., impacts both CAD and RMS equally). When reviewing each task, if the task is not a Shared Task, either CAD or RMS is directly referenced in the Task title as well as the proposed fee sheet.

### Phase 1 – Needs Assessment

**Task 1 - Project Planning Meeting** – To initiate the project, DELTAWRX will facilitate a meeting to finalize the work plan, develop a project communications plan, establish a cadence for project meetings and discuss constraints and risks that could affect project outcomes. During this meeting, we will review our understanding of the existing CAD and RMS environment and confirm that we have a complete list of all project stakeholders and other affected entities to which DELTAWRX should reach out during interviews.

**Task 2 - Develop Project Steering Committee** – Given the involvement of multiple PSAPs and law enforcement agencies across the region, establishing a Project Steering Committee at the project's outset is imperative to offer guidance and direction. The Project Steering Committee will play a pivotal role in gathering feedback from relevant subject matter experts, organizing meetings both internally and externally, and offering guidance regarding the scope of the procurement, including functionality and interfaces. Moreover, the Committee will be tasked with reviewing DELTAWRX deliverables and providing feedback, as necessary.

**Task 3 - Conduct Project Kickoff Meeting** – DELTAWRX will host a project kickoff meeting involving the Project Team and other pertinent stakeholders. We strongly advise extending invitations to leadership representatives from affected agencies, command staff, system administrators, and other critical stakeholders to foster understanding of project objectives, drivers, and team member roles. During the workshop, we will examine our work plan, deliverables, and project timeline, addressing project logistics as needed. Additionally, the workshop will serve as a platform for open dialogue, allowing project stakeholders to share insights and set expectations regarding desired project outcomes.

**Task 4 - Review Background Materials** – DELTAWRX will review any available documentation that provides background information or context for the project. In addition to these items, we will review any other materials that project stakeholders believe may provide additional insight into the current environment.

**Task 5 - Conduct PSAP Facilities Tour and Interviews: CAD** – Input from key stakeholders is important for clearly understanding PSAP needs, determining immediate and long-term end-user needs and generating buy-in among project stakeholders. As such, DELTAWRX will conduct a series of interviews at each PSAP, meeting with executive leadership, supervisors, managers, and telecommunicators. In addition, we will facilitate a focus group discussion with executive leadership

from participating agencies at each PSAP to ensure we gain an understanding of field level expectations regarding a new CAD application.

**Task 6 - Conduct Interviews and Focus Group Discussions: RMS** – Input from key stakeholders is important for clearly understanding participating agency needs, determining immediate and long-term end-user needs and generating buy-in among project stakeholders. As such, DELTAWRX will conduct individual and group interviews with representatives from the County, the PRMS Oversight Committee, as well as participating agencies. We propose to facilitate multiple operational area focused sessions in a focus group format bringing together subject matter experts from all interested agencies. We would facilitate targeted discussions with representation across multiple agencies on topics such as report writing, property and evidence, case management, data analysis and several others.

**Task 7 - Develop Scoping Strategy for Procurement** – Based on information gathered during the previous phases, DELTAWRX will prepare a Scoping Strategy for the CAD and RMS procurement. The Scoping Strategy will address project goals, modules and interfaces to be included, as well as a tentative plan for RFP release and evaluation. We anticipate first presenting the Procurement scoping strategy to the Project Steering Committee for their initial review and feedback.

## **Phase 2 – System Requirements and RFP Development**

**Task 8 - Document Functional Requirements: CAD** – Based on our previous tasks as well as our knowledge of CAD applications currently on the market, DELTAWRX will collaborate with end-users and stakeholders to develop a set of functional requirements that the County can include in an RFP for release to prospective system providers. The Functional Requirements document will be compliant with national standards and known best practices while also reflecting the region's unique needs and business requirements.

**Task 9 - Document Functional Requirements: RMS** – Based on our previous tasks as well as our knowledge of the existing RMS market and industry best practices, DELTAWRX will collaborate with end-users and stakeholders to develop a set of functional requirements that the County can include in an RFP for release to prospective system providers. The functional requirements document will be compliant with national standards and known best practices while also reflecting the region's unique needs and business requirements.

**Task 10 - Review and Finalize System Requirements: CAD** – As part of the requirements development process, DELTAWRX will schedule review sessions with end-users to ensure an accurate and comprehensive set of requirements is compiled. DELTAWRX will provide the County'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 requirements review sessions, DELTAWRX will update the draft requirements based on feedback received during the review sessions and provide the County with the final requirements document that will be included in the RFP issued to prospective solution providers.

**Task 11 - Review and Finalize System Requirements: RMS** – As part of the requirements development process, DELTAWRX will schedule review sessions with end-users to ensure an

accurate and comprehensive set of requirements is compiled. DELTAWRX will provide the County'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 requirements review sessions, DELTAWRX will update the draft requirements based on feedback received during the review sessions and provide a final requirements document that will be included in the RFP issued to prospective solution providers.

**Task 12 - Develop RFP** – DELTAWRX will develop a comprehensive RFP issued instructing prospective proposers to bid on one of three options: 1) CAD, 2) RMS or 3) CAD and RMS. We will work closely with regional and participating agency stakeholders, as well as the appropriate Procurement Department, to ensure that the RFP is developed in accordance with all relevant purchasing and legal requirements. DELTAWRX will provide a draft copy of the RFP for review by the Project Team and incorporate any feedback into a final version that will be ready for release.

**Task 13 - Release RFP** – DELTAWRX will assist the County with releasing the RFP, providing guidance to prospective proposers, answering submitted questions, and facilitating a pre-proposal conference (if applicable). As appropriate, we will coordinate with the Project Team to prepare written responses to submitted questions.

**Task 14 - Identify an Evaluation Team** – Following the release of the RFP, DELTAWRX will collaborate with the Project Steering Committee and Project Team to establish an Evaluation Team comprising representatives from representative stakeholders across the region. This team will be instrumental in the proposal evaluation and selection process. DELTAWRX will offer guidance to ensure the formation of an inclusive Evaluation Team that adequately represents all stakeholders while maintaining a manageable size.

**Task 15 - Prepare Evaluation Plan** – DELTAWRX will develop an Evaluation Plan describing the evaluation criteria and outlining the process that the Evaluation Team 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 Team to review the evaluation process, discuss ground rules for the evaluation, and review, in detail, the RFP. Please note that this task may be completed prior to the release of the RFP, depending on procurement regulations.

### **Phase 3 – Proposal Evaluation and Vendor Selection**

**Task 16 - Assist with Proposal Evaluation: CAD** – 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 Team to use as they evaluate each response from prospective system providers. The evaluation worksheets we create will enable the team to evaluate proposals and capture comments, strengths, limitations and potential risks in a side-by-side format. DELTAWRX will also review all proposals received in response to the solicitation alongside the Evaluation Team members. Although we will not cast votes during the scoring portion of the evaluation, we will

support Evaluation Team members by providing expertise and highlighting any critical gaps between the County's requirements and vendor responses based on our independent in-depth review of the proposals.

**Task 17 - Assist with Proposal Evaluation: RMS** – 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 Team to use as they evaluate each response from prospective system providers. The evaluation worksheets we create will enable the team to evaluate proposals and capture comments, strengths, limitations and potential risks in a side-by-side format. DELTAWRX will also review all proposals received in response to the solicitation alongside the Evaluation Team members. Although we will not cast votes during the scoring portion of the evaluation, we will support Evaluation Team members by providing expertise and highlighting any critical gaps between the County's requirements and vendor responses based on our independent in-depth review of the proposals.

**Task 18 - Facilitate Vendor Demonstrations: CAD** – 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 and aggregate feedback received from the Evaluation Team and region subject matter experts.

**Task 19 - Facilitate Vendor Demonstrations: RMS** – 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 and aggregate feedback received from the Evaluation Team and subject matter experts.

**Task 20 - Facilitate Reference Checks and Site Visits: CAD** – 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 Team with an excellent opportunity to identify the lessons learned by their peers in other agencies.

**Task 21 - Facilitate Reference Checks and Site Visits: RMS** – 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 Team with an excellent opportunity to identify the lessons learned by their peers in other agencies.

**Task 22 - Analyze Cost Proposals: CAD** – After the initial review of all proposals, DELTAWRX will perform a comprehensive cost analysis of each proposal from vendors the County has selected as finalists. 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 Team at the appropriate time, which typically occurs after the team has completed its review of the technical proposals.

**Task 23 - Analyze Cost Proposals: RMS** – After the initial review of all proposals, DELTAWRX will perform a comprehensive cost analysis of each proposal from vendors the County has selected as finalists. 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 Team at the appropriate time, which typically occurs after the team has completed its review of the technical proposals.

**Task 24 - Assist with Recommendation of Most Qualified System Provider: CAD** – 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 County’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 Team’s decision.

**Task 25 - Assist with Recommendation of Most Qualified System Provider: RMS** – 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 County’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 Team’s decision. As needed, we will provide formal updates to the PRMS Oversight Committee throughout the proposal evaluation process.

#### **Phase 4 – Contract Negotiations**

**Task 26 - Develop Contract Negotiation Team: CAD** – To prepare the County for contract negotiations, DELTAWRX will assist in identifying an appropriate Contract Negotiation Team. Ideally, the Team will comprise representatives from the Evaluation Team who have been involved in the project to date and are aware of the strengths and weaknesses of the selected vendor.

**Task 27 - Develop Contract Negotiation Team: RMS** – To prepare the County for contract negotiations, DELTAWRX will assist in identifying an appropriate Contract Negotiation Team.

Ideally, the Team will comprise representatives from the Evaluation Team who have been involved in the project to date and are aware of the strengths and weaknesses of the selected vendor.

**Task 28 - Develop Contract Negotiation Strategy: CAD** – After the County has established its Contract Negotiation Team, we will conduct a strategy session to discuss and finalize the overall approach to contract negotiations. We will examine regional issues, positions and interests to determine the most desired outcomes in a negotiated agreement and attempt to develop a negotiating profile for the selected vendor to understand its issues, positions and interests. 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 legal and purchasing staff, whose participation in this process will be critical to its ultimate success.

**Task 29 - Develop Contract Negotiation Strategy: RMS** – After the County has established its Contract Negotiation Team, we will conduct a strategy session to discuss and finalize the overall approach to contract negotiations. We will examine regional issues, positions and interests to determine the most desired outcomes in a negotiated agreement and attempt to develop a negotiating profile for the selected vendor to understand its issues, positions and interests. 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 legal and purchasing staff, whose participation in this process will be critical to its ultimate success.

**Task 30 - Assist with Contract Negotiations: CAD** – DELTAWRX will help the County negotiate contract documents, including a system implementation agreement, a maintenance and support agreement and a software license agreement, which will allow implementation of the solution within established guidelines and that contains favorable, yet fair, terms and conditions. A sound contract will minimize exposure to risk during the County's relationship with the vendor. Our philosophy is to develop as many of the implementation documents during contract negotiations as possible. At a minimum, the documents developed with the selected vendor will typically include the following: Statement of Work; Project Schedule; Payment Milestone Schedule; Pricing Sheets; Acceptance Test Plan; Performance Standards; and Data Conversion, Maintenance and Interface Control Document exhibits.

**Task 31 - Assist with Contract Negotiations: RMS** – DELTAWRX will help the County negotiate contract documents, including a system implementation agreement, a maintenance and support agreement and a software license agreement, which will allow implementation of the solution within established guidelines and that contains favorable, yet fair, terms and conditions. A sound contract will minimize exposure to risk during the County's relationship with the vendor. Our philosophy is to develop as many of the implementation documents during contract negotiations as possible. At a minimum, the documents developed with the County's selected vendor will typically include the following: Statement of Work; Project Schedule; Payment Milestone Schedule; Pricing Sheets; Acceptance Test Plan; Performance Standards; and Data Conversion, Maintenance and Interface Control Document exhibits.

## Professional Fees

Our professional fees to perform the services described in this proposal are presented in Table 1 below. At the conclusion of the table, we have included a 15% customer loyalty discount of our fees due to our longstanding relationship with the County and strong desire to remain partners on this project. Additionally, please note the following:

- Tasks highlighted in red refer to CAD specific tasks.
- Tasks highlighted in blue refer to RMS specific tasks.
- Tasks not highlighted are Shared Tasks for both CAD and RMS.
- A “Fee Breakdown” for the ETSB and PRMS Oversight Committee is provided to help assign anticipated costs by Task to each effort (CAD v. RMS).

Our fees are inclusive of all administrative, travel, report production and related expenses. It is our policy to perform the proposed services for a firm, fixed fee, and DELTAWRX will not issue change orders unless the County desires a major change to the proposed scope of work (e.g., addition of a new phase). Our firm-fixed fee approach enables our team to provide the contracted deliverables without being bound by stipulations for billable hours or travel, while providing our clients with the peace of mind that our fees will remain fixed for the duration of our engagement. We believe the flexibility and unparalleled customer service afforded by this approach outweigh the financial risk we assume.

**Table 1. Professional Fees**

Task #	Task	Total	ETSB Costs	PRMS Costs
<b>Phase 1 - Needs Assessment</b>				
1	Project Planning Meeting	\$ 3,243.00	\$ 1,621.50	\$ 1,621.50
2	Develop Project Steering Committee	\$ 3,783.50	\$ 1,891.75	\$ 1,891.75
3	Conduct Project Kickoff Meeting	\$ 12,972.00	\$ 6,486.00	\$ 6,486.00
4	Review Background Materials	\$ 2,162.00	\$ 1,081.00	\$ 1,081.00
5	Conduct PSAP Facilities Tours and Interviews: CAD	\$ 21,620.00	\$ 21,620.00	\$ -
6	Conduct Interviews and Focus Group Discussions: RMS	\$ 34,592.00	\$ -	\$ 34,592.00
7	Develop Scoping Strategy for Procurement	\$ 32,430.00	\$ 16,215.00	\$ 16,215.00
<b>Phase 1 Subtotal</b>		<b>\$ 110,802.50</b>	<b>\$ 48,915.25</b>	<b>\$ 61,887.25</b>
<b>Phase 2 - System Requirements and RFP Development</b>				
8	Document Functional Requirements: CAD	\$ 11,891.00	\$ 11,891.00	\$ -
9	Document Functional Requirements: RMS	\$ 11,891.00	\$ -	\$ 11,891.00
10	Review and Finalize Functional Requirements: CAD	\$ 17,296.00	\$ 17,296.00	\$ -
11	Review and Finalize Functional Requirements: RMS	\$ 17,296.00	\$ -	\$ 17,296.00
12	Develop RFP	\$ 25,944.00	\$ 12,972.00	\$ 12,972.00
13	Release RFP	\$ 6,486.00	\$ 3,243.00	\$ 3,243.00
14	Identify an Evaluation Team	\$ 2,162.00	\$ 1,081.00	\$ 1,081.00
15	Prepare Evaluation Plan	\$ 8,648.00	\$ 4,324.00	\$ 4,324.00
<b>Phase 2 Subtotal</b>		<b>\$ 101,614.00</b>	<b>\$ 50,807.00</b>	<b>\$ 50,807.00</b>
<b>Phase 3 - Proposal Evaluation and Vendor Selection</b>				
16	Assist with Proposal Evaluation: CAD	\$ 23,782.00	\$ 23,782.00	\$ -
17	Assist with Proposal Evaluation: RMS	\$ 23,782.00	\$ -	\$ 23,782.00
18	Facilitate Vendor Demonstrations: CAD	\$ 19,458.00	\$ 19,458.00	\$ -
19	Facilitate Vendor Demonstrations: RMS	\$ 19,458.00	\$ -	\$ 19,458.00
20	Facilitate Reference Checks and Site Visits: CAD	\$ 6,486.00	\$ 6,486.00	\$ -
21	Facilitate Reference Checks and Site Visits: RMS	\$ 6,486.00	\$ -	\$ 6,486.00
22	Analyze Cost Proposals: CAD	\$ 10,810.00	\$ 10,810.00	\$ -
23	Analyze Cost Proposals: RMS	\$ 10,810.00	\$ -	\$ 10,810.00
24	Assist with Recommendation of Most Qualified System Provider: CAD	\$ 8,648.00	\$ 8,648.00	\$ -
25	Assist with Recommendation of Most Qualified System Provider: RMS	\$ 8,648.00	\$ -	\$ 8,648.00
<b>Phase 3 Subtotal</b>		<b>\$ 138,368.00</b>	<b>\$ 69,184.00</b>	<b>\$ 69,184.00</b>
<b>Phase 4 - Contract Negotiations</b>				
26	Develop Contract Negotiation Team: CAD	\$ 3,243.00	\$ 3,243.00	\$ -
27	Develop Contract Negotiation Team: RMS	\$ 3,243.00	\$ -	\$ 3,243.00
28	Develop Contract Negotiation Strategy: CAD	\$ 8,648.00	\$ 8,648.00	\$ -
29	Develop Contract Negotiation Strategy: RMS	\$ 8,648.00	\$ -	\$ 8,648.00
30	Assist with Contract Negotiations: CAD	\$ 32,430.00	\$ 32,430.00	\$ -
31	Assist with Contract Negotiations: RMS	\$ 32,430.00	\$ -	\$ 32,430.00
<b>Phase 4 Subtotal</b>		<b>\$ 88,642.00</b>	<b>\$ 44,321.00</b>	<b>\$ 44,321.00</b>
<b>Total of All Phases</b>		<b>\$ 439,426.50</b>	<b>\$ 213,227.25</b>	<b>\$ 226,199.25</b>
<b>Customer Loyalty Discount (15%)</b>		<b>\$ 65,913.98</b>	<b>\$ 31,984.09</b>	<b>\$ 33,929.89</b>
<b>Adjusted Total</b>		<b>\$ 373,512.52</b>	<b>\$ 181,243.16</b>	<b>\$ 192,269.36</b>