WINBOURNE CONSULTING, LLC

Request for Proposal

July 28, 2015

Proposal to Provide CAD/MobileJMS Systems Consulting and Implementation support

Winbourne Consulting, LLC

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CITY OF CHULA VISTA

City of Chula Vista CA

Provide consultant services to the Chula Vista Police Department

March 24, 2015

July 14, 2015

Lt. Phil Collum
City of Chula Vista Police Department
315 Fourth Avenue,
Chula Vista, CA 91910
Office: (619) 476-2454
echew@chulavistaca.gov

City of Chula Vista Police Department CAD/Mobile/JMS System Replacement

Dear Lt. Collum:

Winbourne Consulting, LLC is pleased to provide the Chula Vista Police Department ("CVPD") this quote to provide consulting services for the development of specifications to replace your CAD/Mobile/JMS systems, support for selection of a vendor and provide implementation support.

Winbourne Consulting has provided similar consulting services to many agencies across the United States. Our services extend beyond that of the locally assigned project manager to provide assistance for technical evaluation and recommendation to ensure CVPD is provided the systems desired. We are capable of fully supporting all the required project tasks including meetings with stakeholders to determine and clarify requirements and specifications for a CAD/Mobile/JMS system, support preparation and publication of an RFP, vendor selection and implementation support services.

Our focus will be based on maximizing CVPD's current infrastructure to minimize overall project costs, while completing research and preparing specifications for CAD/Mobile/JMS solutions that will enhance the overall effectiveness and efficiency of the agency. We will provide expert support to assist the CVPD is the selection of the best systems to meet your operational needs, and guidance and support in the implementation of the systems on time and within budget.

We look forward to the opportunity to work with CVPD on this critical operations project. Please feel free to contact me, for any questions regarding our proposal. My contact information is: Andrew Reece, President Winbourne Consulting, 1611 North Kent Street, Suite 802, Rosslyn, VA 22209, telephone (202) 210-9260, e-mail: areece@w-llc.com.

Sincerely,

Andrew G. Reece
President

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1. Company Profile

Winbourne Consulting, LLC is regarded as one of the Nation's preeminent consulting firms in the areas of 9-1-1 and public safety operations, information technology (IT) systems, and facilities. We have an unsurpassed depth of experience and knowledge of public safety organizations and systems based on our work in many of the largest and most complex jurisdictions within the United States. We have successfully worked on all aspects of public safety and emergency communications organizations including legacy systems replacement, specification development, procurement and implementation, budget support, 9-1-1 consolidation and implementation services.

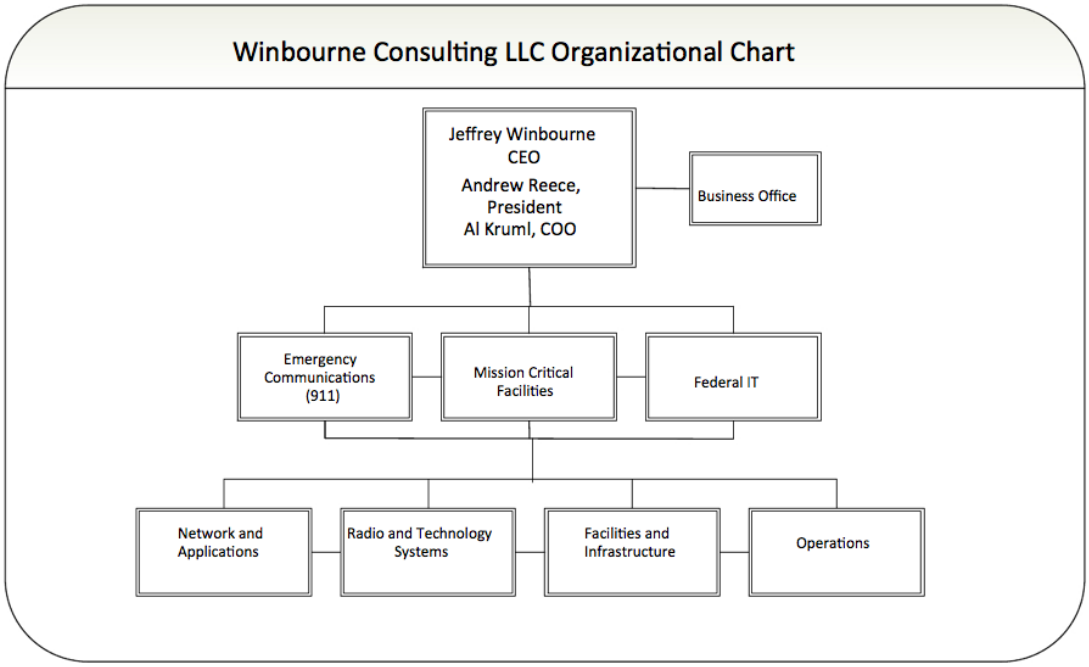
We provide state and local governments' subject matter expertise in the areas of public safety system specifications development, procurement, implementation and migration, IT and operations strategic planning, operations analysis, Next Generation 9-1-1 (NG9-1-1) consulting, Public Safety Answering Point (PSAP) consolidation analysis, and system integration planning and implementation.

We have two office locations:

- Our corporate headquarters is located at 1411 North Kent Street, Suite 802, Arlington, VA 22209
- Our Phoenix office is located at 40 N. Central Avenue, Suite 1400, Phoenix, AZ 85004

Our firm has 27 personnel working as public safety project managers (PMs) and subject matter experts (SMEs) with another member providing full-time administrative support. Our structure adheres to a flat, matrix-based approach to overall management and communication within the firm. A management committee manages the firm on an ongoing basis with three business units: 9-1-1 Services/Emergency Communications, Mission Critical Facilities, and Federal Services. The U.S. and international-focused 9-1-1 Services/Emergency Communications business unit provides computer-aided dispatch (CAD)/records management system (RMS)/mobile, radio, NG9-1-1, consolidation, and other services to clients throughout the United States and internationally. Our Mission Critical Facilities unit provides technology support for the design of command centers and 9-1-1 and 3-1-1 centers. Our Federal Services unit provides services to a number of federal agencies in the areas of homeland security and emergency management.

Winbourne Consulting's organizational structure is depicted in the figure below.



This project will be under the executive leadership of Mr. Andrew Reece, Project Management Professional (PMP) and President of Winbourne Consulting. He is also responsible for our 9-1-1 Services/Emergency Communications unit. Mr. Robert Waldon, a San Diego based resident, will be the Project Manager and CAD/Mobile Subject Matter Expert for this undertaking while Mr. Kirby Beyer will be the Jail Management System (JMS) Subject Matter Expert.

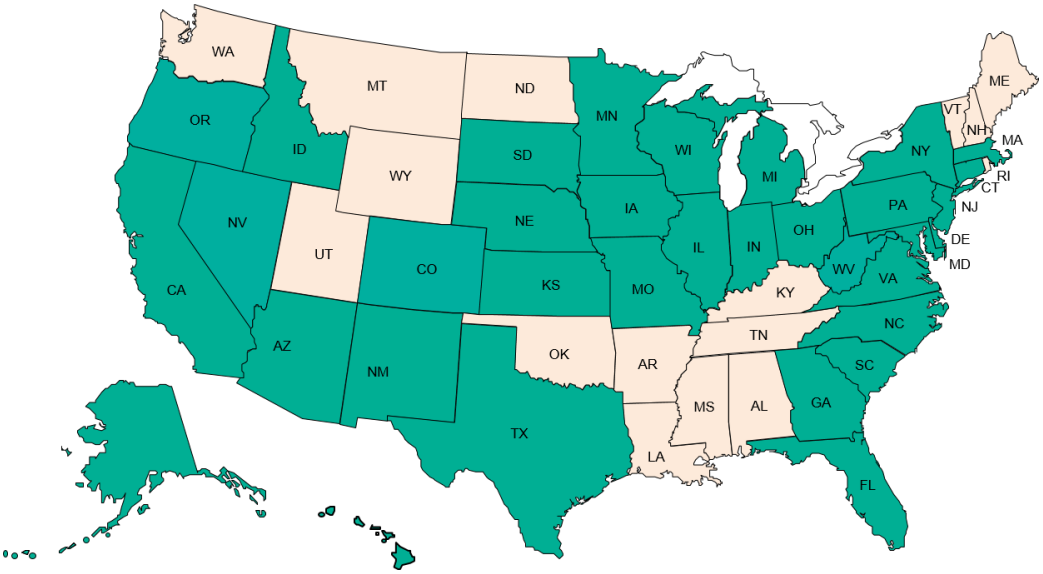
Winbourne Consulting is an independent public safety consulting firm and, as such, is not engaged in or associated with the business of selling, servicing, or renting public safety and related systems, and we are not affiliated with any hardware or software vendors. Winbourne Consulting does not have any business relationships with any CAD vendors. However, we are familiar with the capabilities of all top-tier and many other CAD vendors in the public safety arena. This is because within the last 12 months, Winbourne Consulting has reviewed or attended onsite demonstrations for the following CAD and related companies

FDMSoft	Emergensys	Freqentis	Firehouse RMS
InterACT	VersaTerm	PSSI	New World Systems
Intergraph	Positron	Motorola	TriTech/Tiburon
Northrop Grumman	SunGard/HTE	Cody	RedMNX
Zoll Systems	Freqentis	ImageTrend	Spillman

Our recently completed and ongoing projects with Murrieta, CA, Fairfax County, VA, Peoria, AZ, DeKalb County, GA, Prince William County VA, the Washington Metropolitan Transit Authority and Ada County, ID, among others, involved replacing legacy CAD/Mobile/RMS/JMS systems

with state-of-the-art CAD/Mobile/RMS/JMS systems. As a result of this knowledge base and our experience with previous and current clients for whom we have developed replacement system specifications, and procured and implemented similar public safety systems, Winbourne Consulting will be able to provide knowledgeable, yet independent, unbiased advice to the City of Chula Vista and its stakeholders related to existing infrastructure and systems and each of the potential vendors and their products.

During our 13 years of business, we have worked with state and/or local municipalities in most of the 50 states. Our engagements have been primarily with public safety organizations, including working with Ada County Emergency Communications, Los Angeles Office of Homeland Security, Virginia Beach Public Safety, Fairfax Public Safety, the Montgomery County, MD Fire Department; Washington, DC, MPD and FEMS; New York City Police Department (NYPD); New York City Fire Department (FDNY); City of Boston Police and Fire Departments; Peoria, AZ Police Department; Metro-Dade, FL, Police Department; and Kane County, IL, Sheriff.



Active Participant in the 9-1-1 Industry

Winbourne Consulting is an active participant in the 9-1-1 industry and its related associations. We see this as an integral part of our ability to serve the industry in a competent, effective manner. By understanding the developments in our industry, we can better serve our clients. We have relations with firms and associations with research and development resources that can be brought to bear to supplement our own resources.

We are active members of the National Emergency Number Association (NENA) and Association of Public Safety Communications Officials (APCO), the International CAD Consortium (ICC), the International Association of Fire Chiefs (IAFC), the National Fire Protection Association (NFPA), the International Association of Chiefs of Police (IACP), and the Law Enforcement Executive Development Association (LEEDA). We are a NENA NG9-1-1

partner company. We also are members of the Industry Council for Emergency Response Technologies (iCERT) (formerly the 9-1-1 Industry Alliance), the Project Management Institute (PMI), American Society for Industrial Security (ASIS), and the Uptime Institute. The conferences and meetings we attend with industry leaders allow us to maintain currency with all industry-related legislation and initiatives and new product offerings and to provide input into 9-1-1 operations and technology policies and plans.

Why Winbourne Consulting?

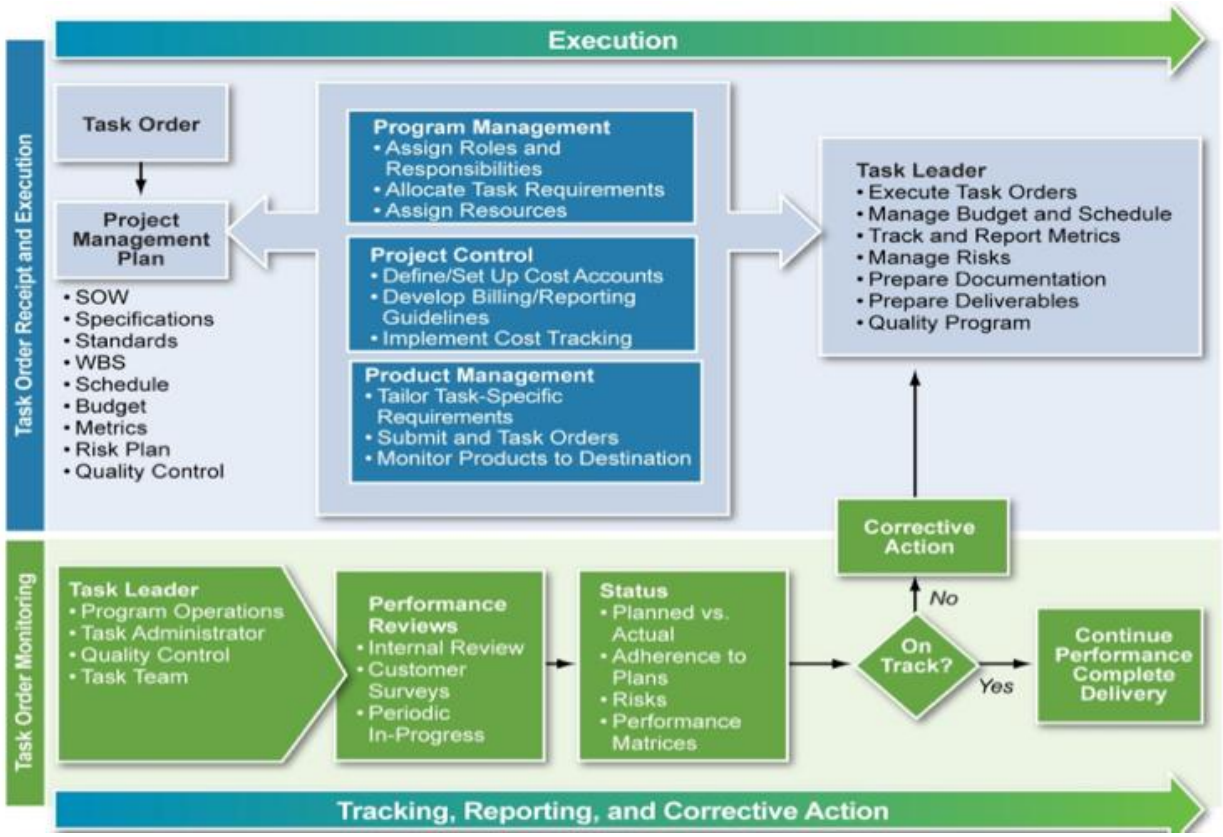
We are considered industry leaders in the CAD/Mobile/RMS/JMS specifications development field, having conducted requirements development studies for many of the Nation's premier public safety agency jurisdictions. Our value includes:

- ✓ Extensive CAD/Mobile/RMS/JMS needs assessment, functional and technical specifications and RFP development. Winbourne Consulting uses a proven methodology and customizable templates throughout its processes, which reduce time and increase quality of the deliverables.
- ✓ Experience performing similar tasks for major public safety entities nationwide, including Fairfax County, VA; New York City, NY; Prince William County, VA; Peoria, AZ; Tallahassee, FL; Washington, DC; and Boston, MA, which enhances the opportunity to benefit from best practices.
- ✓ Seasoned, experienced project team members with field and technical systems knowledge. Proven leadership eliminates the risk of inexperience and enhances the overall quality of results achieved throughout the project.
- ✓ Proven approach and methodology to accurately gather and validate specification, which minimizes the risk of missing a requirement and increases the overall clarity and quality of the requirements, their testability and their traceability.
- ✓ Successful implementation of multiple similar public safety engagement. Our experience in successful implementations increases the opportunity to develop comprehensive cutover plans, which reduces unforeseen risk and issues, thereby increasing the opportunity for a successful cutover.

Our firm is well qualified and acquainted with the challenges and type of services that are required to successfully develop and validated the business and technical requirements and prepare procurement documentation for modern CAD/Mobile/RMS/JMS systems. The foundation of our efforts to support The City of Chula Vista in the development of an RFP and procurement process to replace its public safety CAD/Mobile/JMS systems is an accurate assessment of its current and future business needs and technical environments. The key success factors for this project are a successful procurement, implementation, and ultimately, improved operational effectiveness.

Working with the Chula Vista project team in development of the CAD/Mobile/JMS RFP and procurement process, the Winbourne Consulting team will leverage our best practices and lessons learned database in addition to our knowledge and experience from previous CAD/Mobile/RMS/JMS projects to document and propose business and technical needs for the RFP that can enhance operational effectiveness.

Winbourne Consulting adheres to the Project Management Institute's processes and practices for all public safety projects. We will develop a project plan and schedule that establish project phases and milestones and include processes consistent with PMI practices, as shown below.



Depending on the needs of the project, our Project Management Plan includes a project charter, project organization diagram, explanation of the project methodology, a synopsis of the problems faced by the client's and partner jurisdictions' staff and management that should be resolved by the new system, scope definition, project schedule, resource plan, budget, communications plan, stakeholder management plan, risk and mitigation plan, and other documents as needed. The project schedule includes activities that are required to successfully complete all work under the contract between the CVPD and Winbourne Consulting.

PMI practices require project managers to monitor, control and report on budget, scope, schedule and quality issues. Our project manager will conduct routine status meetings and deliver status reports to Chula Vista project manager regarding these control points. The frequency and content for the meetings and reports will be agreed upon at the start of the project.

2. Method of Approach

Winbourne Consulting is proposing a phased approach for the Chula Vista CAD/Mobile/JMS replacement systems project. Listed below are the phases and tasks within each phase.

Phase 1 – CAD/Mobile/JMS Data Gathering and RFP Preparation

Project Initiation

Project initiation begins with a detailed walkthrough of the CVPD PSAP and public safety departments, where we will meet key employees that will be involved in the project, view a demonstration of the legacy CAD/Mobile/JMS and request permission for a "ride-along" to see the various departments operations from the PSAP and the field law enforcement officers' perspective. We will visit areas and facilities of the agency to be impacted by the CAD/Mobile/JMS project and some other facilities (i.e., Information Technology and Communications Department, Geographic Information Services Department, Legal, Risk Management and Purchasing, where applicable.)

Immediately following these tasks, our project manager will schedule a project kickoff meeting with the CAD/Mobile/JMS Committee, the CVPD project manager, and other stakeholders. The activities covered during the kickoff meeting are listed below.

Project Kickoff Meeting

Our project manager will conduct a project kickoff meeting for key stakeholders and other participants desired by the CVPD Project Team. During the project kickoff meeting, we will review the initial scope of the project with the Project Team members. We will also discuss CAD/Mobile/JMS projects in general and some of the issues that may be encountered so that the Project Team members may be better prepared for this project.

Winbourne Consulting will offer recommendations and creative ideas regarding resource and time management, risk and cost control issues, how to avoid some of the more common mistakes public safety agencies typically make in CAD/Mobile/JMS projects and examples of issues that have been seen in the past by our clients and from vendors in this market.

Culture and operational issues will greatly impact the user's acceptance of the new system. We will discuss these issues with the Project Team and make recommendations on ways to take advantage of their positive aspect and/or mitigate any negative aspect of the issue.

During the kickoff meeting, we will also discuss the interview and data collection process. Working with the Project Team to identify key participants in these processes, we will jointly develop a list of people to be interviewed, ride along scenarios, and potential site visits to develop the functional and technical specifications for the project.

We will conclude the kickoff meeting with a question and answer session to address questions from Project Team members and other stakeholders.

Interviews

Our team will conduct interviews with all necessary public safety, information technology and other affected stakeholders and their management to ensure a comprehensive understanding of the CAD/Mobile/JMS environment.

Winbourne Consulting understands that a critical part of the data collection phase is to learn firsthand from all stakeholders their specific business operational needs and desires. To support the development of the CAD/Mobile/JMS functional specifications, we will conduct job observations, focus groups, and individual interviews at the PSAP and other public safety facilities. We will also lead the following stakeholder workshops. A typical approach is as follows:

- Workshop 1 – Police Department Command Staff
- Workshop 2 – PSAP Supervisors, Staff and End Users
- Workshop 3 – Police Patrol Staff, Supervisors and other end-users
- Workshop 4 – Corrections Department/Jail Management System
- Workshop 5 – System administrators and IT Department

The intention of the workshops is to identify the strengths and weaknesses of the current CAD/Mobile/JMS and support systems; to identify opportunities for improvement, and to identify potential threats (major obstacles and/or risks) to a successful project. The workshops will facilitate the assessment of user needs while scoping CVPD's functional specifications.

During the workshops, users will be asked to discuss their needs as they pertain to the new CAD/Mobile/JMS. Participants will be asked to respond to the following types of questions:

1. What are the functions and responsibilities of your current assignment?
2. What information systems do you use in your work?
3. What are the strengths and weaknesses of the CAD/Mobile/JMS systems you are currently using?
4. What are your ideas for improving current operations?
5. What new technologies have you seen or heard about that would benefit your operations?

We will also ask participants to bring their organizational charts, "wish list," or other documents they would like to discuss during the meeting. This process will address the critical CAD/Mobile/JMS project success factor of ensuring adequate end-user input.

Project Master Plan

The Project Master Plan will include, but is not limited to, the following information:

1. A Project Organization schematic
2. An explanation of the project methodology to be used for the project
3. A synopsis of the problems faced by CVPD Police and Information Services Departments' staff and management that should be resolved by the new CAD/Mobile/JMS system
4. The scope and general requirements of the system to be acquired.
5. An updated project schedule

6. An estimated budget for the project based on the scope as then envisioned by the Project Team

Review Existing Documentation and Analyses

Winbourne Consulting SMEs will review existing documentation, analyses, history, and evaluations of the CAD/Mobile/JMS systems to support our baseline assessment of existing capabilities and legacy issues and to support the development of our technical criteria for the new systems. To supplement this data, we will also submit an agency information request for additional data we need for our criteria development activities that may not be contained in the initial CVPD provided documentation, such as:

- Detailed Police Department organizational charts
- Police Department and PSAP Operational General Orders/SOPs
- Police Department and PSAP telephone directory
- Local, county, state and federal operational and reporting requirements
- Any available workflow process maps for call taking and dispatching
- Copies of workload management and call processing reports and statistics
- Workflow for other reporting requirements

Review CAD/Mobile/JMS Data and Technical Architecture

Winbourne Consulting will:

- Meet with Police Department and IT stakeholders to understand and document how existing systems/applications are used
- Document the application environment, including inputs and outputs, interfaces, and standardized reports
- Gather IT infrastructure specifications and data information
- Identify data preservation or data migration needs
- Determine hardware, network and technical specification preferences
- Address staffing support for the current system and potential efficiencies to be gained

Every jurisdiction maintains its own set of IT related architectural standards. We recognize that while there are general similarities, each government entity has some specific standards that we need to work within while developing the technical CAD/Mobile/JMS requirements. We will follow a standard methodology for aligning CVPD's IT architectural standards, as provided to us by CVPD for the CAD/Mobile/JMS project. Our approach will start with a review of CVPD IT standards and discussions with CVPD IT staff for standards applicability to the CAD/Mobile/JMS project. Our approach is graphically described below.

Identify System Interfaces

We understand that interconnection among regional jurisdictions' CAD/Mobile/JMS systems may be a desired component of CVPD's new system. The goal is to acquire a suite of public safety systems that meet CVPD's public safety business and information technology needs by leveraging its enterprise architecture, internal processes, and interface protocols to act as a

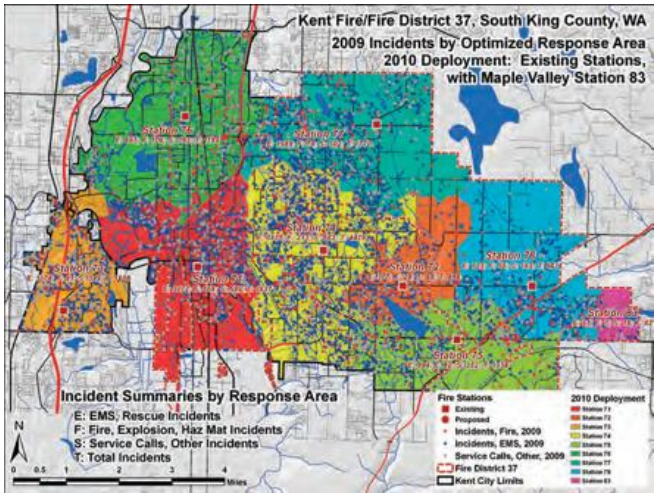
coordinated whole, thereby minimizing or eliminating duplicate processes, and maximizing data flow with a minimum number point to point interfaces. The purpose is to ensure seamless emergency service delivery where automatic mutual aid agreements are in place. Our team will identify and assess the use and effectiveness of all local, state, and federal system interfaces to the CAD/Mobile/JMS systems. In Virginia Beach, VA, we identified more than 60 third party systems and applications that required interfacing to the core CAD/Mobile/JMS systems.

Winbourne Consulting will support CVPD in the development of its Interface Integration Plan that will document and diagram end-state (and any required transition state) system-wide data flows. Subsequently, for each interface, the Winbourne Consulting team will create a functional design document to document the data flow, frequency, network and security requirements, and configuration of each required interface. Based on the requirements developed in the functional design document, we will work with the selected CAD/Mobile/JMS vendor to develop interface control documents for each interface that will specify interface requirements to be met by the participating systems. It will describe the concept of operations (CONOPS) for the interface, define the message structure and protocols that govern the interchange of data, and identify the communication paths along which the data is expected to flow.

As stated, based on the technical data provided to Winbourne Consulting, our team will identify and assess the use and effectiveness of any local, state, and federal system interfaces to the current CAD/Mobile/JMS systems. In addition, we will ensure that CVPD has the most up-to-date standards concerning CAD/Mobile/JMS systems as well as future roadmap for consideration.

Review CVPD's Requirements to Share Related Data

We understand that CAD/Mobile/JMS systems are more than just 9-1-1, dispatching, mobile and booking/jail management systems used by Police personnel. These systems are ground zero for virtually all public safety activity. PSAP systems such as CAD, Mobile, GIS, AVL, query applications, etc., are central databases public safety relies on to acquire, analyze, distribute, and store calls for your department and the City of Chula Vista.



Data sharing is important because public safety operations requires teamwork and because different departments/divisions/sections/units and personnel are separated by shift, days off, geography, and assignments. Therefore, central databases and a state-of-the-art CAD/Mobile/JMS systems are the primary solution for public safety. Mutual aid and utilization of resources, domestic security issues, and disaster management can all benefit from the sharing of data.

Winbourne Consulting will capture and validate CVPD's public safety and external stakeholder data needs as they relate to the new CAD/Mobile/JMS systems and associated third party

system interfaces. The data required by each stakeholder group will be incorporated into the technical and functional CAD/Mobile/JMS specifications to set expectations to vendors for the new system. This will address such data points including, but not limited to, the following:

- What information is important to Police Department to make strategic and tactical decisions?
- What information is important to first line supervisors and personnel to make strategic and tactical decisions?
- What information is needed for long-term strategic planning?
- What information is needed to meet state and federal reporting requirements?

The availability and effective use of data supports the Police Department's ability to allocate and deploy personnel, vehicles and equipment as required. For example, the ability to prepare management reports or even a density map of all Police Department incidents by:

- Period of Year
- Period of Time
- Day of Week

These activities can also support CVPD in measuring effectiveness of initiatives and operations.

Review Opportunities to Use Existing Systems

As part of our thorough technical needs assessment and analysis, we will review and document all existing Police Department and enterprise business systems to determine any related application requirements. The analysis will include, at a minimum, reviewing the degree existing systems meet user needs and determining if the system functionality is typically found in modern CAD/Mobile/JMS systems. We will also gather interface requirements, data flow and other business processes during the specifications process.

We understand the significance of integrated and interoperable CAD/Mobile/JMS systems to the Police Department and its related public safety partners. As a result of this analysis, we will identify specific functional, technical, and business requirements for all police and enterprise systems that are used by the related stakeholders. We will detail specific requirements of new replacement systems or upgrade of existing technology that will allow CVPD's public safety professionals to clearly recognize the most feasible solutions, taking multiple factors into account such as cost and other resource constraints, the available and planned technical architecture, and operations and maintenance.

Request for Proposals (RFP) Development

Winbourne Consulting will take all the information gathered during our data gathering process and produce a Statement of Work with technical specifications and a matrix listing each functional specification.

Develop Functional and Technical Specifications Document

Our data collections process provides the foundation for developing a functional and technical specifications document. The specifications document serves as an attachment to the RFP Statement of Work (SOW) (which includes the general information about CVPD's current and future technology and architecture, technical specifications, training requirements, support model and alternative approaches, and other relevant information) that will be issued to the

vendor community by way of the RFP. Although most of the information needed will be collected through the data collection process, we will likely need to conduct follow up interviews and request any additional information, if needed.

We will then develop the first draft of the functional specifications matrix and SOW. Our project manager will provide CVPD's project manager with a list of the information needed, the desired format, and where appropriate, typical examples of the information. Our project manager will incorporate CVPD's information into the documents. Prior to delivering these documents, we will conduct validation sessions with CVPD's Project Team and make all necessary adjustments to ensure all business needs have been satisfactorily captured. The following subtasks outline the processes we use to develop these specifications.

Develop Goals and Objectives

During our data collection process, we will collect the data necessary to develop a comprehensive set of goals and objectives for the CAD/Mobile/JMS replacement system. We understand the goals and objectives must address all vital functions and services now supported by CVPD in addition to documenting all long-term strategies and objectives.

Develop Specifications

The technical and functional criteria development process for the CAD/Mobile/JMS systems will be based on discovery during the data collection process. We will assess current and anticipated future needs of CVPD's law enforcement goals and objectives, the end-user interviews, meetings, job observations, and a review and analysis of data and documentation provided during the needs assessment process.

The process of drafting the SOW for the CAD/Mobile/JMS RFP requires a balance to ensure the information provided is detailed enough to clearly express the criteria and business processes of the stakeholders, while not being so prescriptive that vendors are restricted from proposing innovative solutions that meet or exceed the stated needs. Specification development will include consideration of all standards and best practices including those of APCO, NENA, ANSI, CJIS, ILETS, NIEM, LEITS, NEMSIS, NIBRS, and other such standards and policies applicable to public safety and information technology.

When the first draft of the CAD/Mobile/JMS functional and technical specifications is completed, we will hold validation sessions with the CAD/Mobile/JMS replacement project team, public safety supervisors, users from dispatch and the Police Department. Specifications will be validated and adjusted based on the group's input.

Technical Criteria

To support the development of the future system's technical criteria, we will:

- Meet with Police Department and IT stakeholders to understand and document how existing systems and applications are used.
- Document the existing CAD, mobile and technical environment, inputs and outputs, interfaces, and standardized reports.
- Document application environment, including inputs and outputs, interfaces, and standardized reports.
- Gather IT infrastructure specifications and data information.

Technical Specifications

We understand the operational effectiveness of a CAD/Mobile/JMS system depends on the technical infrastructure for stability, reliability, performance, speed, security, and redundancy. Winbourne Consulting understands all of the factors required for CVPD to successfully procure, implement, maintain, support, and upgrade a system that is the foundation of life and mission-critical operations for public safety on a 24 hours a day, 7 days week, 365 days a year (24/7/365) basis. Our team understands that for any new CAD/Mobile/JMS system to operate at maximum operational effectiveness, the technical specifications for the new system must be adequate, robust, and secure.

Our team has both public safety and technology consulting experience in researching, developing, and implementing technical specifications for new CAD/Mobile/JMS systems. This includes an understanding that CVPD will be purchasing commercial off-the-shelf (COTS) systems that will have its own minimum mandatory technical specifications for operating at maximum productivity and capacity. It is important to note that the selected vendor will provide CVPD with an integrated system architecture for a CAD/Mobile/JMS system in their response. Our goal is to provide the vendors the necessary information for them to develop the best solution they can, based on CVPD's operating environment and functional and technology standards and requirements.

One of our primary objectives will be to ensure all companies responding to the RFP have a precise understanding of CVPD's current technical infrastructure and capabilities to ensure a proposed system can operate at maximum operational performance and capacity and, if not, what technical specification changes are required. Areas of interest include the following:

- IT Strategic Plan – Identification of all IT strategic planning issues that may impact the CAD/MOBILE project including current in-progress and planned for future projects
- Data Center Capability and Capacity – Size; heating, ventilation, and air conditioning (HVAC); power; fire suppression; physical and virtual security; risk mitigation; and ability for growth and expansion
- Network Specifications – Local area network (LAN) to wireless (e.g., cellular, radio frequency [RF], 802.11); network devices; and bandwidth capacity
- Hardware – Current hardware standards (e.g., virtualization requirements, servers/ desktop/laptop devices/tablets) employed
- Software – Current software employed (e.g., enterprise operating software, virus protection, network management)
- Interfaces – Identification of all current and future interfaces with the CAD/MOBILE systems to both internal (i.e., stand-alone applications) and external sources (e.g., domestic security National Information Exchange Model [NIEM]/information sharing system projects, etc.)
- Databases – Identification of all databases and stand-alone applications currently employed by the Police Department that the CAD/MOBILE system may impact in any way
- Redundancy, Data Backup and Disaster Recovery – Current processes and desired future processes and infrastructure required

- Data and System Security – Business processes and physical security employed by CVPD's public safety operations teams related to external entities accessing specific systems 24/7/365 for support and maintenance purposes whether onsite or via remote access
- IT Personnel – Assessment of number and knowledge, skills, and abilities for IT personnel to successfully complete and maintain a new CAD/Mobile/JMS system as desired
- System Workload – Current workload metrics and desired metrics for a new system based on potential new business processes, policies, and procedures

CVPD's "Current Technology Overview" will be developed and included in the RFP SOW to inform vendors of the environment in which their system will be expected to operate and provide them the information necessary to propose any needed enhancements required for their system(s) to operate at maximum performance and efficiency.

We will customize our "Current Technology Overview" template and provide it to the Police Department and the IT Department to assist in the collection of all information necessary for the RFP, including such information as:

- Infrastructure
- CVPD's Security Standards
- Data Center
- Networks (wired and wireless)
- GIS
- Hardware
- Software
- Other

Within the "Current Technology Overview" will be an "Interface Details Spreadsheet," which will also become an attachment to the RFP to provide vendors the information they need to understand current and future CAD/Mobile/JMS interface requirements. We will work with CVPD to gather the total inventory of systems to either send or receive data from the CAD/Mobile/JMS system, including information such as:

- Application/System Name
- Version Number
- Mandatory/Optional
- Vendor Name
- Vendor Contact Name and Telephone Number
- Criticality (Life – Mission Critical, Normal)
- Data Flow (Push-Pull/Two-Way)
- Initiation (Real-Time/User-Initiated/Timed)
- Documented Interface
- Narrative – Expected benefit and process of interfaced application

We will also work with public safety leadership to validate the information gathered and make decisions regarding:

- Which systems should be interfaced with the CAD/Mobile/JMS system

- Which are optional versus mandatory
- Classify each as Life Critical, Mission Critical, or Normal Operations

These decisions need to involve operational stakeholders as these are business decisions that should not be made solely by IT.

We will also collect the data necessary to assist CVPD in determining its legacy data conversion needs that will be included in the RFP SOW. A determination needs to be made as to whether the data needs to be cleaned up prior to conversion, whether the effort for conversion is worthwhile, or whether to just make the data available to the users and management staff via alternative solutions. Notwithstanding, the data conversion requirements will include:

- Narrative of current environment including known issues
- Integrity of the data and clean up responsibilities
- Narrative describing the legacy data to be targeted for conversion including historical timeframe, size, etc.
- Narrative of legacy data that needs to be saved but not converted

The purpose is to provide vendors sufficient information to develop a detailed Data Conversion Plan that describes all vendor and CVPD processes and activities required to successfully migrate relevant CVPD data into the new system. The plan may include the following:

- The vendor's proposed data conversion process
- Specific roles and responsibilities for proposed CVPD resources, as well as recommended skills of personnel required to perform CVPD tasks
- Specific roles and responsibilities for proposed vendor resources, as well as recommended skills of personnel required to perform vendor tasks
- The vendor's proposed automated data conversion tools
- Recommended solutions for end-users to access non-migrated legacy data via integrated system or separate queries
- Recommended storage location for non-migrated legacy data
- Any prior data conversion experience with CVPD's legacy CAD/Mobile/JMS systems

Functional Specifications

It is important to note that the point is not to "design" a CAD/Mobile/JMS system; vendors will respond with COTS systems that, in essence, "are what they are." Only minimal vendor-supported customization of the basic software should be required, and the software should be configurable to maximize utilization. Thus, the exercise of developing functional specifications for the RFP is to identify functionality and features that agency personnel want to know if a CAD/Mobile/JMS system can accomplish, and to maintain and measure the degree of conformance between user expectations of system functionality, processes, and performance and the proposed product. At each stage of the project, we utilize traceable specifications to validate with the originator of the specification the purpose and intent of the specification and compare it to the as-built system. We use specifications and the associated traceability matrix as shown below.

Phase	Requirements Use	Outcome

Phase	Requirements Use	Outcome
Initial Specifications Gathering Phase	Identify and document end-user expectations of system functionality	Baseline set of specifications and traceability matrix that are used to measure the degree of conformance of user expected outcomes of each successive phase
Validation Phase	Resolving identified conflicts regarding expected functionality between user groups	Validated and prioritized set of requirements wherein user expectation conflicts are resolved
RFP Response Phase	Guidelines to public safety vendors regarding end-user expected functionality	Responses from vendors that document their degree of conformance to the requirements
RFP Evaluation Phase	Vendor response evaluation criteria and the basis of the response analysis	Response scores based on conformance to requirements and response analysis
Negotiation Phase	SWOT analysis serves as the basis for negotiating features and costs with preferred vendor	Completed contract
Fit and Gap Phase	Vendor and end-user system and requirements blue printing sessions	Vendor design for the integration and installation of the system
Installation and Configuration Phase	Reference document to resolve issues regarding configuration issues	Installed and configured system
Acceptance Test, Integration Tests, and Performance Test Phase	A subset of the requirements, along with use cases, will serve as the baseline for the Acceptance, Integration, and Performance Test Phases	Completed Acceptance, Integration, and Performance Tests Phases
Go Live and Post-Go Live	Final check to ensure system readiness to go live	Completed readiness review and go live
Post-Go Live	Any requirements not delivered will be tracked to ensure their inclusion in future releases of the product	Post-go live checklist

Training Specifications

Training is an extremely important factor in user acceptance and the overall success of the project. Winbourne Consulting will work with the project team and other decision makers to develop various training options that will support the users during the initial cutover to the new systems and provide documentation, knowledge and training to support ongoing training for new staff that arrives after cutover.

Winbourne Consulting is a strong proponent of train-the-trainer training for CVPD staff whenever possible. This training equips CVPD staff with the information and tools necessary to conduct initial, remedial and ongoing training for all dispatch, field, management and supervisory staff members. Our project team will work with CVPD, Law Enforcement Department, Fire Department, and EMS staff to determine the best training options for the selected solution.

Review and Validate Specifications with the Project Team

The purpose of reviewing and validating the functional specifications is to determine if end-user business process needs have been sufficiently captured and developed into need statements. Validating the technical criteria helps ensure that all CVPD technical standards, data conversion and interface requirements, and technical infrastructure overview are complete and accurate.

During the validation sessions, we will review each item in all documents, section by section, line by line, projecting them on a large screen. Discussions will center on any criteria within each section that the team desires to clarify, enhance, or eliminate and subsequently approve. We will walk through the criteria in the order in which they appear. This will be everyone's chance to review the IT criteria and functional specifications one last time before they are finalized at the follow up meeting.

Where information is missing or incomplete, assignments will be made to appropriate personnel with the expectation of a swift turnaround on all assignments. The follow up validation session, if needed, will focus on those areas where information was needed and/or further research was necessary to validate the criteria.

Format Specifications for Inclusion in an RFP

Winbourne Consulting will provide the requirements formatted in accordance with CVPD's requirements. We will provide an outline of the SOW and specifications traceability matrix prior to developing them for CVPD's review, modifications and concurrence. These documents with be added to CVPD's terms and conditions provided by CVPD's legal and procurement departments. Collectively they become the RFP that is published by CVPD.

Winbourne Consulting will work with CVPD's staff to prepare documents for bidding such as the Invitation to Bid, Instruction to Bidders, Bid Form, etc. and to assist in the following tasks.

- Reproduce the documents and ensure delivery to CVPD or other applicable parties
- Assist in the advertisement of bids and solicit contractors to bid on the project
- Answer questions from bidders relative to the project
- Prepare input for addenda, after approval by CVPD
- Attend vendor demonstrations
- Provide a written evaluation of the bid results
- Recommend award to vendor

Winbourne Consulting will use existing CVPD templates, where they are available. If CVPD does not have a template or form, we will offer various formats we have developed and use the format agreed upon by CVPD.

Provide an Estimate of Cost

Winbourne Consulting will provide CVPD with an estimated range of cost for the CAD/Mobile/JMS system based on the specifications and terms and conditions identified in the RFP. CVPD must understand that costs will vary dramatically between vendors based on the vendor's proposed solution. Winbourne Consulting will provide a vendor comparison tool and work with CVPD to determine the value of each proposal given the proposed solution and its benefit to CVPD's operations.

Provide a Response Assessment Tools

Winbourne Consulting has extensive experience working with government entities to create assessment tools and evaluation processes to be used to rate vendors as part of the RFP process. We will provide templates for CVPD's review, modifications and concurrence. These tools will be used during the review of vendor submittals, vendor demonstrations and vendor site visits. It is important that the evaluation team all use the same tools with diligence to help ensure a consistent approach to the evaluations and demonstrate fairness to all vendors.

Develop Demonstration Scenarios

Winbourne Consulting will provide expert guidance to CVPD's evaluation team in developing scenarios that demonstrate real-life situations and functions in relation to the requirements developed in the RFP. The process will not be one of us "telling you what to do" but rather one where we will work with stakeholders to guide and work cooperatively with the evaluation team to develop scenarios that allow the vendors to demonstrate their solutions using real data. Rather than just showing features, the developed scenarios will focus on integrated solutions and workflows that illustrate the initiation of an activity, how the system manages data, and how the data is turned into information in the form of reports and data-rich information. We have been very successful in conducting productive vendor demonstrations in Fairfax County, VA, WMATA, Prince William County, VA, Peoria, AZ, Ada County, ID, and Maricopa County, AZ.

Phase 2 - Proposal Evaluation, Vendor Selection and Contract Negotiations

Winbourne Consulting will play whatever role CVPD desires in the vendor evaluation process, and will provide input to the team and attend all demonstrations. We will also provide the evaluation team with recommendations, information, and suggested questions for the vendors during the demonstrations. Our team will also assist in facilitating discussions between evaluation team members to help them think through the evaluation process and determine which solution best meets CVPD's overall needs, objectives and goals. Vendor selection is ultimately the sole responsibility of CVPD.

Risk Assessment

Risk assessment planning is tightly coupled with our quality management planning and provides qualitative (priority) and quantitative (impact) assessment of risks associated with our proposed solutions and the risks inherent to executing the requirements of the SOW. The schedule will be evaluated and a critical path plan created that documents tasks to be completed and identifies risks and their potential impacts and assigns priorities and mitigation plans. Risk assessment and mitigation plans will be created for both the planning and implementation phases to ensure the project remains on the planned critical path. To monitor and manage risks, the following will be used:

- Risk, issue, and change logs to be used in all phases of the project.
- Creation of a stakeholder list and documentation of communications regarding risks and their consequences.
- Regularly scheduled project stakeholder status meetings and weekly and monthly summary reports that will include risks identified, risk consequences, mitigation planning and integration with work planned, work accomplished, schedule, and other project-related issues.
- Regularly scheduled status reports.
- Electronic project risk reporting and retention of key documentation through a project Web page, use of tools like SharePoint, and e-mail.

Contract Development and Negotiations

Our project team will begin by working with CVPD's project team to determine points for contract negotiations between CVPD and the successful vendor. A significant amount of information gleaned from the proposal itself, the vendor's demonstration, and the site visits to the vendor's installations will be used during negotiations.

Winbourne Consulting will review CVPD's standard procurement and services contract and make recommendations to CVPD via a list of concerns, risks and recommendations regarding the draft contract. The draft contract should be shared with the vendor as a starting point during the negotiation discussions. During negotiation discussions, Winbourne Consulting will assist the CVPD project team by offering recommendations, clarifications and information to CVPD regarding specific issues, concerns and points of negotiation. Winbourne Consulting will also review changes to the contract proposed by the vendor and make recommendations to CVPD regarding those changes. It will be CVPD's sole responsibility to accept, modify or reject any changes proposed by the vendor or Winbourne Consulting.

Phase 3 – Implementation

Once the vendor is determined and under contract, we will meet with the vendor's project manager and project team and CVPD's project team for a kickoff meeting to introduce everyone and begin building a cohesive project team. Our PM will work with the vendor to build a project plan and schedules based on input from all parties and obtain CVPD's approval. The plan will include all documents required under this RFP plus any additional documents considered germane by the PMs. The project schedule will reflect those activities needed to successfully implement the new CAD/Mobile/JMS system and manage the project. The project schedule is not and will not be used as a daily work list for those performing the work. Those responsible for specific activities will develop individual detailed work lists and plans.

Winbourne Consulting will monitor and control all the processes covered in the project plan to ensure each party performs as stated in the project plan. Risks and issues logs will be kept to ensure risks are known and mitigated as agreed upon by the effected parties, and issues are resolved to satisfaction. Our PM will adhere to all requirements for onsite meetings and events, as agreed upon in our contract with CVPD.

Winbourne Consulting will provide programming and design assistance. We will assist and facilitate CVPD and the selected vendor with the system design process.

Our team will provide cost estimating review and evaluation services that may include reconciliation of existing conceptual estimates, value engineering suggestions and resource prioritization, cost review at schematic design and design development. We will also review documents and provide a constructability and coordination review of the documents at various stages of design. It is important to note that "programming and design" of COTS solutions mainly pertains to selecting the options needed to meet the specifications and configuring the system to meet the operational processes that will be used when operating the new systems.

An integral part of this process is risk assessment. We will identify risks and develop mitigation and site logistics plan to deal with project risks.

Winbourne Consulting will work with the vendor to prepare a Project Master Schedule that includes a preliminary development schedule for any features CVPD and the vendor have agreed to develop for the implementation. A Gantt format with a critical path is normally used for most projects.

Our team will identify schedule control points to guide all project activities and recommend they be included in the contract documents. Winbourne Consulting will provide quality assurance throughout the project. We will work with CVPD and selected vendor to develop a detailed project specific quality assurance program that provides for the achievement of the highest quality design and configuration possible.

The critical areas that will require significant attention during the phase are: project plan development; workflow analysis of the dispatch center, field users, administrators and support staff, risk and quality plan development.

Our Project Manager will participate in development and configuration meetings as CVPD's advocate. We will facilitate problem solving and communication among all team members.

We will provide oversight, implementation and expediting of the development and configuration submittal process on CVPD's behalf to ensure compliance with project requirements and coordination of products. We will also identify and facilitate the resolution of required information or selections.

In developing a comprehensive project schedule that includes all work package activities, our PM will evaluate the contractor's baseline schedule and progress submittals. We will also provide oversight of the Request for Information process and take necessary action to resolve issues.

Should the need for any change orders occur after contract signing, Winbourne Consulting will provide a detailed review of the vendor's requests for change orders as well as recommendations for their disposition.

Payment milestones based on value achieved will be established as part of the contract process. We will review and recommend approval of the vendor's applications for progress payments.

Should specific development be required to meet the specifications and agreed upon in the contract, we will coordinate owner-provided materials testing services, review ongoing development means and methods and quality, and facilitate the resolution of development questions and issues between the vendor and CVPD.

Key activities during the Implementation Phase include the following.

CAD/Mobile/JMS Network Analysis

Winbourne Consulting will include language in the RFP that will require the vendors to identify any issues of concern regarding the performance of the proposed system on CVPD's existing network. The solution and options selected by CVPD may have different impacts on the network. Any issues raised by the selected vendor will be addressed during contract negotiations. Changes to the network to support the selected solution will be made by CVPD or may be made by the vendor if prescribed in the contract.

Winbourne Consulting will assist CVPD with a network testing process if CVPD or the vendor desires a network analysis study or performance test, as every vendor has different network requirements for its specific solution.

System Configuration

System configuration is a very detailed and laborious process that will take months to perform. It is also one of, if not the most important aspect of benefits realization, gaining user acceptance, and optimizing system and staff performance.

Winbourne Consulting will work with the selected vendor and the project team to develop a comprehensive approach to configuring the system to meet the operational needs of the dispatchers, field users and management staff.

The functionality matrix will be used as an instrument in the configuration process to ensure that each functional specification can be accomplished. Additionally, CVPD staff will need to make decisions throughout the configuration process as to whether business processes need to change based on the capabilities and limitations of the selected system.

Interface Integration

Winbourne Consulting will work with the vendor and the project team to ensure each interface identified is installed and functional. If development is required for an interface, Winbourne Consulting will work with the vendor to ensure the vendor has sufficient information to develop and test the interface. We will also track the development process and hold the vendor accountable for the results and time of delivery. Our project manager will keep CVPD's project manager up to date on any issues that arise from this process.

Data Conversion and Installation

Winbourne Consulting will work with CVPD and the vendor to determine the feasibility and level of effort to convert existing CAD/Mobile/JMS data into a format compatible with the new system. This discussion will include alternative solutions that make the data available to end-users without conversion.

Should CVPD decide to convert existing data, Winbourne Consulting will work with the vendor to ensure they have the data schema for the existing data. When the vendor determines the conversion process and timeframe to convert the data, our project manager will incorporate that effort into the overall schedule and monitor the vendor's performance. Our project manager will keep CVPD's project manager up to date on any issues that arise from this process.

System Acceptance Testing

Winbourne Consulting will work with CVPD's project team and the vendor to develop a comprehensive, detailed system test plan. The plan will include the following area for testing:

- System Test Planning
- Interface Testing
- Load Testing
- Test Results
- Corrective Action
- Functional Test Observations
- System Reliability Monitoring
- Test Reporting

Any failures during system testing will be noted and resolved as determined by the project team. Testing will be observed and accepted by designated CVPD staff authorized to perform and approve testing.

End-user Testing

Once the initial configuration process and system testing are completed to CVPD's satisfaction, end-user testing may begin. End-user testing will include testing each of the functional specifications listed in the functional specifications matrix, test scripts and scenarios created by the end-users, and other tests as deemed needed by CVPD's project team.

Any failures during end-user testing will be noted and resolved as determined by the project team. Testing will be observed and accepted by designated CVPD staff authorized to perform and approve testing.

End-user Training

After system testing and end-user testing are completed to a level of CVPD's satisfaction, end-user training can begin. End-users, supervisors and management staff will receive the training prescribed in the training plan developed by the project team.

Special consideration will be given to the time between the point at which an end-user receives the training and the time of cutover. If that period of time extends beyond what a user can reasonably retain, usually two to three weeks, a supplemental training plan will be developed and implemented.

CVPD should also be aware that subtle changes to the configuration are often identified and made as a result of findings that occur during training.

Cutover and Post-Cutover Support

Winbourne Consulting will work with CVPD's project team to determine an appropriate level of support from the vendor and internal staff during cutover. We will include language in the RFP regarding cutover support and response requirements based on the level of severity of the system incident.

Winbourne Consulting, in concert with CVPD's project and technical support team, will develop language in the RFP regarding system performance monitoring and reporting. We will work with the vendor to ensure system monitoring and performance measurements are made throughout the cutover period and periodically after cutover.

Onsite support from the vendor is crucial throughout the implementation, testing, training, cutover, and post cutover period. We will include language in the RFP detailing the vendor's onsite support requirements and work with the vendor and CVPD to ensure compliance.

Our team will work with the vendor and CVPD to ensure the vendor complies with all post cutover support requirements described in the RFP and agreed upon in the contract. We will also work with CVPD's project team to determine an acceptable timeframe and disposition of issues at each severity level.

Closeout and Final Report

Winbourne Consulting will produce and deliver all documents described in this response and the contract with CVPD. We will also work with the vendor and CVPD's project team and support staff to determine the level of documentation required to support the new solutions and monitor the vendor's performance for the delivery of the documents.

Our project manager will conduct a document review session between CVPD's staff and the vendor to review all documents received from the vendor. We will then document any shortcomings or issues with the delivered documents and request the vendor update the documents accordingly.

Once CVPD has determined the system is performing satisfactorily and agrees the final acceptance terms in the contract are realized, final acceptance will be issued to the vendor. Winbourne Consulting will work with CVPD in determining that final acceptance conditions have been met and with drafting a letter of final acceptance to the vendor.

The critical areas that will require significant attention during this phase are: equipment installation; system configuration and testing; training development and delivery; user acceptance testing; pre-cutover planning and testing; system cutover; problem resolution; final acceptance; documentation delivery and project closeout.

3. Work Plan/ Approach and Timing

Task Name	Duration	Start	Finish	Predecessors
Phase 1 - CAD/MOBILE Data Gathering and RFP Preparation	**16 days**	**Tue 9/1/15**	**Wed 9/23/15**	
Project Initiation	0 days	Tue 9/1/15	Tue 9/1/15	
Initial PSAP tours and interviews	1 day	Tue 9/1/15	Tue 9/1/15	2SS
Project kickoff meeting	1 day	Wed 9/2/15	Wed 9/2/15	3
Stakeholder interviews	15 days	Tue 9/1/15	Mon 9/21/15	3SS
Project master plan	15 days	Wed 9/2/15	Tue 9/22/15	4SS
Review Existing Documentation	15 days	Wed 9/2/15	Tue 9/22/15	6SS
Review CAD and Mobile configurations	15 days	Wed 9/2/15	Tue 9/22/15	7SS
Identify system interfaces	15 days	Wed 9/2/15	Tue 9/22/15	8SS
Review data sharing requirements	15 days	Wed 9/2/15	Tue 9/22/15	9SS
Opportunities to use existing systems	15 days	Wed 9/2/15	Tue 9/22/15	10SS
Complete Evaluation and Discovery	0 days	Wed 9/23/15	Wed 9/23/15	11
Request for proposal development	**100 days**	**Wed 9/23/15**	**Tue 2/9/16**	
Develop functional and technical specifications	60 days	Wed 9/23/15	Tue 12/15/15	12
Technical criteria	20 days	Wed 9/23/15	Tue 10/20/15	14SS
Training specifications	20 days	Wed 9/23/15	Tue 10/20/15	15SS
Validate specifications	20 days	Wed 9/23/15	Tue 10/20/15	16SS
Format specifications for inclusion in the RFP	20 days	Wed 9/23/15	Tue 10/20/15	17SS
Create estimate of costs	20 days	Wed 12/16/15	Tue 1/12/16	14
Provide a response assessment tool	20 days	Wed 1/13/16	Tue 2/9/16	19
Develop demonstrations scenarios	60 days	Wed 9/23/15	Tue 12/15/15	14SS
Complete RFP and Release	0 days	Tue 2/9/16	Tue 2/9/16	21,14,15,16,17,18,19,20
Phase 2 - Proposal Evaluation, Vendor Selection and Contract Negotiations	**45 days**	**Wed 3/2/16**	**Tue 5/3/16**	
Risk assessment	45 days	Wed 3/2/16	Tue 5/3/16	22FS+15 days
Contract development and negotiations	45 days	Wed 3/2/16	Tue 5/3/16	24SS
Complete Contract Award	0 days	Tue 5/3/16	Tue 5/3/16	24,25

Phase 3 - Implementation	227 days	Wed 5/25/16	Thu 4/6/17	
CAD & MOBILE network analysis	5 days	Wed 5/25/16	Tue 5/31/16	26FS+15 days
System configuration	90 days	Wed 6/1/16	Tue 10/4/16	28
Interface integration	90 days	Wed 10/5/16	Tue 2/7/17	29
Data conversion and installation	15 days	Wed 2/8/17	Tue 2/28/17	30
System acceptance testing	10 days	Wed 3/1/17	Tue 3/14/17	31
End User Training	10 days	Wed 3/15/17	Tue 3/28/17	32
Cutover and post-cutover support	2 days	Wed 3/29/17	Thu 3/30/17	33
Closeout and Final Report	5 days	Fri 3/31/17	Thu 4/6/17	34

4. Costs

Chula Vista CAD/MOBILE Replacement Project		
Task	**Engagement Executive**	**Project Manager**
Phase 1 – CAD/MOBILE Data Gathering and RFP Preparation	8	184
Phase 2 – Proposal Evaluation, Vendor Selection and Contract Negotiations	8	144
Phase 3 – Implementation	8	1,240
Total Hours	24	1,568
Labor Rate	$160	$135
Labor Cost	$3,840	$211,680
Total Engagement Cost	**$215,520**	

5. Resumes

Andrew G. Reece, PMP, ITIL, Winbourne Consulting, LLC

Summary of Experience

Mr. Reece has over 20 years of experience in managing the improvement of Government operations. He specializes in strategic planning, business process design, business process improvement, and organizational design and realignment. Specifically, he has a broad knowledge of Government operations, including finance and budget, technology and systems, and their impact on business process and organization structure. He has worked extensively over the past 10 years planning and implementing complex information technology (IT), network, and communications systems. Highlights include:

- Executive management responsibility for over $40 million in public safety IT projects.
- Extensive experience with the design, procurement, configuration, and implementation of numerous public safety IT applications and projects.
- Program and project management experience for a wide array of public safety applications.

Related Project Experience

Winbourne Consulting (Formerly Winbourne and Costas, Inc.) 2001-2011, President, 2011 to Present, Vice President, 2001 to 2011

- Arlington County, VA – Public Safety Information Technology Strategic Plan – Project Manager
- Pembroke Pines, FL – Public Safety Emergency Communications Consolidation Feasibility Project – Project Manager
- Kingdom of Jordan - CAD/Public Safety System Replacement Project – Project Manager
- Fairfax County, VA – Department of Information Technology, Public Safety Integrated CAD/RMS Implementation Project – Program Manager
- U.S. Department of State (DOS) – Kingdom of Jordan Crisis Management and Emergency Resource Project – Project Manager
- City of Mesa, AZ - Public Safety Information Technology Strategic Plan Project - Engagement Executive
- City of Virginia Beach, VA - CAD/RMS Replacement Project – Engagement Executive
- Prince William County, VA – Department of Public Safety Communications CAD/RMS/Mobile/Field Reporting Replacement Project – Engagement Executive
- Peoria, AZ Police Department – CAD/RMS/Mobile/Field Reporting Replacement - Engagement Executive
- Montgomery County, MD – Fire and Rescue Department Dispatch Operations Analysis – Engagement Executive
- Fairfax County, VA – Fire and Rescue Department Electronic Patient Care Replacement Project – Engagement Executive
- National Capital Region CAD to CAD Data Exchange Hub Project – Engagement Executive
- Kurdistan Iraq/United Nations Office of Project Services (UNOPS) – EMS Dispatch System Project – Engagement Executive

- Ada County, ID - CAD/Mobile Replacement – Engagement Executive
- State of Arizona Department of Public Safety – Message Switch Replacement Project – Engagement Executive
- DeKalb County, GA – CAD/Mobile Replacement Project – Engagement Executive

District of Columbia Office of Property Management, Chief of Staff, 1998 – 2001

District of Columbia Financial Authority, Assistant Chief Management Officer, 1995 – 1998

Assistant to the Vice President for Academic Affairs, Howard University, 1991 – 1995

CREDENTIALS

- Information Technology Infrastructure Library (ITIL®) v3 Foundation Certification – 2012
- Project Management Institute (PMI) PMP Certification – 2008

PROFESSIONAL ORGANIZATIONS

- Association of Public Safety Communications Officials (APCO) – International – Current
- National Emergency Number Association (NENA) – Current
- International Association of Chiefs of Police (IACP) – Current

TRAINING COURSES

- User and System Requirements for Successful Software Development– 2011
- Software Quality Assurance: Delivering Consistent Quality – 2011

EDUCATION

- **University of North Carolina**, M.A., Geographical Information Systems – 1994
- **University of Miami**, B.A., Geography, English – 1989

Robert M. Waldon Jr., Project Manager, Winbourne Consulting, LLC

Summary of Experience

Mr. Waldon has spent 20 years in public safety originally functioning as a firefighter paramedic in the Los Angeles and Orange County area and as a project manager managing the implementation and integration of CAD and RMS systems along with their ancillary interfaces since 1992. Specifically, he has a broad knowledge of field and communication center operations of both fire and law enforcement, and has been involved with the implementation of complex multi-agency systems throughout the US. Highlights Include:

- Program Management of multiple project managers for multi-agency systems. Including functioning as the PMO Director for a Tier 1 CAD and RMS company based in San Diego, CA.
- Specializes in project team development and methodical approaches to complicated systems with project teams of little to no project management, or IT implementation experiences.
- Extensive experience with the development and implementation of public safety system to include CAD, E911, Fire and Police RMS systems, Mobile System, AVL, EPCR, Radio System, CAD to CAD, Booking and Jail Systems, Inventory Management, Training and Scheduling Systems, and CLETS and CJIS databases.

Related Project Experience

Public Safety Systems Project Management, 1992 to Present

Target Solutions, San Diego, California
Consulting engagement for the procurement of an Electronic Patient Care Reporting (EPCR) software system. Valuation of functionality and system design and architecture.

Motorola, San Diego, California
Responsible for managing Public Safety Software projects within constraints of scope, quality, time, and cost, to deliver specified requirements and meet customer satisfaction. Specifically hired to manage a complex RMS integration project.

- San Diego, CA, San Diego Sheriff's Department - Development and Implementation of a Mutli-Agency, Multi-Discipline RMS System.

TriTech Software System, San Diego, California:
Responsible for overall direction of Project Management Office (PMO) providing services to the organizations portfolio of projects such as; guidelines, planning, scheduling, estimating, costing, and risk assessment as well as functioning as a Project Manager responsible for managing multiple Multi-Agency CAD Implementation project within constraints of scope, quality, time, and cost, to deliver specified requirements and meet customer satisfaction.

- Bay Medical Center, FL – EMS CAD and Mobile System with associated interface.

- Clark County, NV – Combined Communication Center CAD and Mobile System with associated interfaces.
- County of Fresno, CA - EMS CAD and Mobile System with associated interface.
- City of Denver, CO – Combined Communication Center CAD and Mobile for Police, Fire and EMS.
- Santa Ana, CA – Fire CAD with associated interfaces
- Santa Barbara, CA – Police CAD and RMS.
- San Luis Obispo County Sheriff, CA – Police CAD and RMS with associated interface.
- Southwest Ambulance of Las Vegas, NV - EMS CAD and Mobile System with associated interfaces.
- El Paso & Teller Counties, CO – Multi Agency CAD and Mobile systems for Police, Fire and EMS, including multi-agency CAD interfaces to each agency.
- City of Plano, TX - Combined Communication Center CAD and Mobile for Police and Fire with associated interfaces.

American Medical Response, Southern California: Consolidation of communications centers, development and implementation of CAD and Mobile Systems and ancillary interfaces to secondary agencies and billing systems. Projects include:

- AMR San Diego, CA, System Status Plan Development and CAD Implementation.
- AMR Los Angeles & Orange Counties, CA, System Status Plan Development and CAD Implementation.
- AMR Ventura, CA System Status Plan Development and CAD Implementation.
- AMR Riverside, CA System Status Plan Development and CAD Implementation.

Related Public Safety Experience

Firefighter, Paramedic, Communication Center Manager

Orange County Fire Authority, Orange County, CA, 1995 – 2001
Paid Call Fire Fighter/Driver Operator/Company Officer/Associate Instructor
Served community of Orange County as a Paid Call Fire Fighter.

American Medical Response, Los Angeles, CA, 1995 – 1999
Communications Manager/System Status Manager
Responsible for managing and coordinating daily operations for a large communications center consisting of a regional call center and dispatch center with a call volume exceeding 2000 calls per day.

American Medical Response, Los Angeles, CA, 1993 – 1999
Computer Aided Technology/Systems Administrator

American Medical Response, Los Angeles, CA, 1994 – 1995
Communications Supervisor

Crippen Ambulance Company, Covina, CA, 1992 – 1993
Paramedic

Encinitas Fire Department, Encinitas, CA, 1989 – 1991
Reserve Fire Fighter

Anaheim Fire Department, Anaheim, CA, 1989 – 1991
Reserve Fire Inspector

Superior Ambulance, Santa Ana, CA, 1987 – 1991
Emergency Medical Technician, Part Time Dispatcher.

EDUCATION

- **Project Management**
  Completion of over 20,000 hours of experience managing the implementation of Public Safety Systems for Fire, Police and EMS Agencies. Completion of the Project Management Institutes Core Competencies in excess of 100 hours.
- PCF Fire Ground Officer Academy, Orange County Fire Authority, Orange County, CA, 1997.
- Driver Operator Academy #21, Orange County Fire Authority, Orange County, 1997
- PCF Fire Fighter Academy #23, Orange County Fire Authority, Orange County, 1995
- AS Degree in Emergency Medical Services, Paramedic School Class #12, Mt. San Antonio College, 1991
- AS Degree in Fire Technology, 74th Basic Fire Fighter 1 Academy, Rancho Santiago College, 1989

Kirby G. Beyer, Consultant, Winbourne Consulting, LLC

Summary of Experience

Mr. Beyer is a highly effective leader, mentor and problem solver. He has provided business process reengineering, project management and information technology consulting services to multiple customers in Public Safety agencies. Mr. Beyer managed the implementation of numerous Public Safety applications particularly in the areas of Computer Aided Dispatch, Records Management, Mobile and Field Reporting and Jail Management Systems. He background includes extensive experience in establishing strategic planning methodologies for large law enforcement agencies. He authored, through collaborative efforts, RFPs for jail management and records management systems. He has led and mentored large development and implementation teams of engineers and subject matter experts that provided various public safety solutions including: jail management systems, large regional records management systems and regional sex offender management systems. Kirby received a departmental award (Medal of Merit in 2009) for achievements in information technology from the San Diego County Sheriff's Department.

- Project Management - San Marcos Analysis and Response Team (SMART Team) – data driven targeted law enforcement project. Project manager responsible for implementation team management and strategic direction.
- Project Management - Major jail information management system. Team Lead responsible for training, business process reviews and implementation.
- Project Management - NetRMS (Regional law enforcement records management and field reporting system). Project manager responsible for project management, team selections, budget and implementation across all agencies in the County of San Diego.
- Project Management - Patrol Speed & Safe Driving Initiative. Responsible for implementation and business process change control.
- Project Management - San Diego Regional Sex Offender Management System. Project manager responsible for grant administration (2010 Child Sexual Predator Program Grant), team selection and implementation.
- San Diego Regional Sex Offender Notification System. Project manager responsible for project management, coordination with political representations, budget and public relations.
- Escondido Bomb House (unified command of 70+ agencies). Incident commander in large scale critical incident. that spanned 30 days in length. Responsible for incident management, coordination of unified command, ensuring public and personnel safety in a volatile event.

Related Project Experience

WINBOURNE CONSULTING, LLC **2015**

Consultant

- Murrieta (California) Police Department CAD/RMS replacement project – provided consulting services in the area of law enforcement records management and automated field reporting requirements.

SAN DIEGO COUNTY SHERIFF'S DEPARTMENT

Assistant Sheriff **2012 - 2014**

- Human Resources & Court Services Bureaus – responsible for all human resources activity in a 4,000 member department and management of law enforcement court security services across a large court system.
- NetRMS Project – Law Enforcement project manager on large regional records management and field reporting system implementation. This was a new implementation project that brought a records management system to all local law enforcement agencies in San Diego County.

Sheriff's Commander **2011 - 2012**

- HRSB Command – Manage Internal Affairs, Training, Personnel, Payroll & Risk Management. Responsible for internal affairs case review and management, personnel hiring and management and department risk management strategies.
- CSB Command – Manage all court locations & Civil Division. Management of law enforcement court security services across a large court system.
- NetRMS Project – Law Enforcement project manager on large regional records management and field reporting system implementation. This was a new implementation project that brought a records management system to all local law enforcement agencies in San Diego County.

Sheriff's Captain **2008 - 2011**

- San Marcos Sheriff's Station – Managed patrol operations, 125 employees, budget, goals & objectives & leadership.
- Communications Division – Managed emergency communications center & NexGen 911 planning**.**
- NetRMS Project – Law Enforcement project manager on large regional records management and field reporting system implementation. This was a new implementation project that brought a records management system to all local law enforcement agencies in San Diego County.

Sheriff's Lieutenant **2005 - 2008**

- NetRMS Project – Law Enforcement project manager on large regional records management and field reporting system implementation. This was a new implementation project that brought a records management system to all local law enforcement agencies in San Diego County.
- Communications Division – Watch Commander and Administrative Lieutenant responsible for Communications Center operations and personnel issues.

Sheriff's Sergeant **1996 - 2005**

- Child Abuse Unit & Sex Offender Management Unit
- Jail Information Management System (JIMS) Project Team
- Detentions Operations Area 2 (GBDF) – responsible for supervision of sworn jail staff, scheduling and critical incident management

EDUCATION

- **Information Technology with Minor in Criminal Justice,** Bachelor of Science, National University, San Diego, CA
- **Administration of Justice & General Studies,** Associate of Science, Southwestern Community College, Chula Vista, CA

PROFESSIONAL ORGANIZATIONS

- **PORAC (**Peace Officers Research Association of California**)**
- **Deputy Sheriff's Association of San Diego County** (Retired)