



Harrison County, Mississippi

Proposal to Provide:

**Feasibility Study for
Harrison County Consolidation of Public
Safety Dispatch Centers**

October 30, 2012



DELTAWRX
management consultants



21700 Oxnard Street
Suite 530
Woodland Hills, CA 91367
(818) 227-9300 ☎
(818) 227-9301 📠
bhudson@deltawrx.com

October 30, 2012

Ms. Melissa Pope
County Purchasing Agent
Harrison County Board of Supervisors
c/o Chancery Clerks Office
Post Office Drawer CC
Gulfport, Mississippi, 39502

Dear Ms. Pope:

DELTAWRX is pleased to submit our proposal to conduct a consolidated dispatch feasibility study for the County of Harrison, Mississippi (County). Our proposal is based on the information provided in the County's Request for Qualifications, our knowledge of public safety communications operations, and our experience assisting comparable agencies with similar projects.

Based on our public safety communications experience, our resourcefulness and our reputation for managing projects and producing deliverables of the highest quality, we believe that we are best qualified to assist the County in this important effort. To ensure the success of this project, we will provide:

- 1. Specialized Expertise with Consolidating Dispatch Operations** – DELTAWRX has assisted several public safety agencies assess the operational impacts of prospective consolidated dispatch configurations. We have conducted analyses similar to that requested by the County of Harrison for the City of Westminster, California, the City of Redmond, Washington, and the Cities of Fremont, Newark and Union City, California, among others. Additionally, we currently are assisting the County of Spokane, Washington and County of Hamilton, Indiana with assessing the feasibility of and optimal configuration for consolidating Public Safety Answering Points (PSAP) within the counties. We are aware of the unique budgetary, operational, technical, support and governance issues that exist in

multi-jurisdictional dispatch environments and can provide realistic assessments of configuration options available to all impacted agencies. Further, we understand the intricacies of fire, emergency medical services (EMS) and law enforcement dispatch operations as well as the complex issues associated with multi-disciplinary consolidation.

2. **Public Safety Expertise** – Our proposed project team has direct experience working with public safety agencies, including law enforcement, fire, EMS and communications, and has led more than 150 of the most innovative public safety planning engagements in North America. We are skilled in public safety operations, management and technology planning, and have extensive experience in conducting analytical evaluations of operations, culture, technology, staffing and budgetary options for public safety agencies. All of the consultants that we are proposing for this project have MBAs, MPAs, JDs or PhDs and possess the necessary interdisciplinary skills to ensure the engagement's successful completion.
3. **Objectivity and Independence** – DELTAWRX is a completely objective and independent firm. While we enjoy productive working relationships with vendors, we have no commitments to any information technology or communications suppliers and are able to objectively assess alternatives which best meet the needs of our clients.
4. **History of Client Satisfaction** – We endeavor to provide the highest quality work in the most professional manner. We develop strong working relationships with our clients and always take the long view in our engagements. Our references attest to our knowledge and experience in identifying, analyzing and accurately documenting technical and functional solution requirements. Our references in Standard Form (SF) 254 and 255 provide a sampling of the clients for whom we have provided services similar to those requested by the County.
5. **Flexibility** – Working exclusively with public safety and criminal justice agencies, we understand the need to build trust and rapport with end-users, as well as the need to accommodate shift schedules and unanticipated events. While DELTAWRX creates detailed project timelines and plans, we also bring a level of flexibility to our engagements to recognize the needs of our clients.
6. **Practical and Action-Oriented** – All of our recommendations are practical. No two agencies are the same and we always take into account the unique political, cultural, financial, operational and technical constraints that affect an organization's ability to implement a recommendation. Finally, we approach all of our engagements from the perspective that change will be an inevitable outcome of the project and that the process of managing change begins at project inception.

In summary, as one of the premier public safety consulting firms in the nation, we believe our company is best qualified to assist the County of Harrison with its Consolidated Dispatch Feasibility Study. If you have any questions, please contact Michael Thayer or me at (818) 227-9300. We look forward to assisting you in this most important assignment.

Very truly yours,

Brian Hudson
Partner

County of Harrison, Mississippi

Proposal to Conduct a Consolidated Dispatch Feasibility Study

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Section One – Standard Form 254

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Section Three – Standard Form 330

Standard Form 330 is provided on the following page.

ARCHITECT - ENGINEER QUALIFICATIONS

PART I - CONTRACT-SPECIFIC QUALIFICATIONS

A. CONTRACT INFORMATION

1. TITLE AND LOCATION (*City and State*): Feasibility Study for Harrison County Consolidation of Public Safety Dispatch Centers/ Harrison County
2. PUBLIC NOTICE DATE: September 19, 2012
3. SOLICITATION OR PROJECT NUMBER: Not Applicable

B. ARCHITECT-ENGINEER POINT OF CONTACT

4. NAME AND TITLE: Brian Hudson
5. NAME OF FIRM: DELTAWRX LLC
6. TELEPHONE NUMBER: (818) 227-9300
7. FAX NUMBER: (818) 227-9301
8. E-MAIL ADDRESS: bhudson@deltawrx.com

C. PROPOSED TEAM

(Complete this section for the prime contractor and all key subcontractors.)

-
- 9a. PRIME (CHECK HERE): DELTAWRX LLC
 - 9a. JOINT-VENTURE PARTNER (CHECK HERE):
 - 9a. SUBCONTRACTOR (CHECK HERE):
 - 9a. FIRM NAME: DELTAWRX LLC
 - 9a. IF BRANCH OFFICE CHECK HERE:
 - 10a. ADDRESS: 21700 Oxnard Street, Suite 530 Woodland Hills, CA 91367
 - 11a. ROLE IN THIS CONTRACT: Prime Contractors
-
- 9b. PRIME (CHECK HERE):
 - 9b. JOINT-VENTURE PARTNER (CHECK HERE):
 - 9b. SUBCONTRACTOR (CHECK HERE):
 - 9b. FIRM NAME:
 - 9b. IF BRANCH OFFICE CHECK HERE:
 - 10b. ADDRESS
 - 11b. ROLE IN THIS CONTRACT
-

9c. PRIME (CHECK HERE):
9c. JOINT-VENTURE PARTNER (CHECK HERE):
9c. SUBCONTRACTOR (CHECK HERE):
9c. FIRM NAME:
9c. IF BRANCH OFFICE CHECK HERE:
10c. ADDRESS
11c. ROLE IN THIS CONTRACT

9d. PRIME (CHECK HERE):
9d. JOINT-VENTURE PARTNER (CHECK HERE):
9d. SUBCONTRACTOR (CHECK HERE):
9d. FIRM NAME:
9d. IF BRANCH OFFICE CHECK HERE:
10d. ADDRESS
11d. ROLE IN THIS CONTRACT

9e. PRIME (CHECK HERE):
9e. JOINT-VENTURE PARTNER (CHECK HERE):
9e. SUBCONTRACTOR (CHECK HERE):
9e. FIRM NAME:
9e. IF BRANCH OFFICE CHECK HERE:
10e. ADDRESS
11e. ROLE IN THIS CONTRACT

9f. PRIME (CHECK HERE):
9f. JOINT-VENTURE PARTNER (CHECK HERE):
9f. SUBCONTRACTOR (CHECK HERE):
9f. FIRM NAME:
9f. IF BRANCH OFFICE CHECK HERE:
10f. ADDRESS
11f. ROLE IN THIS CONTRACT

D. ORGANIZATIONAL CHART OF PROPOSED TEAM *(Attached; check here)*

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME: Brian Hudson
13. ROLE IN THIS CONTRACT: Project Manager
- 14a. YEARS EXPERIENCE - TOTAL: 18
- 14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 10
15. FIRM NAME AND LOCATION (*City and State*): DELTAWRX LLC Woodland Hills, CA
16. EDUCATION (*DEGREE AND SPECIALIZATION*): Bachelor of Arts / 1993 / Political Science
Masters of Business Administration / 1998 / Marketing and Entrepreneurship
17. CURRENT PROFESSIONAL REGISTRATION (*STATE AND DISCIPLINE*): Not Applicable
18. OTHER PROFESSIONAL QUALIFICATIONS (*Publications, Organizations, Training, Awards, etc.*): Not Applicable

19a(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Dispatch Consolidation Study; Fremont, Newark and Union City, CA

19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: 2012

19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
The cities of Fremont, Newark and Union City, CA engaged DELTAWRX to assess the feasibility of consolidating police dispatch operations and, in the case of Fremont fire dispatch operations. We conducted a strategic assessment of the current environment, examining facilities and infrastructure, technology, operations, political environment, culture, human resources and labor issues and operations. We then developed a financial model taking that was able to examine various technical, operational and human resource scenarios to help the client determine the optimal consolidation configuration and governance structure, as well as identify costs associated with each. The final report includes the current environment assessment, analysis of consolidation options, governance recommendations and cost allocation model recommendations.

Role: Senior Consultant

Entire Project: \$70,000

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

19b(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Consulting Services for the Procurement of Regional Emergency Communications and Law Enforcement Records Management Systems; County of Spokane, WA

19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing; 2013

19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX is assisting the County of Spokane and its public safety agencies (5 law enforcement and 15 fire districts) determine the Feasibility of consolidating the County's three dispatch centers. This multijurisdictional and multidiscipline effort analyzes whether a Consolidation can achieve the strategic goals of the participating agencies. DELTAWRX explored the drivers for consolidation and examined technology, financial impacts (both short- and long-term), possible governance structures, labor contracts and ultimately the service provided to end users and the community to assist the client in determining the appropriate solution for its unique requirements.

DELTAWRX is also assisting the County and other participating agencies in the replacement of the public safety Computer Aided Dispatch, Law Records Management, and Field Reporting systems. Throughout the project, we elicited pertinent information from management, technical staff and end-users to prepare the documents necessary for the solicitation and acquisition of the required systems. By engaging and eliciting input from end users representing the impacted agencies, we developed a comprehensive understanding of the existing system's strengths and limitations and were able to create documents that reflect the individual needs of the client.

Entire Project: \$250,000

Role: Project Manager

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

14. NAME: Michael P. Thayer
15. ROLE IN THIS CONTRACT: Technical Reviewer
- 14a. YEARS EXPERIENCE - TOTAL: 25
- 14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 12
19. FIRM NAME AND LOCATION (*City and State*): DELTAWRX LLC Woodland Hills, CA 91367
20. EDUCATION (*DEGREE AND SPECIALIZATION*): Bachelor of Science / 1984 / Electrical Engineering
Master of Business Administration / 1989 / Finance and Information Systems
21. CURRENT PROFESSIONAL REGISTRATION (*STATE AND DISCIPLINE*): Not Applicable
22. OTHER PROFESSIONAL QUALIFICATIONS (*Publications, Organizations, Training, Awards, etc.*): Not Applicable
-
- 19a(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Needs Assessment/Feasibility Study for Joint Dispatch Services; Westminster Police Department, CA
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: 2005
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX assisted the Westminster Police Department in considering enhancements to its current dispatch facility and organization, as well as the feasibility of joining the West Cities Police Communications Center (West-Comm) JPA for dispatch and communications functions.
- The study examined an assortment of technical, organizational, operational and financial components in order to determine the most appropriate approach for meeting the future dispatching and communications needs of Westminster. An extensive analysis of existing and expected costs was a significant part of the study.
- Entire Project: \$70,000
- Role: Senior Consultant
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-
- 19b(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Los Angeles Regional Interoperable Communications System (LA-RICS); Los Angeles, CA
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing; 2015
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX is assisting the County of Los Angeles with providing a voice and data system to the 84 regional agencies belonging to LA-RICS, a joint powers authority formed for the purpose of procuring and managing a wireless broadband mobile data network in the 700 MHz Public Safety band. It is the intent of LA-RICS to merge the voice and data operations to create the most advanced first responder communications system in the country. At the inception of the engagement, DELTAWRX established a Project Management Office at a County facility to provide essential record keeping, project files and management continuity through course of the project. As LA-RICS developed a Request for Proposals for the new system, DELTAWRX provided the LA-RICS Board of Directors with guidance on technical, financial, and operational issues, as well as advice on strategic issues for the procurement and implementation of the voice and data systems. We also led the effort to develop and release a Request for Proposal detailing the system specifications for the Countywide Voice Radio and Mobile Broadband Data Network, provided technical subject matter expertise during the solicitation and proposal evaluation process, and facilitated the evaluation of vendor responses to the LA-RICS Request for Proposal.
- Entire Project: \$4,200,000
- Role: Project Manager
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

16. NAME: Monica Lynn
17. ROLE IN THIS CONTRACT: Subject Matter Expert
- 14a. YEARS EXPERIENCE - TOTAL: 18
- 14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 6
23. FIRM NAME AND LOCATION (*City and State*): DELTAWRX LLC Woodland Hills, CA
24. EDUCATION (*DEGREE AND SPECIALIZATION*): Bachelor of Arts / 1984 / Economics
Doctorate / 1995 / Organizational Studies
25. CURRENT PROFESSIONAL REGISTRATION (*STATE AND DISCIPLINE*): Not Applicable
26. OTHER PROFESSIONAL QUALIFICATIONS (*Publications, Organizations, Training, Awards, etc.*): Not Applicable
-
- 19a(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Dispatch Consolidation Study; Fremont, Newark, Union City, CA
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: 2012
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
The cities of Fremont, Newark and Union City, CA engaged DELTAWRX to assess the feasibility of consolidating police dispatch operations and, in the case of Fremont fire dispatch operations. We conducted a strategic assessment of the current environment, examining facilities and infrastructure, technology, operations, political environment, culture, human resources and labor issues and operations. We then developed a financial model taking that was able to examine various technical, operational and human resource scenarios to help the client determine the optimal consolidation configuration and governance structure, as well as identify costs associated with each. The final report includes the current environment assessment, analysis of consolidation options, governance recommendations and cost allocation model recommendations.
- Entire Project: \$70,000
- Role: Project Manager
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-
- 19b(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): CAD/RMS Replacement Project; Stafford County, VA
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing, 2013
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX is managing a procurement to replace Stafford County's public safety Computer Aided Dispatch and Mobile System, Law Enforcement Records Management and Field Reporting System, and Fire Records Management and PCR applications, as well as interfaces to ancillary systems. DELTAWRX was retained to assist with the development of functional specifications and the RFP, evaluation of proposal responses and negotiation of a contract with the successful proposer.
- Entire Project: \$197,000
- Role: Project Manager
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

18. NAME: Liz Coyle
19. ROLE IN THIS CONTRACT: Senior Consultant
- 14a. YEARS EXPERIENCE - TOTAL: 8
- 14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 3
27. FIRM NAME AND LOCATION (*City and State*): DELTAWRX LLC Woodland Hills, CA
28. EDUCATION (*DEGREE AND SPECIALIZATION*): Bachelor of Arts / 2004 / International Studies
Masters of Business Administration / 2010 / Strategy
29. CURRENT PROFESSIONAL REGISTRATION (*STATE AND DISCIPLINE*): Not Applicable
30. OTHER PROFESSIONAL QUALIFICATIONS (*Publications, Organizations, Training, Awards, etc.*): Not Applicable
-
- 19a(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Consulting Services for Needs Assessment of the Computer Aided Dispatching System; Ramsey County, MN
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing, 2013
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
The Ramsey County Emergency Communications Center (RCECC), a consolidated dispatch center that serves 16 communities, hired DELTAWRX to assist with its decision to purchase a new CAD/Mobile system. In addition to exploring the need for a new system, DELTAWRX also analyzed whether system ownership should be shifted from the City of St. Paul to another entity, or to a combination of entities. DELTAWRX conducted a current system and business needs assessment to determine if the current system meets the organization's functional, technical and organizational needs. In parallel to this assessment, DELTAWRX benchmarked eight other consolidated communications centers to identify industry norms and best practices regarding cost allocation, decision making and governance. The RCECC further retained DELTAWRX for assistance with the RFP development, proposal evaluation, vendor selection, contract negotiations and implementation phases of the project.
- Entire Project: \$206,000
- Role: Senior Consultant
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-
- 19b(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): CAD/RMS/JMS/FRMS Replacement Project, Anoka County, MN
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing, 2013
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
The Anoka County Joint Law Enforcement Council (JLEC) hired DELTAWRX to assess participating agencies' business needs with respect to public safety data systems. We assessed the communications, law records management, jail management, and fire records management environments for all agencies in the consortium and suggested initial steps the JLEC can take to ensure a successful implementation of and transition to new public safety data systems. In addition to drafting a business needs assessment, we assisted JLEC in defining functional requirements, drafting an RFP and creating an evaluation and selection plan to help guide it through its procurement of new public safety systems. We since have been retained to provide support throughout the proposal evaluation and contract negotiation phase of the project.
- Entire Project: \$200,000
- Role: Senior Consultant
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

20. NAME: Michael Galvin
21. ROLE IN THIS CONTRACT: Senior Consultant
- 14a. YEARS EXPERIENCE - TOTAL: 6
- 14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 5
31. FIRM NAME AND LOCATION (*City and State*): DELTAWRX LLC Woodland Hills, CA
32. EDUCATION (*DEGREE AND SPECIALIZATION*): Bachelor of Science / 2005 / History and Political Science
Masters of Public Administration / 2008
33. CURRENT PROFESSIONAL REGISTRATION (*STATE AND DISCIPLINE*): Not Applicable
34. OTHER PROFESSIONAL QUALIFICATIONS (*Publications, Organizations, Training, Awards, etc.*): Not Applicable

19a(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Consulting Services for the Procurement of Regional Emergency Communications and Law Enforcement Records Management Systems; County of Spokane, WA

19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing; 2013

19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX is assisting the County of Spokane and its public safety agencies (5 law enforcement and 15 fire districts) determine the Feasibility of consolidating the County's three dispatch centers. This multijurisdictional and multidiscipline effort analyzes whether a Consolidation can achieve the strategic goals of the participating agencies. DELTAWRX explored the drivers for consolidation and examined technology, financial impacts (both short- and long-term), possible governance structures, labor contracts and ultimately the service provided to end users and the community to assist the client in determining the appropriate solution for its unique requirements.

DELTAWRX is also assisting the County and other participating agencies in the replacement of the public safety Computer Aided Dispatch, Law Records Management, and Field Reporting systems. Throughout the project, we elicited pertinent information from management, technical staff and end-users to prepare the documents necessary for the solicitation and acquisition of the required systems. By engaging and eliciting input from end users representing the impacted agencies, we developed a comprehensive understanding of the existing system's strengths and limitations and were able to create documents that reflect the individual needs of the client.

Entire Project: \$250,000

Role: Senior Consultant

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

19b(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Criminal Justice Records Management System Replacement Project; Arlington, VA

19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing, 2013

19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX is assisting the Arlington County Police Department and Sheriff's Office with replacing its Criminal Justice Records Management System (CJRMS), which includes law enforcement records management, automated field reporting, corrections management and civil processing applications. As an initial task, DELTAWRX conducted a series of information gathering activities and identified the County's business needs as pertains to application software. We prepared functional requirements for the new system and developed a Request for Proposals for an integrated CJRMS. The new system will support the County in its transition from paper-based to electronic report writing, and enable the two agencies to improve information sharing while reducing redundant data entry. DELTAWRX is currently assisting the County with evaluating proposals, and has been retained to assist with contract negotiations, followed by change management and business process mapping activities during the system implementation period.

Entire Project: \$421,000

Role: Senior Consultant

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

22. NAME: Ryan Wolcott

23. ROLE IN THIS CONTRACT: Consultant

14a. YEARS EXPERIENCE - TOTAL: 9

14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 3

35. FIRM NAME AND LOCATION (*City and State*): DELTAWRX LLC Woodland Hills, CA

36. EDUCATION (*DEGREE AND SPECIALIZATION*): Bachelor of Arts / 2004 / Communication

Masters of Business Administration / 2010 / Strategic Planning

37. CURRENT PROFESSIONAL REGISTRATION (*STATE AND DISCIPLINE*): Not Applicable

38. OTHER PROFESSIONAL QUALIFICATIONS (*Publications, Organizations, Training, Awards, etc.*): Not Applicable

19a(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Strategic Technology and Implementation Plan; CAD/RMS Procurement; Change Management Plan; City of Boston, MA

19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing, 2013

19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX developed a comprehensive Strategic Technology and Implementation Plan for the City to update and replace its public safety information systems. Some of the key tasks for this assignment included conducting a benchmarking and market trend assessment, developing a business needs assessment, and creating a detailed strategic and implementation plan to guide the City in the significant effort required to procure a new public safety system. We also worked with the City and the public safety agencies to create a plan for IT support, delineating agency and central IT responsibilities, developing detailed job descriptions, and identifying gaps in current skills sets. DELTAWRX also developed a Change Management Plan that documented key business processes; identified core process changes that will occur with the implementation of a modern CAD/RMS system; and included an action plan addressing the critical organizational, technical, and business changes that are likely to accompany the implementation of the new information system.

Entire Project: \$900,000

Role: Consultant

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

19b(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): CAD Replacement; Clark County Regional Emergency Services Agency (CRESA); Clark County, WA

19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: 2008

19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX assisted the Clark County Regional Emergency Services Agency (CRESA) and its CAD Replacement Multi-Agency Task Group through the process of planning for and procuring a CAD system to replace a legacy system. DELTAWRX acted as educators, technical experts, objective advisors, and guides to the Task Group and Project Manager on CAD technology and the vendor environment. CRESA administers the majority of Clark County's public safety communications services and functions as the Public Safety Answering Point (PSAP) for all of Clark County and portions of Cowlitz and Skamania Counties, as a consolidated dispatch center for multiple area agencies, a radio infrastructure provider, an emergency management provider, the regulator for EMS, overseer to the EMS District 2 contract, and the Washington State Region IV Homeland Security Office.

Entire Project: \$124,000

Role: Consultant

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(Complete one Section E for each key person.)

24. NAME: Melissa Wu
25. ROLE IN THIS CONTRACT: Consultant
- 14a. YEARS EXPERIENCE - TOTAL: 11
- 14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 2
39. FIRM NAME AND LOCATION (City and State): DELTAWRX LLC Woodland Hills, CA
40. EDUCATION (DEGREE AND SPECIALIZATION): Bachelor of Arts / 1998 / Sociology
Masters in Business Administration / 2011 / Marketing and Entrepreneurship
41. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE): Not Applicable
42. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.): Not Applicable
-
- 19a(1) RELEVANT PROJECT - TITLE AND LOCATION (City and State): Dispatch Consolidation Study; Fremont, Newark, Union City, CA
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: 2012
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (If applicable):
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (Brief scope, size, cost etc.) AND SPECIFIC ROLE:
The cities of Fremont, Newark and Union City, CA engaged DELTAWRX to assess the feasibility of consolidating police dispatch operations and, in the case of Fremont fire dispatch operations. We conducted a strategic assessment of the current environment, examining facilities and infrastructure, technology, operations, political environment, culture, human resources and labor issues and operations. We then developed a financial model taking that was able to examine various technical, operational and human resource scenarios to help the client determine the optimal consolidation configuration and governance structure, as well as identify costs associated with each. The final report includes the current environment assessment, analysis of consolidation options, governance recommendations and cost allocation model recommendations.
- Entire Project: \$70,000
- Role: Consultant
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-
- 19b(1) RELEVANT PROJECT - TITLE AND LOCATION (City and State): CAD/RMS Assessment and RFP Development; Massachusetts State Police, MA
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: 2012
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (If applicable):
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (Brief scope, size, cost etc.) AND SPECIFIC ROLE:
DELTAWRX was engaged by MSP to assess its current CAD/RMS systems, and assist with its decisions to purchase new systems. During this engagement, DELTAWRX conducted a business needs assessment, performed a gap analysis, developed current business process maps, established functional requirements for a future CAD/RMS for MSP and presented a "Build versus Buy" recommendation for the new software CAD/RMS solution.
- Entire Project: \$400,000
- Role: Consultant
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

D. EXAMPLE PROJECT KEY NUMBER:

E. TITLE AND LOCATION (*City and State*): Dispatch Consolidation; Cities of Fremont, Newark and Union City, California

F. YEAR COMPLETED - PROFESSIONAL SERVICES: 2012

G. YEAR COMPLETED - CONSTRUCTION (*If applicable*): Not Applicable

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER:

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Lt. John Liu, Communications Manager

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (510) 790-6865

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*):
 The cities of Fremont, Newark and Union City, CA engaged DELTAWRX to assess the feasibility of consolidating police dispatch operations and, in the case of Fremont fire dispatch operations. We conducted a strategic assessment of the current environment, examining facilities and infrastructure, technology, operations, political environment, culture, human resources and labor issues and operations. We then developed a financial model taking that was able to examine various technical, operational and human resource scenarios to help the client determine the optimal consolidation configuration and governance structure, as well as identify costs associated with each. The final report includes the current environment assessment, analysis of consolidation options, governance recommendations and cost allocation model recommendations.

Entire Project: \$70,000

25. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(1) FIRM NAME	(2) FIRM LOCATION (<i>City and State</i>)	(3) ROLE
DELTAWRX LLC	Woodland Hills, CA	Prime Contractor

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

H. EXAMPLE PROJECT KEY NUMBER:

I. TITLE AND LOCATION (*City and State*): Consulting Services for the Procurement of Regional Emergency Communications and Law Enforcement Records Management Systems; County of Spokane, Washington

J. YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing; Estimated completion date of 2013

K. YEAR COMPLETED - CONSTRUCTION (*If applicable*):

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER:

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Mr. Richard Cain, Supervisory Analyst

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (509) 625-4197

26. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*):
 DELTAWRX is assisting the County of Spokane and its public safety agencies (5 law enforcement and 15 fire districts) determine the Feasibility of consolidating the County's three dispatch centers. This multijurisdictional and multidiscipline effort analyzes whether a Consolidation can achieve the strategic goals of the participating agencies. DELTAWRX explored the drivers for consolidation and examined technology, financial impacts (both short- and long-term), possible governance structures, labor contracts and ultimately the service provided to end users and the community to assist the client in determining the appropriate solution for its unique requirements.

DELTAWRX is also assisting the County and other participating agencies in the replacement of the public safety Computer Aided Dispatch, Law Records Management, and Field Reporting systems. Throughout the project, we elicited pertinent information from management, technical staff and end-users to prepare the documents necessary for the solicitation and acquisition of the required systems. By engaging and eliciting input from end users representing the impacted agencies, we developed a comprehensive understanding of the existing system's strengths and limitations and were able to create documents that reflect the individual needs of the client.

Entire Project: \$250,000

27. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(1) FIRM NAME	(2) FIRM LOCATION (<i>City and State</i>)	(3) ROLE
DELTAWRX LLC	Woodland Hills, CA	Prime Contractor

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

L. EXAMPLE PROJECT KEY NUMBER:

M. TITLE AND LOCATION (*City and State*): Emergency Dispatching Strategic Plan; City of Redmond, Washington

N. YEAR COMPLETED - PROFESSIONAL SERVICES: 2009

O. YEAR COMPLETED - CONSTRUCTION (*If applicable*):

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER:

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Ms. Jane Christenson

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (425) 556-2107

28. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*):
 DELTAWRX assisted the City of Redmond in developing an Emergency Dispatching Strategic Plan. Throughout the project, we examined an assortment of technical, organizational, operational and financial components in order to determine the most appropriate approach for meeting the future dispatching and communications needs of Redmond. An extensive analysis of existing operations and technology systems was a significant part of the study.

Our effort examined four dispatch consolidation alternatives for the City:

- Police Dispatched by Redmond Communications Center, Fire/EMS Dispatched by Eastside Communication Center
- Police Dispatched by Redmond Communications Center, Fire/EMS Dispatched by Northeast King County Regional Communications Center (NORCOM)
- Police and Fire/EMS Dispatched by Redmond Communications Center
- Police and Fire/EMS Dispatched by NORCOM

Entire Project: \$125,000

29. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(1) FIRM NAME	(2) FIRM LOCATION (<i>City and State</i>)	(3) ROLE
DELTAWRX LLC	Woodland Hills, CA	Prime Contractor

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

P. EXAMPLE PROJECT KEY NUMBER:

Q. TITLE AND LOCATION (*City and State*): CAD/RMS Consulting Services; North East County Regional Public Safety Communications Center (NORCOM), Washington

R. YEAR COMPLETED - PROFESSIONAL SERVICES: 2008; 2012

S. YEAR COMPLETED - CONSTRUCTION (*If applicable*):

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER:

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Ms. Chelo Picardal

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (425) 452-6106

30. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*): DELTAWRX assisted NORCOM with research, planning, procurement and contract negotiations assistance for a new regional CAD, RMS and ancillary systems for stakeholder Police, Fire and EMS agencies. The Consortium comprises 14 local jurisdictions that include cities, fire districts and law enforcement agencies serving an estimated population of 505,385 in Northeast King County.

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

Entire Project: \$246,000

31. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(1) FIRM NAME	(2) FIRM LOCATION (<i>City and State</i>)	(3) ROLE
DELTAWRX LLC	Woodland Hills, CA	Prime Contractor

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

T. EXAMPLE PROJECT KEY NUMBER:

U. TITLE AND LOCATION (*City and State*): Needs Assessment/Feasibility Study for Joint Dispatch Services; Westminster Police Department

V. YEAR COMPLETED - PROFESSIONAL SERVICES: 2005

W. YEAR COMPLETED - CONSTRUCTION (*If applicable*):

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER:

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Police Chief Andrew Hall (retired)

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (714) 898-3315 x301

32. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*):
 DELTAWRX assisted the Westminster Police Department in considering enhancements to its current dispatch facility and organization, as well as the feasibility of joining the West Cities Police Communications Center (West-Comm) JPA for dispatch and communications functions.

The study examined an assortment of technical, organizational, operational and financial components in order to determine the most appropriate approach for meeting the future dispatching and communications needs of Westminster. An extensive analysis of existing and expected costs was a significant part of the study.

Entire Project: \$70,000

33. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(1) FIRM NAME	(2) FIRM LOCATION (<i>City and State</i>)	(3) ROLE
DELTAWRX LLC	Woodland Hills, CA	Prime Contractor

G. KEY PERSONNEL PARTICIPATION IN EXAMPLE PROJECTS

26. NAMES OF KEY PERSONNEL (From Section E, Block 12)	27. ROLE IN THIS CONTRACT (From Section E, Block 13)	28. EXAMPLE PROJECTS LISTED IN SECTION F (Fill in "Example Projects Key" section below before completing table. Place "X" under project key number for participation in same or similar role.)									
		1	2	3	4	5	6	7	8	9	10
Brian Hudson	Project Manager	X	X	X	X	X					
Michael P. Thayer	Technical Reviewer					X					
Monica Lynn	Subject Matter Expert	X									
Liz Coyle	Senior Consultant										
Michael Galvin	Senior Consultant		X								
Ryan Wolcott	Consultant										
Melissa Wu	Consultant	X			X						

29. EXAMPLE PROJECTS KEY

NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)	NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)
1	Dispatch Consolidation Study; Fremont, Newark and Union City, CA	6	
2	Consulting Services for the Procurement of Regional Emergency Communications; County of Spokane, WA	7	
3	Emergency Dispatching Strategic Plan; City of Redmond, WA	8	
4	CAD/RMS Consulting Services; North East King County (NORCOM), WA	9	
5	Needs Assessment/Feasibility Study for Joint Dispatch Services; Westminster Police Department, CA	10	

H. ADDITIONAL INFORMATION

29. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED:

9. **AUTHORIZED REPRESENTATIVE**
The foregoing is a statement of facts.

30. SIGNATURE OF AUTHORIZED REPRESENTATIVE:

31. DATE SIGNED: 10/26/2012

32. NAME AND TITLE OF SIGNER: Brian Hudson, Partner

ARCHITECT-ENGINEER QUALIFICATIONS

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

1. SOLICITATION NUMBER (If any):
- 2a. FIRM (OR BRANCH OFFICE) NAME: DELTAWRX LLC
- 2b. FIRM (OR BRANCH OFFICE) STREET: 21700 Oxnard Street, Suite 530
- 2c. FIRM (OR BRANCH OFFICE) CITY: Woodland Hills
- 2d. FIRM (OR BRANCH OFFICE) STATE: CA
- 2e. FIRM (OR BRANCH OFFICE) ZIP CODE: 91367
3. YEAR ESTABLISHED: 2000
4. DUNS NUMBER: 14-786-2978
- 5a. OWNERSHIP - TYPE: Limited Liability Company
- 5b. OWNERSHIP - SMALL BUSINESS STATUS: NAICS 541611
- 6a. POINT OF CONTACT NAME AND TITLE: Brian Hudson, Partner
- 6b. POINT OF CONTACT TELEPHONE NUMBER: (818) 227-9300
- 6c. POINT OF CONTACT E-MAIL ADDRESS: bhudson@deltawrx.com
7. NAME OF FIRM (If block 2a is a branch office):

8a. FORMER FIRM NAME(S) (If any)	8b. YR. ESTABLISHED	8c. DUNS NUMBER

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index
P06	Project Management	6

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

- | | |
|---|---|
| 1. Less than \$100,000 | 6. \$2 million to less than \$5 million |
| 2. \$100,000 to less than \$250,000 | 7. \$5 million to less than \$10 million |
| 3. \$250,000 to less than \$500,000 | 8. \$10 million to less than \$25 million |
| 4. \$500,000 to less than \$1 million | 9. \$25 million to less than \$50 million |
| 5. \$1 million to less than \$2 million | 10. \$50 million or greater |

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS
(Insert revenue index number shown above)

- 11a. Federal Work: None
- 11b. Non-Federal Work: 6
- 11c. Total Work: 6

12. AUTHORIZED REPRESENTATIVE. The foregoing is a statement of facts.

- 12a. SIGNATURE:
- 12b. DATE SIGNED: 10/26/12

Architect-Engineer and Related Services Questionnaire for Specific Project

STANDARD
FORM (SF)
255

Form Approved
OMB No. 9000-0005

Public reporting burden for this collection of information is estimated to average 1.2 hours per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing this burden, to the FAR Secretariat (VRS), Office of Federal Acquisition and Regulatory Policy, GSA, Washington, D.C. 20503, and to the Office of Management and Budget, Paperwork Reduction Project (9000-0005), Washington, D.C. 20503.

Purpose:

This form is a supplement to the "Architect-Engineer and Related Services Questionnaire" (SF 254). Its purpose is to provide additional information regarding the qualifications of interested firms to undertake a specific Federal A-E project. Firms, or branch offices of firms, submitting this form should enclose (or already have on file with the appropriate office of the agency) a current (within the past year) and accurate copy of the SF 254 for that office. The procurement official responsible for each proposed project may request submission of the SF 255 "Architect-Engineer and Related Services Questionnaire for Specific Project" in accord with applicable civilian and military procurement regulations and shall evaluate such submissions, as well as related information contained on the Standard Form 254, and any other performance data on file with the conformance with Public Law 92-582. This form should only be filed by an architect-engineer or related services firm when requested to do so by the agency or by a public announcement. Responses should be as complete and accurate as possible, contain data relative to the specific project for which you wish to be considered, and should be provided, by the required due date, to the office specified in the request or public announcement.

This form will be used only for the specified project. Do not refer to this submittal in response to other requests or public announcements.

Definitions:

"**Architect-Engineer Services**" are defined in Part 36 of the Federal Acquisition Regulation. "**Principals**" are those individuals in a firm who possess legal responsibility for its management. They may be owners, partners, corporate officers, associates, administrators, etc.

"**Discipline**," as used in this questionnaire, refers to the primary technological capability of individuals in the responding firm. Possession of an academic degree, professional registration, certification, or extensive experience in a particular field of practice normally reflects an individual's primary technical discipline.

"**Joint Venture**" is a collaborative undertaking by two or more firms or individuals for which the participants are both jointly and individually responsible.

"**Key Persons, Specialists, and Individual Consultants**," as used in this questionnaire, refer to individuals who will have major project responsibility or will provide **unusual or unique** capabilities for the project under consideration.

Instructions for Filing (Numbers below correspond to numbers contained in form):

1. Give name and location of the project for which this form is being submitted.
2. Provide appropriate data from the Commerce Business Daily (CBD) identifying the particular project for which this form is being filed.
 - 2a. Give the date of the Commerce Business Daily in which the project announcement appeared, or indicate "not applicable" (N/A) if the source of the announcement is other than the CBD.
 - 2b. Indicate Agency identification or contract number as provided in the CBD announcement.
3. Show name and address of the individual or firm (or joint venture) which is submitting this form for the project.
 - 3a. List the name, title, and telephone number of that principal who will serve as the point of contact. Such an individual must be empowered to speak for the firm on policy and contractual matters and should be familiar with the programs and procedures of the agency to which this form is directed.
 - 3b. Give the address of the specific office which will have responsibility for performing the announced work.
4. Insert the number of consultant personnel by discipline proposed for subject project on line (A). Insert the number of in-house personnel by discipline proposed for subject project on line (B). While some personnel may be qualified in several disciplines, each person should be counted only once in accord with his or her primary function. Include clerical personnel as "administrative." Write in any additional disciplines—sociologists, biologists, etc. — and number of people in each, in blank spaces.
5. Answer only if this form is being submitted by a joint venture of two or more collaborating firms. Show the names and addresses of all individuals or organizations expected to be included as part of the joint venture and describe their particular areas of anticipated responsibility (i.e. technical disciplines, administration, financial, sociological, environmental, etc.).
 - 5a. Indicate, by checking the appropriate box, whether this particular joint venture has worked together on other projects.

Each firm participating in the joint venture should have a Standard Form 254 on file with the contracting office receiving this form. Firms which do not have such forms on file should provide same immediately along with a notation at the top of page 1 of the form regarding their association with this joint venture submittal.

Architect-Engineer and Related Services Questionnaire for Specific Project

Standard Form 255
General Services Administration
Washington, D.C. 20405

6. If respondent is not a joint venture, but intends to use outside (as opposed to in-house or permanently and formally affiliated) consultants or associates, he should provide names and address of all such individuals or firms, as well as their particular areas of technical/professional expertise, as it relates to this project. Existence of previous working relationships should be noted. If more than eight outside consultants or associates are anticipated, attach an additional sheet containing requested information.
7. Regardless of whether respondent is a joint venture or an independent firm, provide brief resumes of key personnel expected to participate on this project. Care should be taken to limit resumes to only those personnel and specialists who will have major project responsibilities. Each resume must include: (a) name of each key person and specialist and his or her title, (b) the project assignment or role which that person will be expected to fulfill in connection with this project, (c) the name of the firm or organization, if any, with whom that individual is presently associated, (d) years of relevant experience with present firms and other firms, (e) the highest academic degree achieved and the discipline covered (if more than one highest degree, such as two Ph.D.'s, list both), the year received and the particular technical/professional discipline which that individual will bring to the project, (f) if registered as an architect, engineer, surveyor, etc. show only the field of registration and the year that such registration was first acquired. If registered in several states, do not list states, and (g) a synopsis of experience, training, or other qualities which reflect individual's potential contribution to this project. Include such data as: familiarity with Government or agency procedures, similar type of work performed in the past, management abilities, familiarity with the geographic area, relevant foreign language capabilities, etc. Please limit synopsis of experience to directly relevant information.
8. List up to ten projects which demonstrate the firm's or joint venture's competence to perform work similar to that likely to be required on this project. The more recent such projects, the better. Prime consideration will be given to projects which illustrate respondent's capability for performing work similar to that being sought. Required information must include: (a) name and location of project, (b) brief description of type and extent of services provided for each project (submissions by joint ventures should indicate which member of the joint venture was the prime on that particular project and what rule it played), (c) name and address of the owner of that project (if Government agency, indicate responsible office), and name and phone number of individual to contact for reference (preferably the project manager), (d) completion date (actual when available, otherwise estimated), (e) total construction cost of completed project (or where no construction was involved, the approximate cost of your work) and that portion of the cost of the project for which the named firm was/is responsible.

9. List only those projects which the A-E firm or joint venture, or members of the joint venture, are currently performing under direct contract with an agency or department of the Federal Government. Exclude any grant or loan projects being financed by the Federal Government but being performed under contract to other non-Federal Government entities. Information provided under each heading is similar to that requested in the preceding Item 8, except for (d) "Percent Complete." Indicate in this item the percentage of A-E work completed upon filing this form.

10. Through narrative discussion, show reason why the firm or joint venture submitting this questionnaire believes it is especially qualified to undertake the project. Information provided should include, but not be limited to, such data as: specialized equipment available for this work, any awards or recognition received by a firm or individuals for similar work, required security clearances, special approaches or concepts developed by the firm relevant to this project, etc. Respondents may say anything they wish in support of their qualifications. When appropriate, respondents may supplement this proposal with graphic material and photographs which best demonstrate design capabilities of the team proposed for this project.

11. Completed forms should be signed by the chief executive officer of the joint venture (thereby attesting to the concurrence and commitment of all members of the joint venture), or by the architect-engineer principal responsible for the conduct of the work in the event it is awarded to the organization submitting this form. Joint ventures selected for subsequent discussions regarding this project must make available a statement of participation signed by a principal of each member of the joint venture. **ALL INFORMATION CONTAINED IN THE FORM SHOULD BE CURRENT AND FACTUAL.**

STANDARD FORM (SF)

255

Architect-Engineer
And Related Services
Questionnaire for
Specific Project

1. Project Name/Location for which Firm is Filing:

Feasibility Study for Harrison County Consolidation of Public Safety Dispatch Centers/Harrison County, MS

2a. Commerce Business Daily Announcement Date, if any:
Not applicable

2b. Agency Identification Number, if any:
Not applicable

5. Firm (or Joint Venture) Name & Address:

DELTAWRX
21700 Oxnard Street
Suite 530
Woodland Hills, California 91367

3a. Name, Title & Telephone Number of Principal to Contact:

Brian Hudson, Partner, (213) 247-2243

3b. Address of office to perform work, if different from Item 3:

Not applicable

4. Personnel by Discipline: (List each person only once, by primary function.) Enter proposed consultant personnel to be utilized on this project on line (A) and In-house personnel on line (B).

(A) ___ (B) ___	Administrative	(A) ___ (B) ___	Electrical Engineers	(A) ___ (B) ___	Oceanographers	(A) ___ (B) ___	3	Management Consultant
(A) ___ (B) ___	Architects	(A) ___ (B) ___	Estimators	(A) ___ (B) ___	Planners: Urban/Regional	(A) ___ (B) ___	(B) ___	
(A) ___ (B) ___	Chemical Engineers	(A) ___ (B) ___	Geologists	(A) ___ (B) ___	Sanitary Engineers	(A) ___ (B) ___	(B) ___	
(A) ___ (B) ___	Civil Engineers	(A) ___ (B) ___	Hydrologists	(A) ___ (B) ___	Soils Engineers	(A) ___ (B) ___	(B) ___	
(A) ___ (B) ___	Construction Inspectors	(A) ___ (B) ___	Interior Designers	(A) ___ (B) ___	Specification Writers	(A) ___ (B) ___	(B) ___	
(A) ___ (B) ___	Draftsmen	(A) ___ (B) ___	Landscape Architects	(A) ___ (B) ___	Structural Engineers	(A) ___ (B) ___	(B) ___	
(A) ___ (B) ___	Ecologists	(A) ___ (B) ___	Mechanical Engineers	(A) ___ (B) ___	Surveyors	(A) ___ (B) ___	(B) ___	
(A) ___ (B) ___	Economists	(A) ___ (B) ___	Mining Engineers	(A) ___ (B) ___	Transportation Engineers	(A) ___ (B) ___	(B) ___	4
								Total Personnel

5. If submittal is by JOINT-VENTURE list participating firms and outline specific areas of responsibility (including administrative, technical and financial) for each firm. (Attach SF 254 for each if not on file with Procuring Office.)

Not applicable

5a. Has this Joint-Venture previously worked together? Yes No

6. If respondent is not a joint-venture, list outside key Consultants/Associates anticipated for this project (Attach SF 254 for Consultants/Associates listed, if not already on file with the Contracting Office). Not applicable

Name & Address	Specialty	Worked with Prime before (Yes or No)
1)		
2)		
3)		
4)		
5)		
6)		
7)		
8)		

7. Brief resume of key persons, specialists, and individual consultants anticipated for this project:

<p>a. Name & Title: Brian Hudson, Partner and Co-Founder</p> <p>b. Project Assignment: Project Manager</p> <p>c. Name of Firm with which associated: DELTAWRX</p>	<p>a. Name & Title: Michael Thayer, President and Co-Founder</p> <p>b. Project Assignment: Technical Reviewer</p> <p>c. Name of Firm with which associated: DELTAWRX</p>
<p>d. Years experience: With This Firm: 10 With Other Firms: 8</p> <p>e. Education: Degree(s) / Year / Specialization</p> <p>Bachelor of Arts / 1993 / Political Science</p> <p>Masters of Business Administration / 1998 / Marketing and Entrepreneurism</p>	<p>d. Years experience: With This Firm: 12 With Other Firms: 13</p> <p>e. Education: Degree(s) / Year / Specialization</p> <p>Bachelor of Science / 1984 / Electrical Engineering</p> <p>Masters of Business Administration / 1989 / Finance and Information Systems</p>
<p>f. Active Registration: Year First Registered / Discipline</p> <p>Not applicable</p> <p>g. Other Experience and Qualifications relevant to the proposed project:</p> <p>Brian Hudson is a Partner and co-founder of DELTAWRX. His areas of expertise include communications center operations as well as project management, strategic planning, procurement and contract negotiations for integrated public safety information technology systems. For over a decade, Mr. Hudson has managed more than 30 information technology and communications consulting engagements in the state and local government arena, with major emphasis on strategic planning and public safety technologies. He is an industry expert on CAD, RMS, mobile data, field reporting, and wireless communications systems.</p> <p>Prior to joining DELTAWRX, Mr. Hudson worked for Gartner where he in Gartner's State and Local Government Consulting practice, advising public safety and general government officials on communications and information technology planning. Mr. Hudson's other professional experience includes work for Brite Voice Systems where he analyzed the impact of regulatory policies on PBX, Centrex and other voice processing systems and recommended network consolidation opportunities to clients. Mr. Hudson also spent two years with the US Department of Justice, Antitrust Division's Telecommunications Task Force.</p> <p>Mr. Hudson is a member of APCO and is a frequent speaker on the topics of strategic planning, communications center consolidations, procurement and contract negotiation strategies, integrated public safety systems, land mobile radio and mobile computing at national and regional public safety conferences such as APCO, IWCE, NENA and several others. Mr. Hudson has published multiple articles on state and local government technology planning in various industry technology journals.</p>	<p>f. Active Registration: Year First Registered / Discipline</p> <p>Not applicable</p> <p>g. Other Experience and Qualifications relevant to the proposed project:</p> <p>Mr. Thayer is the President and co-founder of DELTAWRX and is a nationally recognized expert in public safety wireless voice, mobile data and information technology. Throughout the past 18 years, Mr. Thayer has led engagements in strategic and technical planning, system procurement, vendor selection, contract negotiations, system financing, and large systems implementation. He has been a consultant to more than 30 public safety agencies in the US and Canada, and has held senior leadership positions in two previous firms. He is experienced in radio, CAD and RMS, mobile data, and standalone and regional shared systems.</p> <p>Currently, Mr. Thayer is currently assisting in the Los Angeles County region's effort to replace its aging law enforcement and fire communications voice and data systems. He also facilitated the effort to develop the governance model and Joint Powers Agreement for the new systems. In Indiana, Mr. Thayer led the development of a statewide strategic plan, selection of a system vendor and provided engineering and project management support for implementation of the statewide wireless system. He has worked extensively with state and local agencies on this shared system, and helped develop the governance structure that led to their successful partnership. In Florida, Mr. Thayer led the selection and contract negotiations for the \$336 million Statewide Law Enforcement Radio System, which at the time was the largest public safety system in the US.</p> <p>Prior to founding DELTAWRX, Mr. Thayer was a Vice President with both The Warner Group and Gartner Consulting. At Gartner, Mr. Thayer was Vice President for Public Safety Consulting. Mr. Thayer has addressed APCO, the FCC, NENA, GTC and ENTELEC, among others.</p>

7. Brief resume of key persons, specialists, and individual consultants anticipated for this project:

<p>a. Name & Title: Monica Lynn, Manager</p>	<p>a. Name & Title: Liz Coyle, Senior Consultant</p>
<p>b. Project Assignment: Subject Matter Expert</p>	<p>b. Project Assignment: Consultant</p>
<p>c. Name of Firm with which associated: DELTAWRX</p>	<p>c. Name of Firm with which associated: DELTAWRX</p>
<p>d. Years experience: With This Firm: 6 With Other Firms: 12</p>	<p>d. Years experience: With This Firm: 3 With Other Firms: 5</p>
<p>e. Education: Degree(s) / Year / Specialization Bachelor of Arts / 1984 / Economics Doctorate / 1995 / Organizational Studies</p>	<p>e. Education: Degree(s) / Year / Specialization Bachelor of Arts / 2004 / International Studies Masters of Business Administration / 2010 / Strategy</p>
<p>f. Active Registration: Year First Registered / Discipline Not applicable</p>	<p>f. Active Registration: Year First Registered / Discipline Not applicable</p>
<p>g. Other Experience and Qualifications relevant to the proposed project: Monica Lynn is a Manager with DELTAWRX. Her technical areas of expertise include the assessment, analysis and evaluation of organizational systems and culture, strategic planning, and organizational change. Applying her skills exclusively in the public safety arena for the past eleven years, she is an industry expert on public safety operations, organizational effectiveness and information technology. She is a regular speaker at industry conferences, including APCO. Dr. Lynn has led many engagements for law enforcement, fire and EMS agencies, as well as regional communications centers, corrections facilities, and multi-agency consortiums. As lead consultant on the dispatch consolidation study for the Cities of Fremont, Newark and Union City, CA, she was responsible for developing a model and conducting the analysis to assess the financial, operational, human resource and technology outcomes of various consolidation alternatives. She is currently assisting Monterey County, CA with assessing governance and IT support alternatives for managing communications systems for 19 law enforcement, fire and EMS agencies. Recently, Dr. Lynn assisted the City of Boston with strategic and change management planning for the replacement of police, fire and EMS information technology systems. Having facilitated the selection of a new system provider and negotiation of implementation and maintenance contracts, Dr. Lynn is providing project implementation oversight and change management services for the City.</p>	<p>g. Other Experience and Qualifications relevant to the proposed project: Liz Coyle is a Senior Consultant with DELTAWRX with expertise in strategic planning and analysis, project management, and information system procurements. Ms. Coyle has worked with several multi-jurisdictional and multi-disciplinary clients from across the country on organizational and governance issues, public safety system analysis and technology procurements. She has worked closely with a range of stakeholder groups, including system end-users, command staff, advisory and policy committees, board members and elected officials. Ms. Coyle advised the Ramsey County Emergency Communications Center, the largest consolidated dispatch center in the state of Minnesota, on multi-agency governance and cost-allocation issues. She assisted the County with preparing the functional requirements and RFP for a new CAD/Mobile system, and is currently supporting the proposal evaluation process. She is assisting the Joint Law Enforcement Council (JLEC) in Anoka County, MN with procuring an integrated CAD/Mobile, RMS/AFR, Fire RMS and JMS system that will be used by 25 fire and law enforcement agencies. She prepared a Business Needs Assessment, the Functional Requirements and an RFP for the new system and is currently assisting the JLEC with the proposal evaluation process. In addition, she worked with Stafford County, VA to develop functional requirements and an RFP for a CAD/Mobile and RMS/AFR system and evaluate proposals, and is currently managing the vendor demonstration process.</p>

7. Brief resume of key persons, specialists, and individual consultants anticipated for this project:

<p>a. Name & Title: Michael Galvin, Senior Consultant</p>	<p>a. Name & Title: Ryan Wolcott, Consultant</p>
<p>b. Project Assignment: Consultant</p>	<p>b. Project Assignment: Consultant</p>
<p>c. Name of Firm with which associated: DELTAWRX</p>	<p>c. Name of Firm with which associated: DELTAWRX</p>
<p>d. Years experience: With This Firm: 5 With Other Firms: 1</p>	<p>d. Years experience: With This Firm: 3 With Other Firms: 6</p>
<p>e. Education: Degree(s) / Year / Specialization</p>	<p>e. Education: Degree(s) / Year / Specialization</p>
<p>Bachelor of Science / 2005 / History and Political Science Masters of Public Administration / 2008</p>	<p>Bachelor of Arts / 2004 / Communication Masters of Business Administration / 2010 / Strategic Planning</p>
<p>f. Active Registration: Year First Registered / Discipline</p>	<p>f. Active Registration: Year First Registered / Discipline</p>
<p>Not applicable</p>	<p>Not applicable</p>
<p>g. Other Experience and Qualifications relevant to the proposed project:</p> <p>Michael Galvin is a Senior Consultant with DELTAWRX. Mr. Galvin has expertise in strategic planning, consolidation studies, RFP and functional requirements development, systems selection studies and contract management. Mr. Galvin is currently assisting Spokane County, WA with assessing the feasibility of, and optimal configuration for, multi-disciplinary consolidated dispatch centers within the county. Mr. Galvin is also assisting the City of Alexandria (Virginia), City of Beverly Hills (California), and the Orange County Fire Authority (Orange County, California) in their procurements of comprehensive public safety systems.</p> <p>While at DELTAWRX, Mr. Galvin has conducted benchmarking studies of public safety systems across North America on behalf of the City of Boston and the Orange County Fire Authority. Additionally, Mr. Galvin has assisted the following agencies with major system procurement efforts: Elgin Police Department (RMS/JMS); Tempe Police Department (CAD/RMS/JMS); Sacramento County Sheriff (CAD); and Scott County Emergency Communications Center (CAD). Mr. Galvin's experience includes RFP creation, proposal evaluation, needs assessment development, and business process re-engineering.</p> <p>Prior to joining DELTAWRX, Mr. Galvin was a program analyst for the Department of Veterans Affairs where he managed property and contract administration issues for the West Los Angeles VA Medical Center campus. Mr. Galvin also has experience in contract negotiations, market analysis and public affairs.</p>	<p>g. Other Experience and Qualifications relevant to the proposed project:</p> <p>Ryan is a Consultant with DELTAWRX. Mr. Wolcott has experience with RFP development, proposal evaluation, vendor management, contract negotiations, and project management.</p> <p>Mr. Wolcott assisted Los Angeles County with its effort to procure and implement an interoperable radio communication and broadband mobile data system for its multiple public safety agencies and first responders. Specifically, Mr. Wolcott focused on the development of proposal evaluation tools and compliance with procurement processes in addition to facilitating contract negotiations.</p> <p>Additionally, he has assisted the City of Boston with change management during its implementation of a new CAD/RMS, the City of Broomfield, Colorado with its business process mapping and CAD/RMS needs assessment, and the Massachusetts State Police with its CAD/RMS Modernization Project.</p> <p>In addition to these engagements, Mr. Wolcott has completed Harris' RAPTR modeling software training program and has developed coverage maps depicting RF coverage and frequency contours for Santa Barbara County, CA, Monterey County, CA, and Teller County, CO. He has also assisted these clients with site acquisition/permitting, frequency planning and microwave backhaul design.</p> <p>Prior to joining DELTAWRX, Mr. Wolcott worked in subcontract management. He managed several aspects of supplier contracts including establishing technical requirements, drafting RFPs, defining bid evaluation criteria, conducting price evaluations and negotiations, and managing supplier performance of contract deliverables.</p>

7. Brief resume of key persons, specialists, and individual consultants anticipated for this project:

<p>a. Name & Title: b. Project Assignment: c. Name of Firm with which associated:</p>	<p>a. Name & Title: b. Project Assignment: c. Name of Firm with which associated:</p>
<p>d. Years experience: With This Firm..... With Other Firms..... e. Education: Degree(s) / Year / Specialization</p>	<p>d. Years experience: With This Firm: 2 With Other Firms: 9 e. Education: Degree(s) / Year / Specialization</p> <p>Bachelor of Arts / 1998 / Sociology Masters in Business Administration / 2011 / Marketing and Entrepreneurship</p>
<p>f. Active Registration: Year First Registered / Discipline</p>	<p>f. Active Registration: Year First Registered / Discipline</p> <p>Not applicable</p>
<p>g. Other Experience and Qualifications relevant to the proposed project:</p>	<p>g. Other Experience and Qualifications relevant to the proposed project:</p> <p>Melissa Wu is a Consultant with DELTAWRX. Her expertise includes strategic planning, proposal evaluation and vendor and project management. Ms. Wu has worked on several public safety analysis and procurement projects. Recently, she worked with the Massachusetts State Police to identify business needs, map business processes, and develop functional requirements for the creation of an RFR for an integrated CAD/RMS system. She also worked closely with the City and County of Broomfield, Colorado to conduct a business process review of the Police Department and assisted in the development of functional requirements for a new CAD system. Ms. Wu has experience interviewing stakeholders, preparing needs assessments, mapping business processes and evaluating proposals.</p> <p>Previously Ms. Wu worked with North East King County Regional Public Safety Communication Agency (NORCOM) where she assisted in the development of an actionable plan for the successful implementation of a new CAD system. She has also assisted in a dispatch consolidation study for the City of Fremont, California and change management and integrated public safety implementation projects for the Cities of Boston, Massachusetts and Beverly Hills, California.</p> <p>Prior to joining DELTAWRX, Ms. Wu was an independent business consultant advising small to midsize firms on their business and marketing strategies. In this role, she focused on developing feasibility analyses, launching new products, rebranding organizations, and building digital media strategies. Ms. Wu has also served as Assistant Vice President of Marketing at Indymac Bank, a nationwide mortgage provider, where she trained and managed a six person team and implemented new policies while maintaining the team's high level of production.</p>

8. Work by firms or joint-venture members which best illustrates current qualifications relevant to this project (list not more than 10 projects).					
a. Project Name & Location	b. Nature of Firm's Responsibility	c. Project Owner's Name & Address and Project Manager's Name & Phone Number	d. Completion Date (actual or estimated)	e. Estimated Cost (In Thousands)	
				Entire Project	Work For Which Firm Was/Is Responsible
(1) Cities of Fremont, Newark and Union City, California; Dispatch Consolidation Study	The Cities of Fremont, Newark and Union City, CA engaged DELTAWRX to assess the feasibility of consolidating police dispatch operations and, in the case of Fremont, fire dispatch operations. We conducted a strategic assessment of the current environment, examining facilities and infrastructure, technology, operations, political environment, culture, human resources and labor issues and operations. We then developed a financial model taking that was able to examine various technical, operational and human resource scenarios to help the client determine the optimal consolidation configuration and governance structure, as well as identify costs associated with each. The final report includes the current environment assessment, analysis of consolidation options, governance recommendations and cost allocation model recommendations.	Lt. John Liu, Communications Manager, SWAT Commander Fremont Police Department 2000 Stevenson Blvd. Fremont, CA 94537 (510) 790-6865 jliu@fremont.gov	2012	\$70,000	\$70,000
(2) County of Spokane, Washington; Consulting Services for the Procurement of Regional Emergency Communications and Law Enforcement Records Management Systems	DELTAWRX is assisting the County of Spokane and its public safety agencies (5 law enforcement and 15 fire districts) determine the feasibility of consolidating the County's three dispatch centers. This multijurisdictional and	Mr. Richard Cain Supervisory Analyst Spokane Regional Emergency Communications Systems IT City of Spokane, WA (509) 625-4197 rcain@spokanepolice.org	Ongoing; Estimated completion date of 2013	\$250,000	\$250,000

<p>(3) City of Redmond, Washington; Emergency Dispatching Strategic Plan</p>	<p>multidiscipline effort analyzes whether a consolidation can achieve the strategic goals of the participating agencies. DELTAWRX explored the drivers for consolidation and examined technology, financial impacts (both short- and long-term), possible governance structures, labor contracts and ultimately the service provided to end users and the community to assist the client in determining the appropriate solution for its unique requirements.</p> <p>DELTAWRX is also assisting the County and other participating agencies in the replacement of the public safety Computer Aided Dispatch, Law Records Management, and Field Reporting systems. Throughout the project, we elicited pertinent information from management, technical staff and end-users to prepare the documents necessary for the solicitation and acquisition of the required systems. By engaging and eliciting input from end users representing the impacted agencies, we developed a comprehensive understanding of the existing system's strengths and limitations and were able to create documents that reflect the individual needs of the client.</p> <p>DELTAWRX assisted the City of Redmond in developing an Emergency Dispatching Strategic Plan. Throughout the project, we examined an assortment of technical, organizational, operational</p>	<p>Ms. Jane Christenson City of Redmond P.O. Box 97010 Redmond, WA 98073 (425) 556-2107 jchristenson@redmond.gov</p>	<p>2009</p>	<p>\$125,000</p>	<p>\$125,000</p>
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<p>(4) North East King County Regional Public Safety Communications Center (NORCOM), Washington; CAD/RMS Consulting Services</p>	<p>and financial components in order to determine the most appropriate approach for meeting the future dispatching and communications needs of Redmond. An extensive analysis of existing operations and technology systems was a significant part of the study.</p> <p>Our effort examined four dispatch consolidation alternatives for the City:</p> <ul style="list-style-type: none"> • Police Dispatched by Redmond Communications Center, Fire/EMS Dispatched by Eastside Communication Center • Police Dispatched by Redmond Communications Center, Fire/EMS Dispatched by Northeast King County Regional Communications Center (NORCOM) • Police and Fire/EMS Dispatched by Redmond Communications Center • Police and Fire/EMS Dispatched by NORCOM 	<p>Ms. Chelo Picardal City of Bellevue 450 110th Ave NE Bellevue, WA 98009 (425) 452-6106 cpicardal@bellevuewa.gov</p>	<p>2008; 2012</p>	<p>\$246,000</p>	<p>\$246,000</p>
<p>(4) North East King County Regional Public Safety Communications Center (NORCOM), Washington; CAD/RMS Consulting Services</p>	<p>DELTAWRX assisted NORCOM with research, planning, procurement and contract negotiations assistance for a new regional CAD, RMS and ancillary systems for stakeholder Police, Fire and EMS agencies. The Consortium comprises 14 local jurisdictions that include cities, fire districts and law enforcement agencies serving an estimated population of 505,385 in</p>	<p>2008; 2012</p>	<p>\$246,000</p>	<p>\$246,000</p>	

	<p>Northeast King County.</p> <p>To position the communications center to operate efficiently in a multi-jurisdictional environment, DELTAWRX developed a technology strategy identifying the optimum approach for proceeding with the upgrade and/or replacement of existing Police and Fire CAD and RMS systems in use by the multiple NORCOM stakeholders. DELTAWRX documented detailed functional requirements for CAD, Police RMS, Fire RMS, Field Reporting, Mobile and Jail Management Systems and developed a comprehensive RFP. After facilitating the release of the RFP, DELTAWRX assisted NORCOM through the system evaluation, selection and contract negotiations phases of the project.</p>				
<p>(5) Westminster Police Department, California; Needs Assessment/Feasibility Study For Joint Dispatch Services</p>	<p>DELTAWRX assisted the Westminster Police Department in considering enhancements to its current dispatch facility and organization, as well as the feasibility of joining the West Cities Police Communications Center (West-Comm) JPA for dispatch and communications functions.</p> <p>The study examined an assortment of technical, organizational, operational and financial components in order to determine the most appropriate approach for meeting the future dispatching and communications needs of</p>	<p>Andrew Hall Police Chief (Retired) Westminster Police Department 8200 Westminster Boulevard Westminster, CA 92683 (714) 898-3315 x 301 ahall@ci.westminster.ca.us</p>	2005	\$70,000	\$70,000

	Westminster. An extensive analysis of existing and expected costs was a significant part of the study.				
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9. All work by firms or joint-venture members currently being performed directly for federal agencies.

DELTAWRX is not currently performing any work for federal agencies. We would be pleased to provide the County with a list of all current non-Federal clients upon request. In addition, we have provided a full client list in Section 10 of this form.

a. Project Name & Location	b. Nature of Firm's Responsibility	b. Agency (Responsible Office) Name and Address and Project Manager's Name & Phone Number	d. Percent Complete	e. Estimated Cost (In Thousands)	
				Entire Project	Work For Which Firm Was/Is Responsible

10. Use this space to provide any additional information or description of resources (including any computer design capabilities) supporting your firm's qualifications for the proposed project.

About DELTAWRX

Founded in 2000 by former executives and consultants of The Warner Group and Gartner Consulting, DELTAWRX is dedicated to providing management and information technology consulting services to the public safety sector. Our firm is led by the Executive Team of Michael Thayer, Brian Hudson and Howard Goodman, who combined have more than sixty years of public safety consulting experience. DELTAWRX's mission is to:

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

Industry Experts in Public Safety Technology and Operations

The DELTAWRX team has a proven record of success in the public safety and criminal justice community, having successfully completed more than 150 engagements in this sector. We are nationally recognized experts in public safety operations, information management systems, and data and voice radio systems, combining extensive technical experience with real-world business and management skills to ensure balanced and practical deliverables and recommendations. Our engagements focus primarily on public safety and criminal justice agencies, including communications centers, law enforcement, fire and EMS agencies, and corrections institutions. The following paragraphs summarize our technical expertise in public safety technology and operations, and our interdisciplinary experience with management consulting.

• Communications Center Operations and Technology

DELTAWRX has worked in both large and small communications centers, including centers that serve a single jurisdiction and discipline, such as the Sacramento County Sheriff's Office, and large multi-discipline and multi-jurisdictional consolidated centers, such as the North East King County (Washington) Regional Communications Center (NORCOM). We are experienced in both operations and technology and fully understand the staffing and technical challenges professional communications organizations face. Examples of Communications Center Operations and Technology areas in which we work include:

- E-911 Systems
- Customer Premise Equipment
- Paging Systems
- Computer Aided Dispatch systems and Ancillary Interfaces
- Automated Call Distribution Systems
- Geographic Information Systems
- Radio Console Equipment
- Automatic Vehicle Location
- Mobile Data Systems
- Logging Recorders
- Mapping
- Disaster Recovery
- Move Up and Station Cover
- Access and Security Control
- Fire Station Alerting
- Radio Systems

• Public Safety and Criminal Justice Information Systems

DELTAWRX consultants are industry experts in law enforcement, fire, EMS and corrections records management systems, as well as in computer aided dispatch systems. We have completed engagements for governance configurations ranging from single-discipline, single-jurisdiction clients, such as the City of Elgin, Illinois Police Department and multi-discipline, multi-jurisdictional clients such as Anoka County, Minnesota. Our combination of experience with information management systems and understanding of public safety operations positions us to provide expert guidance in the planning, selection and implementation of public safety information systems.

• Public Safety and Criminal Justice Operations

DELTAWRX brings a thorough understanding of public safety and criminal justice operations, including first-hand public safety experience, to our

engagements. Our knowledge of public safety and criminal justice operations allows us to accurately and efficiently map business processes, make practical recommendations for improvements and facilitate changes in standard operating procedures that accompany new technology implementations. We also understand human resource and staffing issues associated with shift operations, collective bargaining agreements. Our understanding of and experience with public safety and criminal justice operations is a strong foundation enabling us to hit the ground running when working with our clients.

- **Voice and Data Communications**

Our firm has broad and deep experience in wireless communications. We have planned and implemented some of the largest multi-agency radio systems in the country and have assisted smaller agencies in meeting their voice and data needs. DELTAWRX is dedicated to public safety technology consulting and we frequently speak on industry panels at IACP and APCO addressing topical issues including Project 16, Project 25 as well as broadband initiatives.

Interdisciplinary Management Consultants

- **Consolidation Studies**

DELTAWRX has been involved in a number of regional consolidation and information sharing projects in cities such as Fremont, Newark, Union City, California, Westminster, California, Thurston County, Washington and Redmond, Washington. Currently, we are assisting the County of Spokane, Washington with assessing the feasibility of and optimal configuration for consolidating dispatch centers within the county. A critical step in these projects has been to assess whether regionalization or consolidation is a viable option given the political, cultural, fiscal, operational, technological and staffing implications of available alternatives. Should regionalization or consolidation be a desired outcome, we work with involved agencies to facilitate intergovernmental agreements that include governance, fiscal and support structures beneficial to all involved agencies and jurisdictions. Considerations in identifying new facility sites include environmental requirements and regulations, archeological survey requirements, regulating agency license application, telephone authority regulations and building codes.

- **Governance**

As an independent third-party firm, DELTAWRX is frequently asked to assess alternative governance models and assist clients with developing the structure most appropriate to the needs and resources of participating jurisdictions. For clients such as the Thurston County (Washington) Regional RMS Consortium, we have developed intergovernmental agreements for data sharing consortia, assisted in identifying appropriate ownership and funding models for regional communications centers and worked with agencies joining or leaving cooperative ventures.

- **Strategic Planning**

The basis of most DELTAWRX projects is strategic planning, and even when strategic planning is not a delineated task, we always take a strategic approach to our work. For example, when we assess business needs or conduct a gap analysis between current and ideal outcomes, we analyze the strengths and weaknesses of internal and external operational, functional and organizational factors, considering strategic opportunities and challenges our clients will face as they move forward with their projects. Our analyses consider the short and longer-term costs, as well as the tangible and intangible advantages of each option in light of the strategic direction our clients desire to follow.

- **Organizational Development**

DELTAWRX's consultants have assisted a wide variety of agencies with issues involving organizational development and change management. We tailor our services to meet the specific organizational needs of public agencies. Several of our recent projects, with the cities of Hayward, California and Boston, Massachusetts and the Orange County (California) Fire Authority, have placed a heavy emphasis on change management, requiring careful documentation of existing business processes, identification of organizational needs to support new systems, and the development of detailed change management plans.

- **System Procurement**

DELTAWRX's consultants have assisted a wide variety of agencies with the involved process of procuring products and services from the fragmented marketplace for public safety and criminal justice software applications. Our independence and objectivity has allowed us to work on some of the largest public safety procurements in the nation, including the Cities of Boston, Massachusetts and Kansas City, Missouri. Our thorough evaluation and selection methodologies optimize our clients' ability to select the best overall solution and minimize the potential for vendor protests. There has never been a successful vendor protest in any of our engagements.

- **Technology Implementation**

DELTAWRX has assisted some of the most complex system implementations in the country and thoroughly understands the time, commitment and dedication required to successfully manage and implement public safety systems. Our role is typically to ensure that both the system provider and the client meet their contractual obligations. We monitor contract performance and manage risk throughout the implementation, ensuring that the project stays on schedule and within scope and budget. We also work to mitigate problems as soon as they are identified to minimize their impact on the overall project.

- **High Level Proposed Approach**

DELTAWRX understands that Harrison County and the Harrison County Emergency Communications Commission desire the services of a qualified consultant to assess the feasibility of consolidating the four primary Public Safety Answering Points (PSAPs) in the County. Specifically, the County requires a consultant to:

- Evaluate the current administrative and operational structures, infrastructure and facilities of the Harrison County, City of Gulfport, City of Biloxi and City of Long Beach Dispatch Centers
- Identify the specific technical, operational and staffing issues involved in consolidating the four dispatch centers into a single center or into two centers capable of providing redundant services for each other
- Review the functional needs of each dispatch center, identify current deficiencies and determine the functional needs of a consolidated environment
- Analyze the technical support provided to each PSAP and determine level of support required for a consolidated environment, taking into consideration industry best practices for system management
- Identify and evaluate potential governance models for a consolidated environment
- Provide recommendations for back-up services in the event of an emergency requiring evacuation of a consolidated dispatch center
- Conduct a financial analysis that considers application software, equipment, staffing, insurance, facilities, configuration and governance of a single consolidated center or two consolidated centers, including one-time and recurring costs
- Prepare and present a final Consolidated Dispatch Feasibility Study that includes findings and recommendations

The high-level work plan, shown on the following page, is based on our current understanding of the County's expectations, our knowledge of public safety communications operations and our experience assisting comparable agencies with similar Dispatch Consolidation studies. Before starting the project, DELTAWRX will hold a meeting with the Project Manager from the County and representatives from all four PSAPs to finalize the work plan and project schedule, develop a project communication plan, and discuss any constraints and risks that could affect project outcomes.

The preliminary project schedule assumes a start date of December 3, 2012. DELTAWRX has built time into the schedule to accommodate known holidays and natural project lag times such as review and feedback cycles; we have not built time into the schedule to accommodate delays on the part of County resources.

High Level Work Plan and Preliminary Schedule

Task #	Task Description	Estimated Start Date	Estimated Finish Date
1	Hold Project Planning Meeting	12/3/12	12/3/12
2	Conduct Project Kickoff Workshop	12/11/12	12/11/12
3	Review Background Material	12/4/12	12/21/12
4	Conduct Interviews and Focus Group Discussions (pertaining to governance, infrastructure, functional needs and technical support)	12/12/12	1/1/13
5	Observe Operations	12/12/12	1/1/13
6	Benchmark Existing Facilities, Technology and Operating Procedures	1/9/13	1/22/13
7	Assess Current Environment	1/23/13	2/5/13
8	Determine Functional Requirements for Consolidated Dispatch Environment	2/13/13	2/22/13
9	Identify Technical Support Models for Consolidated Dispatch Environment	2/25/13	2/27/13
10	Identify Conceptual Governance Models for Consolidated Dispatch Environment	2/28/13	3/4/13
11	Validate Assessment and Assumptions	3/12/13	3/12/13
12	Conduct Cost Analysis	3/20/12	3/26/13
13	Prepare Dispatch Feasibility Consolidation Study	3/27/13	3/29/13

DELTAWRX Client List

In addition to the references included in Section 8 of this form and Standard Form 254, DELTAWRX has provided public safety consulting services for the clients shown on the following page. We would be happy to provide contact information for any of these engagements upon the County's request.

Benefits of Partnering with DELTAWRX

DELTAWRX understands that dispatch integration feasibility studies are highly complex, sensitive and often challenging undertakings. These projects require effective project management, in-depth strategic planning, technology marketplace knowledge, significant stakeholder involvement and close teamwork. By teaming with DELTAWRX, Harrison County, the City of Gulfport, the City of Biloxi and the City of Long Beach will:

- Profit from the firm's knowledge resulting from providing consulting services to more than 150 public safety and public service agencies across the country
- Work with a highly flexible consulting firm that will meet tight schedules and time restraints and can react to project and participant needs on a daily basis
- Work with a firm that offers not only technical expertise, but also extensive experience in staffing, organizational structure and overall management of public safety information systems
- Leverage the market trends, best practices and related data DELTAWRX has gathered from successfully completing similar projects throughout the country
- Work with a consulting firm that fully protects stakeholder interests and can assist in all phases of the project, including constructing a complete business needs assessment, drafting procurement documents, facilitating vendor selection, negotiating contracts and providing implementation oversight

In summary, we believe DELTAWRX is best qualified to assist Harrison County in successfully completing this engagement and we look forward to assisting in this most important endeavor.

DELTAWRX Client List

Cities	Counties	Regional Consortia
Albuquerque, NM	Arlington County, VA	Anoka County Joint Law Enforcement Council (JLEC), MN
Alexandria, VA	Bernalillo County, NM	Bay Area Air Quality Management District (BAAQMD), CA
Anaheim, CA	Broomfield County, CO	Clark County Regional Emergency Services Agency (CRESA), WA
Berkeley, CA	Clackamas County, OR	Consolidated Fire Agencies of East Valley (CONFIRE), CA
Beverly Hills, CA	Clark County, WA	Kenosha Joint Services, WI
Bellevue, WA	Columbia County, OR	Los Angeles Regional Interoperable Communications System (LA-RICS), CA
Boston, MA	Dekalb County, IN	Local Government Information Systems Association (LOGIS), MN
Broomfield, CO	Delaware County, IN	Marin Emergency Radio Authority (MERA), CA
Burbank, CA	Denver County, CO	Metropolitan Emergency Communications Agency (MECA), IN
Denver, CO	Grand County, CO	Next Generation Radio Project (NGEN), Monterey, CA
Elgin, IL	Los Angeles County, CA	Northeast King County Regional Communications Center (NORCOM), WA
Fremont, CA	Marin County, CA	Orange County Fire Authority, CA
Hayward, CA	Marion County, IN	Scott Emergency Communications Center (SECC), IA
Indianapolis, IN	Monterey County, CA	Snohomish County Police Staff and Auxiliary Service Center (SNOPAC), WA
Kansas City, MO	Multnomah County, OR	South Central Region, CO
Long Beach, CA	Ramsey County, MN	Stanislaus Regional 9-1-1, CA
Modesto, CA	Routt County, CO	Valley Communications Center (Valley Com), WA
Nashville, TN	Sacramento County, CA	Washington County Consolidated Communications Agency (WCCCA), OR
Newark, CA	Santa Barbara County, CA	Yolo Emergency Communications Agency (YECA911), CA
Pasadena, CA	Spokane County, WA	
Portland, OR	Stanislaus County, CA	States
Redding, CA	Stafford County, VA	California
Redmond, WA	Teller County, CO	Florida
Santa Barbara, CA	Thurston County, WA	Indiana
Spokane, WA	Ventura County, CA	Massachusetts
Steamboat Springs, CO	Washington County, OR	Nebraska
Tempe, AZ		Oregon
Union City, CA		Utah
Westminster, CA		Other
		Bain & Company
		Riverwood Capital Management
		United States Department of Justice, Bureau of Justice Assistance

10. The foregoing is a statement of facts.

Signature: _____ Typed Name and Title: Brian Hudson, Partner Date: October 28, 2012

ARCHITECT - ENGINEER QUALIFICATIONS

PART I - CONTRACT-SPECIFIC QUALIFICATIONS

A. CONTRACT INFORMATION

1. TITLE AND LOCATION (*City and State*): Feasibility Study for Harrison County Consolidation of Public Safety Dispatch Centers/ Harrison County
2. PUBLIC NOTICE DATE: September 19, 2012
3. SOLICITATION OR PROJECT NUMBER: Not Applicable

B. ARCHITECT-ENGINEER POINT OF CONTACT

4. NAME AND TITLE: Brian Hudson
5. NAME OF FIRM: DELTAWRX LLC
6. TELEPHONE NUMBER: (818) 227-9300
7. FAX NUMBER: (818) 227-9301
8. E-MAIL ADDRESS: bhudson@deltawrx.com

C. PROPOSED TEAM

(Complete this section for the prime contractor and all key subcontractors.)

-
- 9a. PRIME (CHECK HERE): DELTAWRX LLC
 - 9a. JOINT-VENTURE PARTNER (CHECK HERE):
 - 9a. SUBCONTRACTOR (CHECK HERE):
 - 9a. FIRM NAME: DELTAWRX LLC
 - 9a. IF BRANCH OFFICE CHECK HERE:
 - 10a. ADDRESS: 21700 Oxnard Street, Suite 530 Woodland Hills, CA 91367
 - 11a. ROLE IN THIS CONTRACT: Prime Contractors
-
- 9b. PRIME (CHECK HERE):
 - 9b. JOINT-VENTURE PARTNER (CHECK HERE):
 - 9b. SUBCONTRACTOR (CHECK HERE):
 - 9b. FIRM NAME:
 - 9b. IF BRANCH OFFICE CHECK HERE:
 - 10b. ADDRESS
 - 11b. ROLE IN THIS CONTRACT
-

- 9c. PRIME (CHECK HERE):
 - 9c. JOINT-VENTURE PARTNER (CHECK HERE):
 - 9c. SUBCONTRACTOR (CHECK HERE):
 - 9c. FIRM NAME:
 - 9c. IF BRANCH OFFICE CHECK HERE:
 - 10c. ADDRESS
 - 11c. ROLE IN THIS CONTRACT
-

- 9d. PRIME (CHECK HERE):
 - 9d. JOINT-VENTURE PARTNER (CHECK HERE):
 - 9d. SUBCONTRACTOR (CHECK HERE):
 - 9d. FIRM NAME:
 - 9d. IF BRANCH OFFICE CHECK HERE:
 - 10d. ADDRESS
 - 11d. ROLE IN THIS CONTRACT
-

- 9e. PRIME (CHECK HERE):
 - 9e. JOINT-VENTURE PARTNER (CHECK HERE):
 - 9e. SUBCONTRACTOR (CHECK HERE):
 - 9e. FIRM NAME:
 - 9e. IF BRANCH OFFICE CHECK HERE:
 - 10e. ADDRESS
 - 11e. ROLE IN THIS CONTRACT
-

- 9f. PRIME (CHECK HERE):
 - 9f. JOINT-VENTURE PARTNER (CHECK HERE):
 - 9f. SUBCONTRACTOR (CHECK HERE):
 - 9f. FIRM NAME:
 - 9f. IF BRANCH OFFICE CHECK HERE:
 - 10f. ADDRESS
 - 11f. ROLE IN THIS CONTRACT
-

D. ORGANIZATIONAL CHART OF PROPOSED TEAM *(Attached; check here)*

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME: Brian Hudson
13. ROLE IN THIS CONTRACT: Project Manager
- 14a. YEARS EXPERIENCE - TOTAL: 18
- 14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 10
15. FIRM NAME AND LOCATION (*City and State*): DELTAWRX LLC Woodland Hills, CA
16. EDUCATION (*DEGREE AND SPECIALIZATION*): Bachelor of Arts / 1993 / Political Science
Masters of Business Administration / 1998 / Marketing and Entrepreneurship
17. CURRENT PROFESSIONAL REGISTRATION (*STATE AND DISCIPLINE*): Not Applicable
18. OTHER PROFESSIONAL QUALIFICATIONS (*Publications, Organizations, Training, Awards, etc.*): Not Applicable

19a(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Dispatch Consolidation Study; Fremont, Newark and Union City, CA

19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: 2012

19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
The cities of Fremont, Newark and Union City, CA engaged DELTAWRX to assess the feasibility of consolidating police dispatch operations and, in the case of Fremont fire dispatch operations. We conducted a strategic assessment of the current environment, examining facilities and infrastructure, technology, operations, political environment, culture, human resources and labor issues and operations. We then developed a financial model taking that was able to examine various technical, operational and human resource scenarios to help the client determine the optimal consolidation configuration and governance structure, as well as identify costs associated with each. The final report includes the current environment assessment, analysis of consolidation options, governance recommendations and cost allocation model recommendations.

Role: Senior Consultant

Entire Project: \$70,000

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

19b(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Consulting Services for the Procurement of Regional Emergency Communications and Law Enforcement Records Management Systems; County of Spokane, WA

19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing; 2013

19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX is assisting the County of Spokane and its public safety agencies (5 law enforcement and 15 fire districts) determine the Feasibility of consolidating the County's three dispatch centers. This multijurisdictional and multidiscipline effort analyzes whether a Consolidation can achieve the strategic goals of the participating agencies. DELTAWRX explored the drivers for consolidation and examined technology, financial impacts (both short- and long-term), possible governance structures, labor contracts and ultimately the service provided to end users and the community to assist the client in determining the appropriate solution for its unique requirements.

DELTAWRX is also assisting the County and other participating agencies in the replacement of the public safety Computer Aided Dispatch, Law Records Management, and Field Reporting systems. Throughout the project, we elicited pertinent information from management, technical staff and end-users to prepare the documents necessary for the solicitation and acquisition of the required systems. By engaging and eliciting input from end users representing the impacted agencies, we developed a comprehensive understanding of the existing system's strengths and limitations and were able to create documents that reflect the individual needs of the client.

Entire Project: \$250,000

Role: Project Manager

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

14. NAME: Michael P. Thayer
15. ROLE IN THIS CONTRACT: Technical Reviewer
- 14a. YEARS EXPERIENCE - TOTAL: 25
- 14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 12
19. FIRM NAME AND LOCATION (*City and State*): DELTAWRX LLC Woodland Hills, CA 91367
20. EDUCATION (*DEGREE AND SPECIALIZATION*): Bachelor of Science / 1984 / Electrical Engineering
Master of Business Administration / 1989 / Finance and Information Systems
21. CURRENT PROFESSIONAL REGISTRATION (*STATE AND DISCIPLINE*): Not Applicable
22. OTHER PROFESSIONAL QUALIFICATIONS (*Publications, Organizations, Training, Awards, etc.*): Not Applicable
-
- 19a(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Needs Assessment/Feasibility Study for Joint Dispatch Services; Westminster Police Department, CA
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: 2005
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX assisted the Westminster Police Department in considering enhancements to its current dispatch facility and organization, as well as the feasibility of joining the West Cities Police Communications Center (West-Comm) JPA for dispatch and communications functions.
- The study examined an assortment of technical, organizational, operational and financial components in order to determine the most appropriate approach for meeting the future dispatching and communications needs of Westminster. An extensive analysis of existing and expected costs was a significant part of the study.
- Entire Project: \$70,000
- Role: Senior Consultant
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-
- 19b(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Los Angeles Regional Interoperable Communications System (LA-RICS); Los Angeles, CA
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing; 2015
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX is assisting the County of Los Angeles with providing a voice and data system to the 84 regional agencies belonging to LA-RICS, a joint powers authority formed for the purpose of procuring and managing a wireless broadband mobile data network in the 700 MHz Public Safety band. It is the intent of LA-RICS to merge the voice and data operations to create the most advanced first responder communications system in the country. At the inception of the engagement, DELTAWRX established a Project Management Office at a County facility to provide essential record keeping, project files and management continuity through course of the project. As LA-RICS developed a Request for Proposals for the new system, DELTAWRX provided the LA-RICS Board of Directors with guidance on technical, financial, and operational issues, as well as advice on strategic issues for the procurement and implementation of the voice and data systems. We also led the effort to develop and release a Request for Proposal detailing the system specifications for the Countywide Voice Radio and Mobile Broadband Data Network, provided technical subject matter expertise during the solicitation and proposal evaluation process, and facilitated the evaluation of vendor responses to the LA-RICS Request for Proposal.
- Entire Project: \$4,200,000
- Role: Project Manager
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

16. NAME: Monica Lynn
17. ROLE IN THIS CONTRACT: Subject Matter Expert
- 14a. YEARS EXPERIENCE - TOTAL: 18
- 14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 6
23. FIRM NAME AND LOCATION (*City and State*): DELTAWRX LLC Woodland Hills, CA
24. EDUCATION (*DEGREE AND SPECIALIZATION*): Bachelor of Arts / 1984 / Economics
Doctorate / 1995 / Organizational Studies
25. CURRENT PROFESSIONAL REGISTRATION (*STATE AND DISCIPLINE*): Not Applicable
26. OTHER PROFESSIONAL QUALIFICATIONS (*Publications, Organizations, Training, Awards, etc.*): Not Applicable
-
- 19a(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Dispatch Consolidation Study; Fremont, Newark, Union City, CA
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: 2012
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
The cities of Fremont, Newark and Union City, CA engaged DELTAWRX to assess the feasibility of consolidating police dispatch operations and, in the case of Fremont fire dispatch operations. We conducted a strategic assessment of the current environment, examining facilities and infrastructure, technology, operations, political environment, culture, human resources and labor issues and operations. We then developed a financial model taking that was able to examine various technical, operational and human resource scenarios to help the client determine the optimal consolidation configuration and governance structure, as well as identify costs associated with each. The final report includes the current environment assessment, analysis of consolidation options, governance recommendations and cost allocation model recommendations.
- Entire Project: \$70,000
- Role: Project Manager
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-
- 19b(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): CAD/RMS Replacement Project; Stafford County, VA
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing, 2013
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX is managing a procurement to replace Stafford County's public safety Computer Aided Dispatch and Mobile System, Law Enforcement Records Management and Field Reporting System, and Fire Records Management and PCR applications, as well as interfaces to ancillary systems. DELTAWRX was retained to assist with the development of functional specifications and the RFP, evaluation of proposal responses and negotiation of a contract with the successful proposer.
- Entire Project: \$197,000
- Role: Project Manager
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

18. NAME: Liz Coyle
19. ROLE IN THIS CONTRACT: Senior Consultant
- 14a. YEARS EXPERIENCE - TOTAL: 8
- 14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 3
27. FIRM NAME AND LOCATION (*City and State*): DELTAWRX LLC Woodland Hills, CA
28. EDUCATION (*DEGREE AND SPECIALIZATION*): Bachelor of Arts / 2004 / International Studies
Masters of Business Administration / 2010 / Strategy
29. CURRENT PROFESSIONAL REGISTRATION (*STATE AND DISCIPLINE*): Not Applicable
30. OTHER PROFESSIONAL QUALIFICATIONS (*Publications, Organizations, Training, Awards, etc.*): Not Applicable
-
- 19a(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Consulting Services for Needs Assessment of the Computer Aided Dispatching System; Ramsey County, MN
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing, 2013
- 19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
The Ramsey County Emergency Communications Center (RCECC), a consolidated dispatch center that serves 16 communities, hired DELTAWRX to assist with its decision to purchase a new CAD/Mobile system. In addition to exploring the need for a new system, DELTAWRX also analyzed whether system ownership should be shifted from the City of St. Paul to another entity, or to a combination of entities. DELTAWRX conducted a current system and business needs assessment to determine if the current system meets the organization's functional, technical and organizational needs. In parallel to this assessment, DELTAWRX benchmarked eight other consolidated communications centers to identify industry norms and best practices regarding cost allocation, decision making and governance. The RCECC further retained DELTAWRX for assistance with the RFP development, proposal evaluation, vendor selection, contract negotiations and implementation phases of the project.
- Entire Project: \$206,000
- Role: Senior Consultant
- 19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-
- 19b(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): CAD/RMS/JMS/FRMS Replacement Project, Anoka County, MN
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing, 2013
- 19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
The Anoka County Joint Law Enforcement Council (JLEC) hired DELTAWRX to assess participating agencies' business needs with respect to public safety data systems. We assessed the communications, law records management, jail management, and fire records management environments for all agencies in the consortium and suggested initial steps the JLEC can take to ensure a successful implementation of and transition to new public safety data systems. In addition to drafting a business needs assessment, we assisted JLEC in defining functional requirements, drafting an RFP and creating an evaluation and selection plan to help guide it through its procurement of new public safety systems. We since have been retained to provide support throughout the proposal evaluation and contract negotiation phase of the project.
- Entire Project: \$200,000
- Role: Senior Consultant
- 19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC
-

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT
(Complete one Section E for each key person.)

20. NAME: Michael Galvin
21. ROLE IN THIS CONTRACT: Senior Consultant
- 14a. YEARS EXPERIENCE - TOTAL: 6
- 14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 5
31. FIRM NAME AND LOCATION (City and State): DELTAWRX LLC Woodland Hills, CA
32. EDUCATION (DEGREE AND SPECIALIZATION): Bachelor of Science / 2005 / History and Political Science
Masters of Public Administration / 2008
33. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE): Not Applicable
34. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.): Not Applicable

19a(1) RELEVANT PROJECT - TITLE AND LOCATION (City and State): Consulting Services for the Procurement of Regional Emergency Communications and Law Enforcement Records Management Systems; County of Spokane, WA

19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing; 2013

19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (If applicable):

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (Brief scope, size, cost etc.) AND SPECIFIC ROLE:
DELTAWRX is assisting the County of Spokane and its public safety agencies (5 law enforcement and 15 fire districts) determine the Feasibility of consolidating the County's three dispatch centers. This multijurisdictional and multidiscipline effort analyzes whether a Consolidation can achieve the strategic goals of the participating agencies. DELTAWRX explored the drivers for consolidation and examined technology, financial impacts (both short- and long-term), possible governance structures, labor contracts and ultimately the service provided to end users and the community to assist the client in determining the appropriate solution for its unique requirements.

DELTAWRX is also assisting the County and other participating agencies in the replacement of the public safety Computer Aided Dispatch, Law Records Management, and Field Reporting systems. Throughout the project, we elicited pertinent information from management, technical staff and end-users to prepare the documents necessary for the solicitation and acquisition of the required systems. By engaging and eliciting input from end users representing the impacted agencies, we developed a comprehensive understanding of the existing system's strengths and limitations and were able to create documents that reflect the individual needs of the client.

Entire Project: \$250,000

Role: Senior Consultant

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

19b(1) RELEVANT PROJECT - TITLE AND LOCATION (City and State): Criminal Justice Records Management System Replacement Project; Arlington, VA

19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing, 2013

19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (If applicable):

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (Brief scope, size, cost etc.) AND SPECIFIC ROLE:
DELTAWRX is assisting the Arlington County Police Department and Sheriff's Office with replacing its Criminal Justice Records Management System (CJRMS), which includes law enforcement records management, automated field reporting, corrections management and civil processing applications. As an initial task, DELTAWRX conducted a series of information gathering activities and identified the County's business needs as pertains to application software. We prepared functional requirements for the new system and developed a Request for Proposals for an integrated CJRMS. The new system will support the County in its transition from paper-based to electronic report writing, and enable the two agencies to improve information sharing while reducing redundant data entry. DELTAWRX is currently assisting the County with evaluating proposals, and has been retained to assist with contract negotiations, followed by change management and business process mapping activities during the system implementation period.

Entire Project: \$421,000

Role: Senior Consultant

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

22. NAME: Ryan Wolcott

23. ROLE IN THIS CONTRACT: Consultant

14a. YEARS EXPERIENCE - TOTAL: 9

14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 3

35. FIRM NAME AND LOCATION (*City and State*): DELTAWRX LLC Woodland Hills, CA

36. EDUCATION (*DEGREE AND SPECIALIZATION*): Bachelor of Arts / 2004 / Communication

Masters of Business Administration / 2010 / Strategic Planning

37. CURRENT PROFESSIONAL REGISTRATION (*STATE AND DISCIPLINE*): Not Applicable

38. OTHER PROFESSIONAL QUALIFICATIONS (*Publications, Organizations, Training, Awards, etc.*): Not Applicable

19a(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Strategic Technology and Implementation Plan; CAD/RMS Procurement; Change Management Plan; City of Boston, MA

19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing, 2013

19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX developed a comprehensive Strategic Technology and Implementation Plan for the City to update and replace its public safety information systems. Some of the key tasks for this assignment included conducting a benchmarking and market trend assessment, developing a business needs assessment, and creating a detailed strategic and implementation plan to guide the City in the significant effort required to procure a new public safety system. We also worked with the City and the public safety agencies to create a plan for IT support, delineating agency and central IT responsibilities, developing detailed job descriptions, and identifying gaps in current skills sets. DELTAWRX also developed a Change Management Plan that documented key business processes; identified core process changes that will occur with the implementation of a modern CAD/RMS system; and included an action plan addressing the critical organizational, technical, and business changes that are likely to accompany the implementation of the new information system.

Entire Project: \$900,000

Role: Consultant

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

19b(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): CAD Replacement; Clark County Regional Emergency Services Agency (CRESA); Clark County, WA

19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: 2008

19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX assisted the Clark County Regional Emergency Services Agency (CRESA) and its CAD Replacement Multi-Agency Task Group through the process of planning for and procuring a CAD system to replace a legacy system. DELTAWRX acted as educators, technical experts, objective advisors, and guides to the Task Group and Project Manager on CAD technology and the vendor environment. CRESA administers the majority of Clark County's public safety communications services and functions as the Public Safety Answering Point (PSAP) for all of Clark County and portions of Cowlitz and Skamania Counties, as a consolidated dispatch center for multiple area agencies, a radio infrastructure provider, an emergency management provider, the regulator for EMS, overseer to the EMS District 2 contract, and the Washington State Region IV Homeland Security Office.

Entire Project: \$124,000

Role: Consultant

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

24. NAME: Melissa Wu

25. ROLE IN THIS CONTRACT: Consultant

14a. YEARS EXPERIENCE - TOTAL: 11

14b. YEARS EXPERIENCE - WITH CURRENT FIRM: 2

39. FIRM NAME AND LOCATION (*City and State*): DELTAWRX LLC Woodland Hills, CA

40. EDUCATION (*DEGREE AND SPECIALIZATION*): Bachelor of Arts / 1998 / Sociology

Masters in Business Administration / 2011 / Marketing and Entrepreneurship

41. CURRENT PROFESSIONAL REGISTRATION (*STATE AND DISCIPLINE*): Not Applicable

42. OTHER PROFESSIONAL QUALIFICATIONS (*Publications, Organizations, Training, Awards, etc.*): Not Applicable

19a(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): Dispatch Consolidation Study; Fremont, Newark, Union City, CA

19a(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: 2012

19a(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
The cities of Fremont, Newark and Union City, CA engaged DELTAWRX to assess the feasibility of consolidating police dispatch operations and, in the case of Fremont fire dispatch operations. We conducted a strategic assessment of the current environment, examining facilities and infrastructure, technology, operations, political environment, culture, human resources and labor issues and operations. We then developed a financial model taking that was able to examine various technical, operational and human resource scenarios to help the client determine the optimal consolidation configuration and governance structure, as well as identify costs associated with each. The final report includes the current environment assessment, analysis of consolidation options, governance recommendations and cost allocation model recommendations.

Entire Project: \$70,000

Role: Consultant

19a(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

19b(1) RELEVANT PROJECT - TITLE AND LOCATION (*City and State*): CAD/RMS Assessment and RFP Development; Massachusetts State Police, MA

19b(2) RELEVANT PROJECT - YEAR COMPLETED - PROFESSIONAL SERVICES: 2012

19b(2) RELEVANT PROJECT - YEAR COMPLETED - CONSTRUCTION (*If applicable*):

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION (*Brief scope, size, cost etc.*) AND SPECIFIC ROLE:
DELTAWRX was engaged by MSP to assess its current CAD/RMS systems, and assist with its decisions to purchase new systems. During this engagement, DELTAWRX conducted a business needs assessment, performed a gap analysis, developed current business process maps, established functional requirements for a future CAD/RMS for MSP and presented a "Build versus Buy" recommendation for the new software CAD/RMS solution.

Entire Project: \$400,000

Role: Consultant

19b(3) RELEVANT PROJECT - BRIEF DESCRIPTION - Check here if project performed with current firm: DELTAWRX LLC

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
QUALIFICATIONS FOR THIS CONTRACT**

*(Present as many projects as requested by the agency, or 10 projects, if not specified.
Complete one Section F for each project.)*

D. EXAMPLE PROJECT KEY NUMBER:

E. TITLE AND LOCATION (*City and State*): Dispatch Consolidation; Cities of Fremont, Newark and Union City, California

F. YEAR COMPLETED - PROFESSIONAL SERVICES: 2012

G. YEAR COMPLETED - CONSTRUCTION (*if applicable*): Not Applicable

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER:

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Lt. John Liu, Communications Manager

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (510) 790-6865

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*):
The cities of Fremont, Newark and Union City, CA engaged DELTAWRX to assess the feasibility of consolidating police dispatch operations and, in the case of Fremont fire dispatch operations. We conducted a strategic assessment of the current environment, examining facilities and infrastructure, technology, operations, political environment, culture, human resources and labor issues and operations. We then developed a financial model taking that was able to examine various technical, operational and human resource scenarios to help the client determine the optimal consolidation configuration and governance structure, as well as identify costs associated with each. The final report includes the current environment assessment, analysis of consolidation options, governance recommendations and cost allocation model recommendations.

Entire Project: \$70,000

25. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(1) FIRM NAME	(2) FIRM LOCATION (<i>City and State</i>)	(3) ROLE
DELTAWRX LLC	Woodland Hills, CA	Prime Contractor

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

H. EXAMPLE PROJECT KEY NUMBER:

I. TITLE AND LOCATION (*City and State*): Consulting Services for the Procurement of Regional Emergency Communications and Law Enforcement Records Management Systems; County of Spokane, Washington

J. YEAR COMPLETED - PROFESSIONAL SERVICES: Ongoing; Estimated completion date of 2013

K. YEAR COMPLETED - CONSTRUCTION (*If applicable*):

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER:

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Mr. Richard Cain, Supervisory Analyst

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (509) 625-4197

26. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*):
 DELTAWRX is assisting the County of Spokane and its public safety agencies (5 law enforcement and 15 fire districts) determine the Feasibility of consolidating the County's three dispatch centers. This multijurisdictional and multidiscipline effort analyzes whether a Consolidation can achieve the strategic goals of the participating agencies. DELTAWRX explored the drivers for consolidation and examined technology, financial impacts (both short- and long-term), possible governance structures, labor contracts and ultimately the service provided to end users and the community to assist the client in determining the appropriate solution for its unique requirements.

DELTAWRX is also assisting the County and other participating agencies in the replacement of the public safety Computer Aided Dispatch, Law Records Management, and Field Reporting systems. Throughout the project, we elicited pertinent information from management, technical staff and end-users to prepare the documents necessary for the solicitation and acquisition of the required systems. By engaging and eliciting input from end users representing the impacted agencies, we developed a comprehensive understanding of the existing system's strengths and limitations and were able to create documents that reflect the individual needs of the client.

Entire Project: \$250,000

27. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(1) FIRM NAME	(2) FIRM LOCATION (<i>City and State</i>)	(3) ROLE
DELTAWRX LLC	Woodland Hills, CA	Prime Contractor

**F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S
QUALIFICATIONS FOR THIS CONTRACT**
(Present as many projects as requested by the agency, or 10 projects, if not specified.
Complete one Section F for each project.)

L. EXAMPLE PROJECT KEY NUMBER:

M. TITLE AND LOCATION (City and State): Emergency Dispatching Strategic Plan; City of Redmond, Washington

N. YEAR COMPLETED - PROFESSIONAL SERVICES: 2009

O. YEAR COMPLETED - CONSTRUCTION (If applicable):

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER:

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Ms. Jane Christenson

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (425) 556-2107

28. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost):
 DELTAWRX assisted the City of Redmond in developing an Emergency Dispatching Strategic Plan. Throughout the project, we examined an assortment of technical, organizational, operational and financial components in order to determine the most appropriate approach for meeting the future dispatching and communications needs of Redmond. An extensive analysis of existing operations and technology systems was a significant part of the study.

Our effort examined four dispatch consolidation alternatives for the City:

- Police Dispatched by Redmond Communications Center, Fire/EMS Dispatched by Eastside Communication Center
- Police Dispatched by Redmond Communications Center, Fire/EMS Dispatched by Northeast King County Regional Communications Center (NORCOM)
- Police and Fire/EMS Dispatched by Redmond Communications Center
- Police and Fire/EMS Dispatched by NORCOM

Entire Project: \$125,000

29. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
DELTAWRX LLC	Woodland Hills, CA	Prime Contractor

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT
(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

P. EXAMPLE PROJECT KEY NUMBER:

Q. TITLE AND LOCATION (*City and State*): CAD/RMS Consulting Services; North East County Regional Public Safety Communications Center (NORCOM), Washington

R. YEAR COMPLETED - PROFESSIONAL SERVICES: 2008; 2012

S. YEAR COMPLETED - CONSTRUCTION (*If applicable*):

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER:

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Ms. Chelo Picardal

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (425) 452-6106

30. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*): DELTAWRX assisted NORCOM with research, planning, procurement and contract negotiations assistance for a new regional CAD, RMS and ancillary systems for stakeholder Police, Fire and EMS agencies. The Consortium comprises 14 local jurisdictions that include cities, fire districts and law enforcement agencies serving an estimated population of 505,385 in Northeast King County.

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

Entire Project: \$246,000

31. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(1) FIRM NAME	(2) FIRM LOCATION (<i>City and State</i>)	(3) ROLE
DELTAWRX LLC	Woodland Hills, CA	Prime Contractor

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

T. EXAMPLE PROJECT KEY NUMBER:

U. TITLE AND LOCATION (*City and State*): Needs Assessment/Feasibility Study for Joint Dispatch Services; Westminster Police Department

V. YEAR COMPLETED - PROFESSIONAL SERVICES: 2005

W. YEAR COMPLETED - CONSTRUCTION (*If applicable*):

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER:

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: Police Chief Andrew Hall (retired)

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: (714) 898-3315 x301

32. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*):

DELTAWRX assisted the Westminster Police Department in considering enhancements to its current dispatch facility and organization, as well as the feasibility of joining the West Cities Police Communications Center (West-Comm) JPA for dispatch and communications functions.

The study examined an assortment of technical, organizational, operational and financial components in order to determine the most appropriate approach for meeting the future dispatching and communications needs of Westminster. An extensive analysis of existing and expected costs was a significant part of the study.

Entire Project: \$70,000

33. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(1) FIRM NAME	(2) FIRM LOCATION (<i>City and State</i>)	(3) ROLE
DELTAWRX LLC	Woodland Hills, CA	Prime Contractor

G. KEY PERSONNEL PARTICIPATION IN EXAMPLE PROJECTS

26. NAMES OF KEY PERSONNEL (From Section E, Block 12)	27. ROLE IN THIS CONTRACT (From Section E, Block 13)	28. EXAMPLE PROJECTS LISTED IN SECTION F (Fill in "Example Projects Key" section below before completing table. Place "X" under project key number for participation in same or similar role.)									
		1	2	3	4	5	6	7	8	9	10
Brian Hudson	Project Manager	X	X	X	X	X					
Michael P. Thayer	Technical Reviewer					X					
Monica Lynn	Subject Matter Expert	X									
Liz Coyle	Senior Consultant										
Michael Galvin	Senior Consultant		X								
Ryan Wolcott	Consultant										
Melissa Wu	Consultant	X			X						

29. EXAMPLE PROJECTS KEY

NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)	NO.	TITLE OF EXAMPLE PROJECT (FROM SECTION F)
1	Dispatch Consolidation Study; Fremont, Newark and Union City, CA	6	
2	Consulting Services for the Procurement of Regional Emergency Communications; County of Spokane, WA	7	
3	Emergency Dispatching Strategic Plan; City of Redmond, WA	8	
4	CAD/RMS Consulting Services; North East King County (NORCOM), WA	9	
5	Needs Assessment/Feasibility Study for Joint Dispatch Services; Westminster Police Department, CA	10	

H. ADDITIONAL INFORMATION

29. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED:

9. **AUTHORIZED REPRESENTATIVE**
The foregoing is a statement of facts.

30. SIGNATURE OF AUTHORIZED REPRESENTATIVE:

31. DATE SIGNED: 10/28/2012

32. NAME AND TITLE OF SIGNER: Brian Hudson, Partner

ARCHITECT-ENGINEER QUALIFICATIONS

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

1. SOLICITATION NUMBER (If any):
- 2a. FIRM (OR BRANCH OFFICE) NAME: DELTAWRX LLC
- 2b. FIRM (OR BRANCH OFFICE) STREET: 21700 Oxnard Street, Suite 530
- 2c. FIRM (OR BRANCH OFFICE) CITY: Woodland Hills
- 2d. FIRM (OR BRANCH OFFICE) STATE: CA
- 2e. FIRM (OR BRANCH OFFICE) ZIP CODE: 91367
3. YEAR ESTABLISHED: 2000
4. DUNS NUMBER: 14-786-2978
- 5a. OWNERSHIP - TYPE: Limited Liability Company
- 5b. OWNERSHIP - SMALL BUSINESS STATUS: NAICS 541611
- 6a. POINT OF CONTACT NAME AND TITLE: Brian Hudson, Partner
- 6b. POINT OF CONTACT TELEPHONE NUMBER: (818) 227-9300
- 6c. POINT OF CONTACT E-MAIL ADDRESS: bhudson@deltawrx.com
7. NAME OF FIRM (If block 2a is a branch office):

8a. FORMER FIRM NAME(S) (If any)	8b. YR. ESTABLISHED	8c. DUNS NUMBER

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c(1). No. of Employees - Firm	c(2). No. of Employees - Branch
01	Electrical Engineers	1	
48	Project Managers	10	
02	Administrative	1	
	Other Employee		

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index
P06	Project Management	6

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

- | | |
|---|---|
| 1. Less than \$100,000 | 6. \$2 million to less than \$5 million |
| 2. \$100,000 to less than \$250,000 | 7. \$5 million to less than \$10 million |
| 3. \$250,000 to less than \$500,000 | 8. \$10 million to less than \$25 million |
| 4. \$500,000 to less than \$1 million | 9. \$25 million to less than \$50 million |
| 5. \$1 million to less than \$2 million | 10. \$50 million or greater |

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS
 (Insert revenue index number shown above)

- 11a. Federal Work: None
- 11b. Non-Federal Work: 6
- 11c. Total Work: 6

12. AUTHORIZED REPRESENTATIVE. The foregoing is a statement of facts.

- 12a. SIGNATURE:
- 12b. DATE SIGNED: 10/26/12

STANDARD
FORM (SF)
254

**Architect-Engineer
and Related Services
Questionnaire**

Form Approved
OMB No. 9000-0004

Public reporting burden for this collection of information is estimated to average 1 hour per response, including the time for reviewing instructions, searching existing data sources, gathering and maintaining the data needed, and completing and reviewing the collection of information. Send comments regarding this burden estimate or any other aspect of this collection of information, including suggestions for reducing the burden, to the FAR Secretariat (VRS), Office of Federal Acquisition and Regulatory Policy, GSA, Washington, D.C. 20405; and to the Office of Management and Budget, Paperwork Reduction Project (9000-0004), Washington, D.C. 20503.

Purpose:

The policy of the Federal Government in acquiring architectural, engineering, and related professional services is to encourage firms lawfully engaged in the practice of those professions to submit annually a statement of qualifications and performance data. Standard Form 254, "Architect-Engineer and Related Services Questionnaire," is provided for that purpose. Interested A-E firms (including new, small, and/or minority firms) should complete and file SF 254's with each Federal agency and with appropriate regional or district offices for which the A-E is qualified to perform services. The agency head for each proposed project shall evaluate these qualification resumes, together with any other performance data on file or requested by the agency, in relation to the proposed project. The SF 254 may be used as a basis for selecting firms for discussions, or for screening firms preliminary to inviting submission of additional information.

Definitions:

"**Architect-Engineer Services**" are defined in Part 36 of the Federal Acquisition Regulation. "**Parent Company**" is that firm, company, corporation, association or conglomerate which is the major stockholder or highest tier owner of the firm completing this questionnaire; i.e., Firm A is owned by Firm B which is, in turn, a subsidiary of Corporation C. The "parent company" of Firm A is Corporation C. "**Principals**" are those individuals in a firm who possess legal responsibility for its management. They may be owners, partners, corporate officers, associates, administrators, etc.

"**Discipline**," as used in this questionnaire, refers to the primary technological capability of individuals in the responding firm. Possession of an academic degree, professional registration, certification, or extensive experience in a particular field of practice normally reflects an individual's primary technical discipline.

"**Joint Venture**" is a collaborative undertaking by two or more firms or individuals for which the participants are both jointly and individually responsible.

"**Consultant**," as used in this questionnaire, is a highly specialized individual or firm having significant input and responsibility for certain aspects of a project and possessing unusual or unique capabilities for assuring success of the finished work.

"**Prime**" refers to that firm which may be coordinating the concerted and complementary inputs of several firms, individuals or related services to produce a completed study or facility. The "prime would normally be regarded as having full responsibility and liability for quality of performance by itself as well as by subcontractor professionals under its jurisdiction.

"**Branch Office**" is a satellite, or subsidiary extension, of a headquarters office of a company, regardless of any differences in name or legal structure of such a branch due to local or state laws. "Branch offices" are normally subject to the management decisions, bookkeeping, and policies of the main office.

Instructions for Filing (Numbers below correspond to numbers contained in form):

1. Type accurate and complete name of submitting firm, its address, and zip code.
 - 1a. Indicate whether form is being submitted in behalf of a parent firm or a branch office. (Branch office submissions should list only personnel in, and experience of, that office.)
2. Provide data the firm was established under the name shown in question 1.
3. Show date on which form is prepared. All information submitted shall be current and accurate as of this date.
4. Enter type of ownership, or legal structure, of firm (sole proprietor, partnership, corporation, joint venture, etc.)

Check appropriate boxes indicating if firm is (a) a small business concern; (b) a small business concern owned and operated by socially and economically disadvantaged individuals; and (c) Woman-owned (See 48 CFR 19.101 and 52.219-9).
5. Branches of subsidiaries of large or parent companies, or conglomerates, should insert name and address of highest-tier owner.
 - 5a. If present firm is the successor to, or outgrowth of, one or more predecessor firms, show name(s) of former entity(ies) and the year(s) of their original establishment.
6. List not more than two principals from submitting firm who may be contacted by the agency receiving this form. (Different principles may be listed on forms going to another agency.) Listed principals must be empowered to speak for the firm on the policy and contractual matters.
7. Beginning with the submitting office, list name, location, total number of personnel, and telephone numbers for all associated or branch offices, (including any headquarters or foreign offices) which provides A-E and related services.
 - 7a. Show total personnel in all offices. (Should be sum of all personnel, all branches.)
8. Show total number of employees, by discipline, in submitting office. (*If form is being submitted by main headquarters office, firm should list total employees, by discipline, in all offices.) While some personnel may be qualified in several disciplines, each person should be counted only once in accord with his or her primary function. Include clerical personnel as "administrative." Write in any additional disciplines—sociologists, biologists, etc.—and number of people in each, in blank spaces.

STANDARD
FORM (SF)
254

Architect-Engineer and Related Services Questionnaire

9. Using chart (below) insert appropriate index number to indicate range of professional services fees received by submitting firm each calendar year for last five years, most recent year first. Fee summaries should be broken down to reflect the fees received each year for (a) work performed directly for the Federal Government (not including grant and loan projects) or as a sub to other professionals performing work directly for the Federal Government; (b) all other domestic work, U.S. and possessions, including Federally-assisted projects, and (c) all other foreign work.

Ranges of Professional Services Fees

INDEX	INDEX
1. Less than \$100,000	5. \$1 million to \$2 million
2. \$100,000 to \$250,000	6. \$2 million to \$5 million
3. \$250,000 to \$500,000	7. \$5 million to \$10 million
4. \$500,000 to \$1 million	8. \$10 million or greater

10. Select and enter, in numerical sequence, **not more than thirty (30)** "Experience Profile Code" numbers from the listing (next page) which most accurately reflect submitting firm's demonstrated technical capabilities and project experience. **Carefully review list.** (It is recognized some profile codes may be part of other services or projects contained on list; firms are encouraged to select profile codes which best indicate type and scope of services provided on past projects.) For each code number, show total number of projects and gross fees (in thousands) received for profile projects performed by firm during past few years. If firm has one or more capabilities not included on list, insert same in blank spaces at end of list and show numbers in question 10 on the form. In such cases, the filled-in listing **must** accompany the complete SF 254 when submitted to the Federal agencies.

11. Using the "Experience Profile Code" numbers in the same sequence as entered in item 10, give details of at least one recent (within the last five years) representative project for each code number, up to a **maximum** of thirty (30) separate projects, or portions of projects, for which firm was responsible. (Project examples may be used more than once to illustrate different services rendered on the same job. Example: a dining hall may be part of an auditorium or educational facility.) Firms which select less than thirty "profile codes" may list two or more project examples (to illustrate specialization) for each code number so long as total of all project examples does not exceed thirty (30). After each code number in question 11, show: (a) whether firm was "P," the prime professional, or "C," a consultant, or "JV," part of a joint venture on that particular project (new firms, in existence less than five (5) years may use the symbol "IE" to indicate "Individual Experience" as opposed to

firm experience); (b) provide name and location of the specific project which typifies firm's (or individual's) performance under that code category; (c) give name and address of the owner of that project (if government agency indicate responsible office); (d) show the estimated construction cost (or other applicable cost) for that portion of the project for which the firm was primarily responsible. (Where no construction was involved, show approximate cost of firm's work); and (e) state year work on that particular project was, or will be, completed.

12. The completed SF 254 should be signed by a principal of the firm, preferably the chief executive officer.

13. Additional data, brochures, photos, etc. should not accompany this form unless specifically requested.

NEW FIRMS (not recognized or recently-amalgamated firms) are eligible and encouraged to seek work from the Federal Government in connection with performance of projects for which they are qualified. Such firms are encouraged to complete and submit Standard Form 254 to appropriate agencies. Questions on the form dealing with personnel or experience may be answered by citing experience and capabilities of individuals in the firm, based on performance and responsibility while in the employee of others. In so doing, notation of this fact should be made on the form. In question 9, write in "N/A" to indicate "not applicable" for those years prior to firm's organization.

Experience Profile Code Numbers

for use with questions 10 and 11

- | | | |
|--|---|--|
| <p>001 Acoustics, Noise Abatement
 002 Aerial Photogrammetry
 003 Agricultural Development; Grain Storage; Farm Mechanization
 004 Air Pollution Control
 005 Airports; Navais; Airport Lighting; Aircraft Fueling
 006 Airports; Terminals and Hangers; Freight Handling
 007 Arctic Facilities
 008 Auditoriums and Theatres
 009 Automation; Controls; Instrumentation
 010 Barracks; Dormitories
 011 Bridges
 012 Cemeteries (<i>Planning and Relocation</i>)
 013 Chemical Processing and Storage
 014 Churches; Chapels
 015 Codes; Standards; Ordinances
 016 Cold Storage; Refrigeration; Fast Freeze
 017 Commercial Building (<i>low rise</i>); Shopping Centers
 018 Communications Systems; TV; Microwave
 019 Computer Facilities; Computer Service
 020 Conservation and Resource Management
 021 Construction Management
 022 Corrosion Control; Cathodic Protection; Electrolysis
 023 Cost Estimating
 024 Dams (<i>Concrete; Arch</i>)
 025 Dams (<i>Earth; Rock</i>); Dikes; Levees
 026 Desalinization (<i>Process and Facilities</i>)
 027 Dining Halls; Clubs; Restaurants
 028 Ecological and Archeological Investigations
 029 Educational Facilities; Classrooms
 030 Electronics
 031 Elevators; Escalators; People-Movers
 032 Energy Conservation; New Energy Sources
 033 Environmental Impact Studies, Assessments, or Statements
 034 Fallout Shelters; Blast-Resistant Design
 035 Field Houses; Gyms; Stadiums
 036 Fire Protection
 037 Fisheries; Fish Ladders
 038 Forestry and Forest Products
 039 Garages; Vehicle Maintenance Facilities; Parking Decks
 040 Gas Systems (Propane; Natural, etc.)
 041 Graphic Design</p> | <p>042 Harbors; Jetties; Piers; Ship Terminal Facilities
 043 Heating; Ventilating; Air Conditioning
 044 Health Systems Planning
 045 High-rise; Air-Rights-Type Buildings
 046 Highways; Streets; Airfield Paving; Parking Lots
 047 Historical Preservation
 048 Hospital and Medical Facilities
 049 Hotels; Models
 050 Housing (<i>Residential; Multi-Family; Apartments; Condominiums</i>)
 051 Hydraulics and Pneumatics
 052 Industrial Buildings; Manufacturing Plants
 053 Industrial Processes; Quality Control
 054 Industrial Waste Treatment
 055 Interior Design; Space Planning
 056 Irrigation; Drainage
 057 Judicial and Courtroom Facilities
 058 Laboratories; Medical Research Facilities
 059 Landscape Architecture
 060 Libraries; Museums; Galleries
 061 Lighting (<i>Interiors; Display; Theatre, etc.</i>)
 062 Lighting (<i>Exteriors; Streets; Memorials; Athletic Fields, etc.</i>)
 063 Materials Handling Systems; Conveyors; Sorters
 064 Metallurgy
 065 Microclimatology; Tropical Engineering
 066 Military Design Standards
 067 Mining and Mineralogy
 068 Missile Facilities (<i>Silos; Fuels; Transport</i>)
 069 Modular Systems Design; Pre-Fabricated Structures or Components
 070 Naval Architecture; Off-Shore Platforms
 071 Nuclear Facilities; Nuclear Shielding
 072 Office Buildings; Industrial Parks
 073 Oceanographic Engineering
 074 Ordnance; Munitions; Special Weapons
 075 Petroleum Exploration
 076 Petroleum and Fuel (<i>Storage and Distribution</i>)
 077 Pipelines (<i>Cross-Country - Liquid and Gas</i>)
 078 Planning (<i>Community, Regional, Area-wide and State</i>)
 079 Planning (<i>Site, Installation, and Project</i>)
 080 Plumbing and Piping Design
 081 Pneumatic Structures; Air-Support Buildings
 082 Postal Facilities
 083 Power Generation; Transmission; Distribution
 084 Prison and Correctional Facilities
 085 Product; Machine and Equipment Design</p> | <p>086 Radar; Sonar; Radio and Radar Telescope
 087 Railroad; Rapid Transit
 088 Recreation Facilities (<i>Parks; Marinas, etc.</i>)
 089 Rehabilitation (<i>Buildings; Structures; Facilities</i>)
 090 Resource Recovery; Recycling
 091 Radio Frequency Systems and Shieldings
 092 Rivers; Canals; Waterways; Flood Control
 093 Safety Engineering; Accident Studies; OSHA Studies
 094 Security Systems; Intruder and Smoke Detection
 095 Seismic Designs and Studies
 096 Sewage Collection; Treatment; Disposal
 097 Soils and Geologic Studies; Foundations
 098 Solar Energy Utilization
 099 Solid Wastes; Incineration; Landfill
 100 Special Environments; Clean Rooms, etc.
 101 Structural Design; Special Structures
 102 Surveying; Platting; Mapping; Flood Plain Studies
 103 Swimming Pools
 104 Storm Water Handling and Facilities
 105 Telephone Systems (<i>Rural; Mobile; Intercom, etc.</i>)
 106 Testing and Inspection Services
 107 Traffic and Transportation Engineering
 108 Towers (<i>Self-Supporting and Guyed Systems</i>)
 109 Tunnels and Subways
 110 Urban Renewals; Community Development
 111 Utilities (<i>Gas and Steam</i>)
 112 Value Analysis; Life-Cycle Costing
 113 Warehouses and Depots
 114 Water Resources; Hydrology; Ground Water
 115 Water Supply; Treatment and Distribution
 116 Wind Tunnels; Research/Testing Facilities Design
 117 Zoning; Land Use Studies
 201 Dispatch Consolidation Studies
 202 Public Safety Application Software Assessments and Procurements
 203 Wireless Communication Assessments and Procurements</p> |
|--|---|--|

STANDARD FORM (SF)

254

Architect-Engineer
And Related Services
Questionnaire

1. Firm Name/Business Address:

DELTAWRX
21700 Oxnard Street
Suite 530
Woodland Hills, California 91367

2. Year Present Firm Established: 2000

3. Date Prepared:
October 28, 2012

4. Specify type of ownership and check below, if applicable. Limited Liability Corporation

- A. Small Business
- B. Small Disadvantaged Business
- C. Woman-owned Business

1a. Submittal is for Parent Company Branch or Subsidiary Office

5a. Former Parent Company Name(s), if any, and Year(s) Established:

Not applicable

Not applicable

6. Names of not more than Two Principals to Contact: Title/Telephone

- 1) Michael Thayer, Partner, (310) 722-1745
- 2) Brian Hudson, Partner, (213) 247-2243

7. Present Offices: City / State / Telephone / No. Personnel Each Office

Woodland Hills / California / (818) 227-9300 / 12 employees

7a. Total Personnel 12

8. Personnel by Discipline: (List each person only once, by primary function.)

<u>1</u> Administrative	<u>1</u> Electrical Engineers	Oceanographers	<u>10</u> Management Consultants
<u> </u> Architects	<u> </u> Estimators	Planners: Urban/Regional	<u> </u>
<u> </u> Chemical Engineers	<u> </u> Geologists	Sanitary Engineers	<u> </u>
<u> </u> Civil Engineers	<u> </u> Hydrologists	Soils Engineers	<u> </u>
<u> </u> Construction Inspectors	<u> </u> Interior Designers	Specification Writers	<u> </u>
<u> </u> Draftsmen	<u> </u> Landscape Architects	Structural Engineers	<u> </u>
<u> </u> Ecologists	<u> </u> Mechanical Engineers	Surveyors	<u> </u>
<u> </u> Economists	<u> </u> Mining Engineers	Transportation Engineers	<u> </u>

9. Summary of Professional Services Fees Received: (Insert index number)

Ranges of Professional Services Fees INDEX	Last 5 Years (most recent year first)				
	2011_5_	2010_5_	2009_5_	2008_6_	2007_6_
1. Less than \$100,000	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
2. \$100,000 to \$250,000	<u>5</u>	<u>5</u>	<u>5</u>	<u>6</u>	<u>6</u>
3. \$250,000 to \$500,000	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>	<u>1</u>
4. \$500,000 to \$1 million	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
5. \$1 million to \$2 million	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
6. \$2 million to \$5 million	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
7. \$5 million to \$10 million	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>
8. \$10 million or greater	<u> </u>	<u> </u>	<u> </u>	<u> </u>	<u> </u>

*Firms interested in foreign work, but without such experience, check here:

10. Profile of Firm's Project Experience, Last 6 Years										
Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Profile Code	Number of Projects	Total Gross Fees (in thousands)	Number of Projects	Total Gross Fees (in thousands)
1) 201	5	\$615,000	11)			21)				
2) 202	20	\$5,956,000	12)			22)				
3) 203	5	\$5,633,000	13)			23)				
4)			14)			24)				
5)			15)			25)				
6)			16)			26)				
7)			17)			27)				
8)			18)			28)				
9)			19)			29)				
10)			20)			30)				
11. Project Examples, Last 6 Years										
Profile Code	"P," "C," "JV," or "IE"	Project Name and Location	Owner Name and Address	Cost of Work (in thousands)	Completion Date (Actual or Estimated)					
201	P	1. Cities of Fremont, Newark and Union City, California; Dispatch Consolidation Study	Lt. John Liu, Communications Manager, SWAT Commander Fremont Police Department 2000 Stevenson Blvd. Fremont, CA 94537 (510) 790-6865 jliu@fremont.gov	\$70,000	2012					
201	P	2. County of Spokane, Washington; Consulting Services for the Procurement of Regional Emergency Communications and Law Enforcement Records Management Systems	Mr. Richard Cain Supervisory Analyst Spokane Regional Emergency Communications Systems IT City of Spokane, WA (509) 625-4197 rcain@spokanepolice.org	\$250,000	Ongoing; Estimated Completion Date of 2013					
201	P	3. Westminster Police Department, California; Needs Assessment/Feasibility Study For Joint Dispatch Services	Andrew Hall Police Chief (Retired) Westminster Police Department 8200 Westminster Boulevard Westminster, CA 92683 (714) 898-3315 x 301 ahall@ci.westminster.ca.us	\$70,000	2005					
201	P	4. City of Redmond, Washington; Emergency Dispatching Strategic Plan	Ms. Jane Christenson City of Redmond P.O. Box 97010 Redmond, WA 98073 (425) 556-2107	\$125,000	2009					

			jchristenson@redmond.gov			
202	P	5. Ramsey County, Minnesota; Consulting Services for a Needs Assessment of the Computer Aided Dispatching System in Ramsey County	<p>Scott Williams Director of Emergency Communications Ramsey County Emergency Communications Center 388 13th Street St. Paul, MN 55101 (651) 266-7721 Scott.williams@co.ramsey.mn.us</p>	\$206,000	Ongoing; Estimated Completion Date of 2013	
202	P	6. City of Boston, Massachusetts; Strategic Technology and Implementation Plan; CAD/RMS Procurement; Change Management Plan	<p>Mr. Donald R. Denning, Jr. Public Safety CIO City of Boston Boston City Hall, Suite 703 Boston, MA 02201-2021 (617) 635-2338 donald.denning@cityofboston.gov</p>	\$900,000	Ongoing; Estimated Completion Date of 2013	
202	P	7. City of Alexandria, Virginia; CAD/RMS Procurement Project	<p>Ms. Suellen Savukas Division Chief Information Technology Project Management Division City of Alexandria, VA (703) 746-3040 suellen.savukas@alexandriava.gov</p>	\$465,000	Ongoing; Estimated Completion Date of 2013	
202	P	8. North East King County Regional Public Safety Communications Center (NORCOM), Washington; CAD/RMS Consulting Services	<p>Ms. Chelo Picardal City of Bellevue 450 110th Ave NE Bellevue, WA 98009 (425) 452-6106 cpicardal@bellevuewa.gov</p>	\$246,000	2008; 2012	
202	P	9. City of Tempe, Arizona; CAD/RMS Replacement Project	<p>Ms. Brenda Buren Assistant Chief of Police City of Tempe 120 East 5th Street Tempe, AZ 85281 (480) 350-8991 brenda_buren@tempe.gov</p>	\$312,000	2009	
202	P	10. Clark County Regional Emergency Services Agency (CRESA), Washington; CAD Replacement Project	<p>Mr. Keith Flewelling Project Manager Clark County Regional Emergency Services Agency 710 West 13th Street</p>	\$124,000	2008	

				Vancouver, WA 98660 (360) 992-9219 keith.flewelling@clark.wa.gov			
202	P	11. Scott Emergency Communication Center (SECC), Iowa; CAD/RMS Procurement Project		Ms. Gloria Fitzpatrick SECC System Technology Coordinator 400 West 4th Street Davenport, IA 52801 (563) 328-4152 gfitzpatrick@scottcountyjowa.com	\$214,000	2009; 2012	
202	P	12. Consolidated Fire Agencies of the East Valley (CONFIRE), California; CAD Replacement Project		Mr. Rick Britt Communications Director CONFIRE JPA 1743 W. Miro Way Rialto, CA 92376-8630 (909) 356-2377 rbritt@confire.org	\$114,000	2008	
202	P	13. Anoka County Joint Law Enforcement Council (JLEC), Minnesota; CAD/RMS/JMS/FRMS Replacement Project		Chris Olson Police Chief Blaine Police Department 10801 Town Square Drive NE Blaine, MN 55449 (763) 785-6168 colson@ci.blaine.ms.us	\$200,000	Ongoing; Estimated Completion Date of 2013	
202	P	14. Stafford County, Virginia; CAD/RMS Replacement Project		Mr. David Noel Project Role: Project Manager IT Director County of Stafford (540) 658-4573 dnoel@co.stafford.va.us	\$197,000	Ongoing; Estimated Completion Date of 2013	
201	P	15. DeKalb County, Indiana; Consolidated Dispatch Strategic Plan		Mr. Paul Brewer Director 215 E. 8th Street Auburn, IN 46706 (260) 925-3365 PBrewer@co.dekalb.in.us	\$100,000	2006	
202	P	16. Arlington County, Virginia; Criminal Justice Records Management System Replacement Project		Captain Jim Daly Commander ITMS Arlington County Police Department 1425 N Courthouse Road Arlington, VA 22201 (703) 228-4069 jdaly@arlingtonva.us	\$421,000	Ongoing; Estimated Completion Date of 2013	

202	JV	17. Massachusetts State Police; CAD/RMS Assessment and RFP Development	Ms. Casey Woodley Project Manager, EOPSS Program Management Office 200 Arlington Street, Suite 2200 Chelsea, MA 02150 (617) 660-4613 casey.woodley@state.ma.us	\$400,000	2012
202	P	18. Orange County Fire Authority (OCFA); California; Safety Systems Project Management	Mr. Todd Muilenburg IT Assistant Manager Orange County Fire Authority 1 Fire Authority Road Irvine, CA 92602 (714) 573-6442 toddmuilenburg@ocfa.org	\$541,000	Ongoing; Estimated Completion Date of 2013
203	P	19. Los Angeles Regional Interoperable Communications System (LA-RICS), California; Consulting Services	Ms. Sheila Williams Los Angeles County Chief Administrative Office Kenneth Hahn Building 500 West Temple, Room 754 Los Angeles, CA 90012 (213) 893-2297 swilliams@cao.lacounty.gov	\$4,200,000	Ongoing; Estimated Completion Date of 2015
203	P	20. Next Generation Radio Project (NGEN), Monterey County, California; Radio Planning Consulting Services	Mr. Tracy Molfino Commander Salinas Police Department 222 Lincoln Avenue Salinas, CA 93901 (831) 758-7090 tracym@ci.salinas.ca.us	\$700,000	Ongoing; Estimated Completion Date of 2013
203	P	21. City of Portland, Oregon; Radio Interoperability Planning	Mr. Keith Flewelling Project Manager Clark County Regional Emergency Services Agency 710 West 13th Street Vancouver, WA 98660 (360) 992-9219 keith.flewelling@clark.wa.gov	\$565,000	2011
202	P	22. County of Sacramento, California; CAD/Mobile Replacement Project	Ms. Julie Gutierrez Senior IT Analyst Technical Services Division Sacramento Sheriff's Department 711 G Street Sacramento, CA 95814 (916) 874-2043 jgutierrez@sacsheriff.com	\$201,000	2009

202	P	23. City of Beverly Hills, California; Public Safety Systems Replacement Project	Sgt. Elisabeth Albanese Beverly Hills Police Department 455 N. Rexford Drive Beverly Hills, CA 90210 (310) 285-2142 ealbanese@beverlyhills.org	\$400,000	2012
202	P	24. City of Hayward, California; Public Safety Systems Replacement Project	Mr. Desi Calzada Hayward Police Department 300 W. Winton Avenue Hayward, CA 94544 (510) 293-7181 desi.calzada@hayward-ca.gov	\$192,000	2012
202	P	25. City of Steamboat Springs and Routt County, Colorado; Public Safety Systems Replacement Project	Mr. Terry Barber Director of Information Systems 136 6th Street P.O. Box 773598 Steamboat Springs, CO 80477 (970) 870-5310 TBarber@co.routt.co.us	\$184,000	2012
202	P	26. Thurston County, Washington; RMS/AFR/JMS Replacement Project	Mr. Dick Machlan Manager Administrative Services Division Olympia Police Department P.O. Box 1967 Olympia, WA 98507-1967 (360) 753-8006 dmachlan@ci.olympia.wa.us	\$215,000	2009
202	P	27. City and County of Broomfield, Colorado; Operations and Systems Performance Assessment	Bernie Block City and County of Broomfield Director, Performance & Internal Audit One DesCombes Drive, Suite 201 Broomfield, Colorado 80020 (303) 464-5821 bblock@broomfield.org	\$166,000	Ongoing; Estimated Completion Date of 2013
203	P	28. Grand County, Colorado; Interoperability Planning	Mr. Todd Holzwarth Chief, East Grand Fire District Grand County Emergency Telephone Service Authority Post Office Box 1 Hot Sulphur Springs, CO 80451	\$85,000	2009

			(970) 726-5824 toddh@eastgrandfire.com	
202	P	29. City of Elgin, Illinois; Public Safety Systems Replacement Project	Mr. Jeff Swoboda Chief of Police Elgin Police Department 151 Douglas Ave. Elgin, IL 60120 (847) 289-2700 swoboda_j@cityofelgin.org	\$158,000 2010
203	P	City of Berkeley, California; Strategic Radio Communications Plan	Ms. A Robin Orden City of Berkeley Senior Management Analyst Berkeley, CA 90805 (510) 981-6304 AROrden@ci.berkeley.ca.us	\$83,000 2011
12. The foregoing is a statement of facts				Date:
Signature: _____				October 28, 2012
Typed Name and Title: Brian Hudson, Partner				