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Smart decisions. Lasting value.™

Consultant to draft and support RFP for shared, scalable, integrated enterprise CAD, mobile data, RMS, and JMS

August 6, 2019
RFP #19119

Submitted to:
Lake County
ATTN: PURCHASING DIVISION
18 N. County Street, 9th Floor
Waukegan, Illinois 60085-4350

Submitted by:
Ms. Alicia L. Antonetti-Tricker, Principal
Crowe LLP
One Mid America Plaza, Suite 700
Oakbrook Terrace, Illinois 60181-4707
Direct   317.208.2469
Tel   630.574.7878
Fax   630.574.1608
alicia.antonetti@crowe.com

1. Introduction Material and Executive Summary

Letter of Transmittal

August 6, 2019

Lake County
ATTN: PURCHASING DIVISION
18 N. County Street, 9th Floor
Waukegan, Illinois 60085-4350

Dear Ms. August:

Please find our response to your Request for Proposal (RFP), entitled Consultant to draft and support RFP for shared, scalable, integrated enterprise CAD, mobile data, RMS, and JMS for Lake County, (RFP #19119), enclosed.

Based upon the requirements and desired outcome of this project, we feel that Crowe has the capability to make this project an unqualified success. Crowe is an experienced, stable and well-respected consulting, technology and accounting firm with a strong public sector commitment and experience working with Lake County. We have delivered high value to our clients for decades, and we believe that we are well-suited to help the County with consulting services to support procurement of a scalable, shared, integrated, enterprise family of systems (CAD, mobile data, RMS (LE and F/EMS), and a JMS) to support 9-1-1 services, emergency dispatch services, and records management for partner municipalities and agencies throughout the County.

Crowe is a well-known, nationally professional services firm with exceptional credentials. We believe the expertise of our team will not only meet but also exceed the County's expectations. We base this on the following reasons:

- **Extensive experience with procurement and implementation of public safety and emergency services solutions.** Crowe has consultants with deep justice and public safety experience. Our team has extensive experience in vendor project management, procurement support, strategic planning, technology roadmap, needs assessments, and development of software solutions to serve the public safety and emergency services community. Additionally, we have former justice and public safety practitioners on our team, who have real-world experience serving county criminal justice systems. We have strategically teamed with our long-time partner **Waterhole Justice Consulting**, which exists solely to help law enforcement and justice entities make informed decisions about what paths to take when implementing and leveraging technology. We have worked with Waterhole for nearly a decade on projects around the country that help public safety agencies in similar capacities to this project.

- **Knowledge and experience in national information sharing models and standards, including NIEM, JIEM, GRA and ECF.** Our team is experienced and knowledgeable in national data sharing models to support the justice community, including the Justice Information Exchange Model (JIEM) for data sharing process analysis, the National Information Exchange Model (NIEM) for sharing data among systems, Global Reference Architecture (GRA) as a service oriented architecture for the justice community and Electronic Court Filing (ECF) – the NIEM-conformant data exchange standard to e-filing.
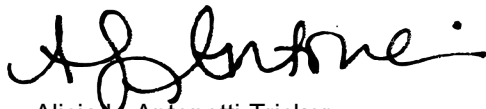
Our partner from Waterhole Consulting – Aaron Gorrell, was a key member of the team that developed the Justice Information Exchange Model from SEARCH. In the past 13 years, he has developed hundreds of GJXDM and NIEM-based data exchange specifications for prestigious organizations such as the NLETS, National Institute of Justice and APCO International. This experience will help Lake County in testing of procedures that align with standards and best practices, within Illinois and nationally.

- **We are a local team with national credentials**. Crowe is headquartered in Chicago, with 2 other Illinois offices in Oak Brook and Springfield. We have a dedicated Illinois workforce of over 900 professionals. In addition, we have more than 30 offices across the country. Our team of local professionals brings national credentials.

- **Experience facilitating stakeholder sessions, and coordinating multi-agency and multi-jurisdiction efforts.** Crowe has extensive experience leading stakeholder sessions to gather information. Through various projects with state agencies, Crowe has a proven methodology to gather data quickly from many stakeholder groups.

- **Full service national top 10 public accounting, consulting and technology firm.** We are a national top 10 firm with a focus in the public sector. We have been serving local government entities – including counties –for over 50 years. We offer a broad range of services to public sector, leveraging our experience with deep understanding of the unique challenges communities face to meet regulations and serve the public.

- **Success in promoting alignment between technology and business.** Crowe possesses deep technology expertise combined with our subject matter knowledge of courts to bridge gaps and misalignments between technology and the business. We have assisted many organizations achieve technology and business alignment through our proven methodologies and tailored approaches.

- **Independence.** We are a solution-independent firm, not affiliated with implementing any public safety software, although we have experience working with clients operating with many different software and solutions.

- **Program and project management expertise.** The Crowe team includes experienced, certified project managers to keep the project on time and on budget. Using Crowe's proven project management methodology; the Crowe team will be able to deliver this important project for the County on time and within budget.

Please note that we have not provided a redacted copy, as our proposal does not contain proprietary or confidential information.

We look forward to the opportunity to discuss our response to this RFP and to the prospect of discussing our proposed methodology and strategy for working with the County. We reiterate our belief that our expertise, capability and credentials will provide the County with a partner to enable project success. We look forward to the opportunity to provide high-quality services to the County with this engagement. Should you have any questions regarding our proposal, please contact me at 317.208.2469 or by email at alicia.antonetti@crowe.com.

Sincerely,

Alicia L. Antonetti-Tricker
Principal

Lake County, Illinois
REQUEST FOR PROPOSALS #19119
CONSULTANT TO DRAFT RFP FOR CAD, MOBILE, RMS, AND JMS

A consortium of 21 Public Safety Entities (PSE), with Lake County acting as the Consortium's administrative agent, is replacing numerous, independent computer aided dispatch (CAD), mobile data, Law Enforcement (LE) and Fire/EMS (F/EMS) records management systems (RMS), and the Lake County Sheriff Office's jail management system (JMS) with a phased transition to a new, integrated, and consolidated 9-1-1 and Emergency Dispatch construct. The Consortium's intent is to establish a contract with a qualified professional consulting firm to support procurement of a scalable, shared, integrated, enterprise family of systems (CAD, mobile data, RMS (LE and F/EMS), and a JMS) to support 9-1-1 services, emergency dispatch services, and records management for partner municipalities and agencies throughout Lake County.

GENERAL REQUIREMENTS:	Proposers are to submit sealed proposals to be opened and evaluated in private. Submit one (1) un-bound original, one (1) consolidated file of the complete proposal on a flash drive or CD. Submit one (1) redacted copy of their proposal that can be used by the County to respond to any future FOIA requests.
SUBMISSION LOCATION:	Lake County Attn: Purchasing Division 18 N. County Street – 9th Floor Waukegan, IL 60085
SUBMISSION DATE:	**August 6, 2019 11:00 a.m. Local time** Proposals received after the time specified will not be opened.
CONTENTS:	The following sections, including this cover sheet, shall be considered integral parts of this solicitation: *Cover Sheets *General Terms and Conditions *General Information *Scope of Work *Submittal Requirements *Evaluation Criteria *Price Sheet *General Information Sheet *References *Sustainability Statement *Addendum Acknowledgement Form *Vendor Disclosure Form

If a Proposal includes any exceptions, Proposers must insert an "X" in the following box indicating a RFP submission with exceptions. [ ]

NOTE TO PROPOSERS: Any and all exceptions to these specifications MUST be clearly and completely indicated in the Proposer's response to the RFP. Failure to do so may lead the County to declare any such term non-negotiable. Proposer's desire to take exception to a non-negotiable term will not disqualify it from consideration for award.

Table of Contents

Executive Summary

Our Understanding of Your Needs

We appreciate the opportunity to submit this proposal to Lake County (County) to provide the requested consulting services to support procurement of a scalable, shared, integrated, enterprise family of systems (CAD, mobile data, RMS (LE and F/EMS), and a JMS) to support 9-1-1 services, emergency dispatch services, and records management for partner municipalities and agencies throughout the County. As outlined in the RFP, Crowe understands the 9-1-1 Consolidation Partners are committed to building an implementation plan to consolidate regional 9-1-1 services in Lake County, Illinois in order to provide the highest quality 9-1-1 service and lasting value for the residents of participating communities in the following areas:

- Single scalable, shared, integrated enterprise 9-1-1
- Dispatch and records management system or family of systems

We understand the critical nature of this project, and the high stakes at hand that can mean life or death based on the systems selected and how they are designed, configured, tested, trained, hosted, upgraded, and more. Every decision matters. We bring an experienced and multi-disciplinary team that keeps the people of Lake County at the forefront, focusing on how every decision and action impacts residents and first responders.
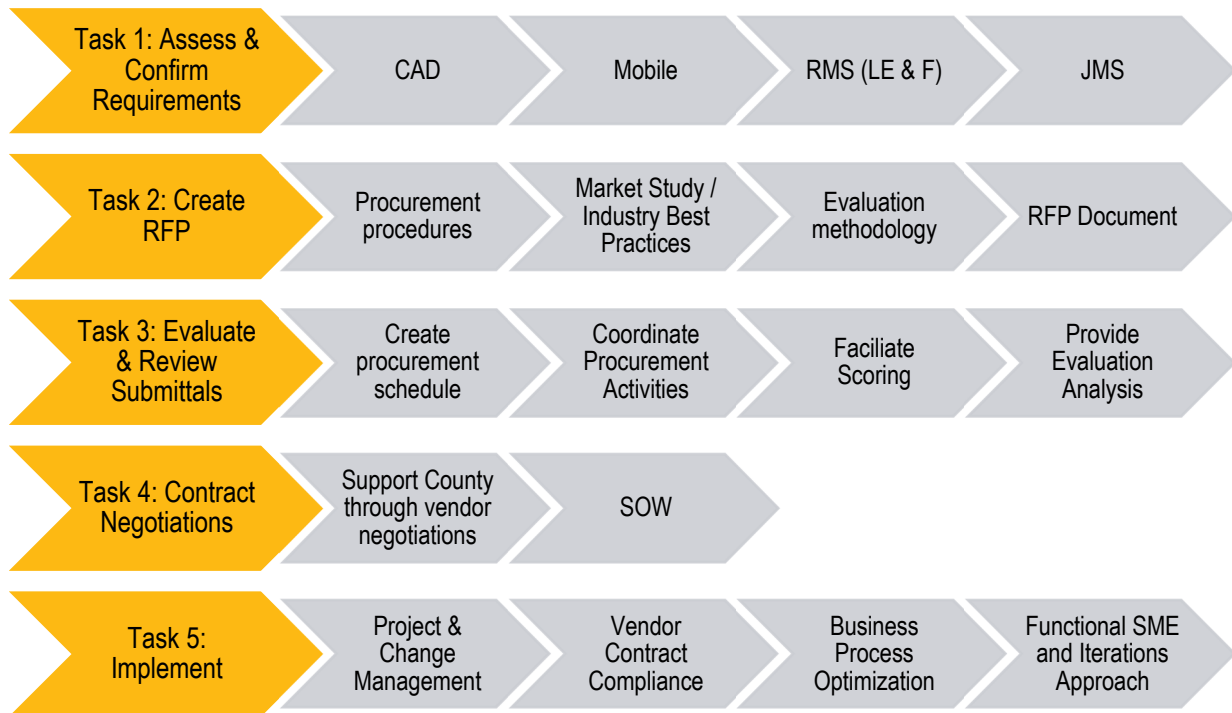
Crowe's Responsibilities

Crowe will support the 9-1-1 Consolidation Partners and County Consortium in their mission to: "consolidate regional 9-1-1 services in Lake County, Illinois in order to provide the highest quality 9-1-1 service and lasting value for the residents of participating communities."

We bring technical and functional experience and knowledge in the following key areas important to this project:

- Public Safety governance and organizational structures (PSEs, ETSBs, etc)
- Managing, coordinating, and negotiating Intergovernmental Agreements (IGAs)
- Data exchange frameworks and public safety system interfaces
- Landscape of system vendors in CAD, RMS, JMS, and Mobile Data
- State of Illinois specific rules and how they have been implemented in recent implementations (e.g. City of Aurora, DuPage County, etc)
- Public Safety business process optimization
- We manage complex projects with many stakeholders and vendors on time, on budget, and don't sacrifice quality.

For this project, we have developed the following Project Approach to meet the County's needs and requested timeframes and tasks:

Task 1: Assess & Confirm Requirements	CAD	Mobile	RMS (LE & F)	JMS
Task 2: Create RFP	Procurement procedures	Market Study / Industry Best Practices	Evaluation methodology	RFP Document
Task 3: Evaluate & Review Submittals	Create procurement schedule	Coordinate Procurement Activities	Faciliate Scoring	Provide Evaluation Analysis
Task 4: Contract Negotiations	Support County through vendor negotiations	SOW		
Task 5: Implement	Project & Change Management	Vendor Contract Compliance	Business Process Optimization	Functional SME and Iterations Approach

Sections 3 and 4 detail our approach, activities, timing, and team structure.

2. Company Background

- *Company name and location of the corporate headquarters and of the nearest office to Lake County.*

Headquarters
Crowe LLP
225 West Wacker Drive, Suite 2600
Chicago, Illinois 60606-1224
Tel   312.899.7000
Fax   312.899.5300
www.crowe.com

Additional Illinois Offices

Oak Brook	Springfield
One Mid America Plaza, Suite 700	3601 Wabash Avenue, Suite 201
Oakbrook Terrace, Illinois 60181-4707	Springfield, Illinois 62711-7100
Tel 630.574.7878	Tel 217.862.2700
Fax 630.574.1608	Fax 217.862.2701
www.crowe.com	www.crowe.com

The team of specialists for this project is predominately local to the Lake County and Chicagoland area, with some subject matter expertise provided by our national consulting practice and is noted in our proposal.

- *The number of years the company has been in business and the number of years the company has been providing services to the public sector.*

Years of Service
Crowe was founded in 1942 and has been serving the needs of our clients for over 75 years and specifically government organizations for more than 50 years. We work with many different types of government organizations, including, municipalities, counties, public safety entities, school and library districts, special service districts, state agencies, and quasi-governmental entities.

- *Include information on the company's customer base, such as the number of public sector clients the company serves, the number of local government clients, and the number of public sector clients in the state.*

National Government Practice
Crowe has been serving the needs of government organizations for more than 50 years. We work with many different types of government organizations, including counties, courts, municipalities, school districts, library districts, special service districts, state agencies, and quasi-governmental entities. Our team of governmental specialists – many of whom are former elected or appointed officials – can provide you the thought leadership and technical expertise you need.

Government

Today's government leaders are charged with delivering superior service in greater public demand and increasingly complex regulations. At Crowe, we strive to help governments' better serve their constituents by providing solutions that **improve performance**, **optimize revenue**, and **manage risk**.

Crowe's innovative solutions help address the financial and operational issues most critical to governments in challenging economic times. Our extensive scope of competencies – business process, technology, people, and performance- allows us to deliver effective, cost-efficient services.

Crowe has more than 3,000 active engagements. In addition, we provide a variety of services to more than 1,000 government clients.

Public Safety & Emergency Services Focus

Within Crowe's government consulting practice, Crowe has a Public Safety Consulting team that provides services to emergency services, public safety, law enforcement, criminal justice, courts, emergency management, emergency communications and dispatch, corrections, law enforcement, and homeland security entities. We have included key members of this team on our proposed project team for Lake County. Through Crowe's depth of resources, our team provides a complete range of services. Solutions and services offered by the Public Safety team include:

Case Management

- Strategy for case management systems
- Process review and redesign for efficiency
- Requirements gathering, design, custom development and support of software solutions for criminal, civil, juvenile, family, and specialty courts
- Implementation of COTS solutions
- Project management and implementation of third party solutions, including vendor management
- Independent Verification & Validation (IV&V) services

Integrated Justice, Voice Communications, and Information Sharing

- Strategy for interoperable communications, data sharing, interoperability and integrated justice
- Process modeling, using the Justice Information Exchange Model (JIEM)
- Architecture and design services leveraging national models including Global Reference Architecture (GRA) and Global Federated Identity and Privilege Management (GFIPM) for security in sharing across enterprises
- Implementation of technology solutions for data sharing utilizing a portal, enterprise service bus to serve as a broker for multi-directional exchange of information, analytics tool and geospatial mapping
- Integration services using the National Information Exchange Model (NIEM)

System Selection, Procurement Assistance & Implementation Oversight

- Strategic assistance in selecting implementation vendor from RFI/RFP through implementation
- Project management for third-party system implementations
- Development of scoring methodologies and selection criteria
- Strategic consulting on long-term technology roadmap and procurement approach

Advisory Services

- Emergency management and response planning, including the development of plans and facilitating exercises
- Independent verification and validation services
- System selection services, including requirements definition, RFP development, and contract negotiations for justice and public safety organizations
- Project and program management
- Strategic, operational and master planning
- Operational and business process improvement/redesign
- Budget and financial analysis/advisory
- Grants management

- *Identify if the company serves other industries.*

Industry Specialization

The Firm's core services include audit, advisory, performance, risk and tax services complemented by industry specialization. Individuals within the business units drive service delivery and growth within Crowe's specified industries. By aligning our specialists along industry lines, we bring deeper and broader knowledge to our services.

Industry specialization is the primary go-to-market strategy for the firm, relying on teams of individuals contained within the business units to drive service delivery and growth within key industries.

Founded in 1942 as Crowe Chizek, Crowe provides a wide variety of high-quality services, including audit and accounting, tax, technology, and advisory services. The firm has been providing auditing services for more than 75 years and has more than 4,000 personnel.

- *Include a brief summary of the company's organizational characteristics such as the number of employees, their backgrounds, whether the company is privately held, publicly traded, or if it is a subsidiary to a parent company.*

Crowe LLP: Organizational Structure

Crowe is a public accounting, consulting, and technology firm that combines deep industry and specialized expertise with innovation. By listening to our clients, we learn about their businesses and the challenges they face. Our dedicated teams strive to deliver exceptional client service while upholding our core values and strong professional standards. We invest in tomorrow because we know smart decisions build lasting value for our clients, people, and profession.

Crowe, a limited liability partnership, is a global firm with locations across the U.S. Crowe has approximately 4,100 personnel including more than 900 individuals in Illinois.

We have over 1,000 public sector clients nationally.

In addition, we are proud of the many Best Places to Work awards based on surveys of our employees. This includes recognition by Fortune Magazine, Glassdoor, and others.
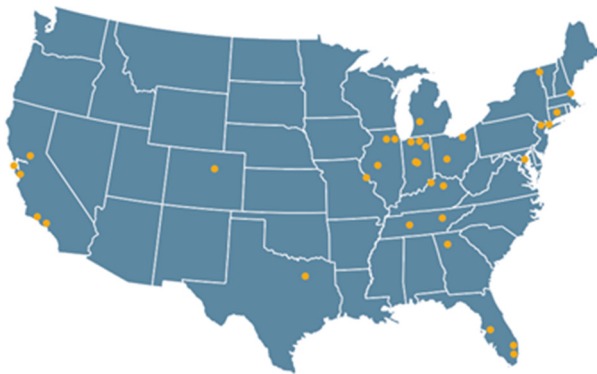
<u>Deep specialization</u>
Our vision is built on deep specialization and a "One Crowe" approach – a focus on our clients, our people, and the hallmarks of our profession: integrity, objectivity, and independence. By aligning our specialists along industry lines, we bring deeper and broader knowledge to our services.

This industry specialization gives us a better view to understand your business and the unique challenges you face. You can trust us to help you with your market and business challenges because of our proven reputation and track record for credibility among key industry players, including lenders and professional organizations.

Office Locations

Crowe serves clients coast to coast from the following office locations:

- California | Los Angeles (2), Orange County, Sacramento, San Francisco, San Jose
- Colorado | Denver
- Connecticut | Hartford
- District of Columbia | Washington D.C.
- Florida | Fort Lauderdale, Miami, Tampa
- Georgia | Atlanta
- **Illinois | Chicago, Oak Brook, Springfield**
- Indiana | Elkhart, Fort Wayne, Indianapolis (2), South Bend
- Kentucky | Lexington (2), Louisville
- Massachusetts | Boston
- Michigan | Grand Rapids
- Missouri | St. Louis
- New Jersey | Livingston
- New York | New York
- Ohio | Cleveland, Columbus
- Tennessee | Knoxville, Nashville
- Texas | Dallas
- Vermont | Burlington

Our core public safety consulting team is based in Chicago, Illinois and our key team resources are located in our Midwest offices.

Overview of our Partner – Waterhole Justice Consulting

Crowe has partnered with Waterhole Justice Consulting for this engagement, and has a strong partnership with Waterhole from past projects in public safety across the United States.

The principal of Waterhole Justice Consulting, Mr. Aaron Gorrell has worked extensively with key national organizations. In 2009, Mr. Gorrell worked under contract for the International Association of Chiefs of Police (IACP) in the development of the latest version of the LEITSC Standard Functional Specifications for Law Enforcement Records Management Systems, the Standard Functional Specifications for Law Enforcement Computer Aided Dispatch Systems, as well as the Project Managers Guide to RMS/CAD System Software Acquisition. Waterhole Justice Consulting has worked closely with local agencies such as the Palm Beach County Sheriff. Waterhole is currently acting as the Project Manager for the agency's "MANTA" Initiative – a $14 Million-dollar technology project that seeks to replace PBSO's CAD, Mobile, AFR, RMS, and JMS systems.

Waterhole Justice Consulting consultants are uniquely qualified to implement the deliverables outlined in the Request for Proposal #19119.   We set ourselves apart in the justice sector by combining a deep understanding of law enforcement operations with technical know-how and experience in implementing technology at agencies.

For the past 5 years, Mr. Wayne Jones and Mr. Aaron Gorrell have been working side-by-side with the Palm Beach County Sheriff's Office (FL) on implementing a new CAD, RMS, and JMS System. They have successfully managed the entire project from gathering business requirements for all of the agency's systems, to developing the RFP for the multi-system procurement, managing the scoring and evaluation, and working with the Palm Beach County team on contract negotiations and now on implementing the entire system. The CAD system went live in 2018 and has had no significant outages or major issues since.

Waterhole Justice Consulting brings a unique and highly qualified team of nationally recognized experts in the area of law enforcement technology. This team will offer the Consortium an ideal combination of practical business subject matter expertise, justice integration experience, and law enforcement technology knowledge to ensure that the needs assessment and the subsequent software procurement and implementation effort will be accomplished on-time, within budget, and will meet the needs of the system's users and the department.

- ***Describe any other business affiliations (e.g., subsidiaries, joint ventures, "soft dollar" arrangements with brokers).***

Crowe LLP is the parent and has minority or majority investments in the following:

- Crowe Chizek LLP (Crowe LLP does not own Crowe Chizek LLP; partners who own Crowe LLP also own Crowe Chizek LLP)
- Crowe Group Properties LLC
- Crowe Insurance Company LLC
- Crowe IP Holdings I LLC
- Xpira LLC
- Crowe Horwath IT Services LLP
- Crowe Healthcare Risk Consulting LLC
- Crowe Horwath Global Risk Consulting Ltd. (Holding Company)
  - **Operating Subsidiaries**
    - Crowe Horwath Global Risk Consulting SAS (France)
    - Crowe Horwath Global Risk Consulting ULC (Canada)
    - Crowe Horwath Global Risk Consulting LLP (UK)
- Crowe Cayman LTD

3.   Statement of Work

Introduction

We appreciate the opportunity to submit this proposal to Lake County (County) to provide the requested consulting services to support procurement of a scalable, shared, integrated, enterprise family of systems to support its 9-1-1 services, emergency dispatch services, and records management for its many partner municipalities and agencies regionally across Lake County. We understand these include:

- Computer-Aided Dispatch (CAD)
- Mobile Data
- Records Management System for Law Enforcement (RMS-LE)
- Records Management System for Fire / EMS (RMS-F/EMS)
- Jail Management System (JMS)

As outlined in the RFP, Crowe understands the 9-1-1 Consolidation Partners are committed to building an implementation plan to consolidate regional 9-1-1 services in Lake County, Illinois in order to provide the highest quality 9-1-1 service and lasting value for the residents of participating communities with the following key goals:

- Single scalable, shared, integrated enterprise 9-1-1
- Dispatch and records management system or family of systems

We have reviewed the County's 2017 Consolidation Study for Lake County Emergency Telephone System Board (ETSB) Final Report, as well as the background and progress on the Regional 911 Consolidation Planning Project overall, including the 2018 Intergovernmental Agreement between the 21 Lake County public safety entities (PSEs).

Below, we provide our proposed statement of work to accomplish the County's desired goals and objectives. We have proposed a tailored approach for the County, which is based on our proven methodology used successfully in similar projects to help clients select systems that meet their business and technical requirements. We have proposed specific activities in an intentional order, and have explained our intention within each step below. We welcome the opportunity to review our proposed approach with the County.

A summary diagram of our project scope is included below, with detailed action steps and timing described following the diagram.

Task 1: Assess & Confirm Requirements	CAD	Mobile	RMS (LE & F)	JMS
Task 2: Create RFP	Procurement procedures	Market Study / Industry Best Practices	Evaluation methodology	RFP Document
Task 3: Evaluate & Review Submittals	Create procurement schedule	Coordinate Procurement Activities	Faciliate Scoring	Provide Evaluation Analysis
Task 4: Contract Negotiations	Support County through vendor negotiations	SOW		
Task 5: Implement	Project & Change Management	Vendor Contract Compliance	Business Process Optimization	Functional SME and Iterations Approach

Task 1: Assess & Confirm Requirements (8 weeks)

In Task 1, we formally begin the engagement the County and the public safety stakeholders and seek a final set of requirements. We will confirm key stakeholders, decision-making structures, roles and responsibilities, and develop a formal Project Steering Committee to support the project.

1. <u>Initial Planning & Project Charter:</u> In our first step, we will confirm engagement scope and project team structure with the Consortium and County Project Managers, and develop a detailed Project Charter. We will also work with Project Sponsors to establish a Project Steering Committee. We expect this will be a diverse team that includes County leaders and members from across the Consortium of 21 PSEs. It will also be important to include representation from all areas of the future solutions – including RMS (F/EMS, LE), JMS, Mobile, and CAD.

2. <u>Project Plan</u>: Next, we will develop a detailed Project Management Plan to define and track projected completion dates of all deliverables. This utilizes Crowe's Project Management Office toolkit including templates and resources for all project management knowledge areas.

3. <u>Kickoff:</u> We will formally kickoff project with Project Steering Committee though one, 2-hour kickoff meeting. We will include a PowerPoint presentation, as well as have copies of the Project Plan.

4. <u>Gather and Review Documentation:</u> We will request that the County provide documentation of any known needs, historical analysis, current state procedures / process flows, and the requirements documented and gathered to date. This may include existing system documentation or requirements, and drafts of requirements from all stakeholders.

    a. We focus on developing a 360-view of the County's emergency services needs, and translating them into simple documentation that can be used to evaluate procurement options.

    b. From this step, we develop a matrix into which the final set of functional, technical, data, and integration requirements will populate – for all of JPS, CAD, RMS, and Mobile systems.

5. <u>Requirements Workshops</u>: Based on the RFP, we understand that an initial set of requirements have been gathered. We will begin with reviewing and analyzing these requirements first, and then will facilitate a series of Stakeholder group workshops to better understand the various groups' needs, procedures, processes, desired future state outcomes, priorities, concerns, and trends. We combine this with our own expertise of the Illinois public safety and emergency services landscape, statutory requirements, trending regulations, and lessons learned in other consolidations. Within our practice area, we conduct national research of other RFPs in the market (CAD, RMS, JMS, Mobile etc) and will bring this research into our work with Lake County.

    a. We propose the following sessions (exact breakdown can be finalized during initial project planning, as appropriate).

        i. <u>Consortium Leadership</u>: 2, 2-hour workshops each for the following topics. These may include the same individuals or different individuals based on the group that assembled the original set of requirements:

- CAD
- RMS – Fire, EMS
- RMS – Law Enforcement
- JMS
- Mobile

        ii. <u>Technical Team</u>: 2, 2-hour sessions with technical staff, perhaps representing County Central IT and key IT leaders across the Consortium, to explore data migration, interfaces, infrastructure, and networking.

        iii. <u>Procurement/Purchasing</u>: 1, 2-hour session with County Purchasing and other necessary procurement resources to confirm budget, procurement vehicles, contracting requirements, County / Consortium required templates, and other possible specifications that should be included in the requirements

        iv. <u>Functional Group Partner Workshops:</u> Up to 12, 2-hour workshop sessions with stakeholder functional groups to assess desired requirements, dive into subject matter, and resolve questions Crowe has based on our initial analysis.

    b. We plan to conduct these over a 3-4 week period, with multiple sessions per day.

    c. The County Project Manager will be responsible for coordinating the sessions and arranging appropriate meeting space. We will perform all session onsite, within Lake County at the appropriate stakeholder location.

2. <u>Online Survey</u>: We will develop, disseminate, and manage an online survey process using Crowe's data and analytics tools to quickly and simply collect input, feedback, and additional context about requirements.

3. <u>Requirement Documentation:</u> Using information from background information review, online surveys, and workshops, we will develop a final set of system requirements.

    a. This will include functional, technical, data, and integration requirements, and will be provided in a Microsoft Excel spreadsheet.

4. <u>Requirement Prioritization and Validation:</u> We will work with the Steering Committee and County Project Manager to distribute requirements as appropriate to project stakeholders for review, prioritization, and validation. We will also employ our Requirements Prioritization process to request stakeholders prioritize requirements as "Must Have" and "Nice-to-Have" for the RFP.

   a. We will facilitate up to 4, 2-hour sessions with the Steering Committee to complete these exercises.

   b. We assume up to two review cycles for the requirements documentation, and will be seeking signoff on requirements before to proceeding to the next step.

Deliverables for Task 1 include:

- Identify Stakeholder teams, including Steering Committee to make leadership decisions
- Project Charter
- Project Plan
- Project Kickoff Meeting
- Requirements Workshops
- Requirements Documentation (Excel)

Note – Based on our experience, we have estimated approximately 8 weeks for Task 1, primarily due to the large number of stakeholder workshops and validation to document and agree on the requirements. This may go 2 weeks past the desired December 1, 2019 target based on the County's estimated October project start. However, Task 2 takes far less than the County's estimated timeframe, so we will make up time there.

Task 2: Create RFP (6 weeks)

In Task 2, we utilize the documentation developed from Task 1 to create a County RFP for the consolidated systems. We also focus on incorporating industry best practices and new market research to maximize efficiency and reduce costs, and also develop an evaluation methodology with criteria and a scoring matrix.

1. <u>Procurement Options</u>: Crowe will advise on procurement options based on our past experience in similar procurements, possible consolidations in the market, piggyback contract vehicle opportunities, and our subject matter expertise. The goal is to seek collaborative efficiencies, save and share costs, and learn from other consolidation projects. We wills summarize in a memorandum.

2. <u>Market Research</u>: Crowe will conduct high level best practices and industry market research to identify leading solutions in the market, lessons learned, pros/cons, and more.

   a. The scope of this research will include 3 peer agencies including:

      i. Public sector and emergency services entities

      ii. JPS, Mobile, Fire RMS, LE RMS, and CAD

      iii. 9-1-1 services

      iv. Prioritizing those that are comparable in size, scope, and complexity to Lake County with a comparable service portfolios

      v. Systems with similar functionality to the County's requirements (in any sector).

b. We may use our market knowledge, publicly available information, and outreach to other jurisdictions in order to obtain relevant information.

c. We will present our findings to the County and include it in a Market Research Report, and facilitate a discussion of procurement options to assist the County making its decision.

d. Crowe will not recommend a specific solution or vendor based on this research.

3. Develop RFP: We will develop an RFP document (in Microsoft Word) using Lake County's standard RFP template and any required sections, language, terms and conditions, and IT special conditions.

a. We anticipate at minimum, weekly meetings with the Project Steering Committee during this phase to make key decisions for the Request for Proposal contents, structure, and language.

b. Our focus is on the scope and requirements sections, and we assume County procurement can provide required procurement rules and typical RFP framework.

c. We assume up to two review cycles of the RFP draft by the Project Steering Committee, and one review cycle with County Purchasing.

4. Develop Selection Schedule: We will work with the Project Steering Committee to develop a reasonable solicitation timeline and activities, such as RFP release, pre-bid conference, vendor Q&A, scoring, demonstrations, BAFO, final selection, notification, contract negotiation, etc. Much of this depends on County stakeholders and County procurement timeframes, which Crowe will help facilitate so that a realistic timeline and project plan for selection is adopted and followed.

5. Develop Evaluation Methodology: Crowe will develop and propose evaluation criteria for the future procurement of a solution and vendor. This methodology lays out both decision maker stakeholders and process for making a decision, a scoring methodology, and a matrix to easily compare submittals against each other on pre-determined criteria to reduce subjectivity in evaluation.

Deliverables for Task 2 include:

- Procurement Options Memo (ppt)
- Market Research Report (ppt)
- Draft RFP (Word)
- Selection Schedule
- Evaluation / Scoring Methodology & Matrix (Excel)

Task 3: Evaluate & Review Submittals (8-10 weeks, depending on County timeline)

In Task 3, Crowe will support the County in facilitating the evaluation process to review submittals, and subsequent vendor/system selection.

1. Execute and facilitate the procurement schedule that was developed during Task 2 – to include possible activities such as:
   a. Public procurement schedule, including RFP
   b. Facilitate vendor prebid session
   c. Gather and coordinate Q&A and addenda release
   d. Work with Purchasing on posting addenda and coordinating compliance activities
   e. Provide as-needed subject matter expertise and advise on best practices in Q&A inquiries by vendors

2. <u>Compliance Review Submittals</u>: Before any County staff reviews a submission, Crowe will first conduct the initial compliance review of all submittals and complete initial compliance scores within review matrix

3. <u>Facilitate Evaluation</u>: Crowe will support the County in facilitating the evaluation of submittals – including the objective components and subjective components, and working through the scoring matrix that was developed in Task 2's evaluation methodology. This Task is estimated at roughly 8-10 weeks, which depends on the county's availability for stakeholders to meet in review sessions, and the desired level of follow-up and additional activities. We have planned to lead additional activities such as:
   a. Coordinate vendor demos, including preparing demo scripts
   b. Conduct vendor reference checks
   c. Provide subject matter expertise on process, vendors, and solutions
   d. Conduct vendor and solution background research
   e. Advise on industry best practices
   f. Maintain documentation pockets, with understanding most will be subject to FOIA

4. <u>Vendor Analysis Report</u>: Based on results of this entire Task, we will provide pros, cons, and considerations into an Analysis Report for the County to consider. Crowe will not recommend a specific solution or vendor, or make management decisions on behalf of the County. Rather, we will provide data, analysis, and insights to the County to help the County make its own decision, feeling as informed and equipped as possible.

5. <u>Vendor Award Letters</u>: Based on the County's decision, Crowe will draft and coordinate dissemination of decision letters to all vendors – both successful and unsuccessful.

Deliverables for Task 3 include:

- Completed Evaluation / Scoring Matrix (Excel)
- Vendor Analysis Report (ppt)
- Vendor Award Letters (Word)
- Final documentation of all submittals (packets in case of FOIA)

Task 4: Contract Negotiations (4+ weeks, depending on County timeline)

In Task 4, Crowe will support the County in negotiating a successful and agreeable contract with its selected vendor. We will work in a support capacity, supporting the appropriate legal counsel that represents the County and all the agencies represented in the Consortium. Based on our understanding, we believe the County Consortium represents the 21 PSEs through the Intergovernmental Agreement. We have not planned for supporting 21 individual negotiations, but would rather seek an umbrella agreement that applies advantageously to all participating agencies.

Our scope includes supporting the following activities, in which we have extensive experience:

- Up to 50 hours of expert negotiation support by a Crowe executive
- Project management of stakeholders throughout contract negotiation, including communication updates, coordinating data requests, and incorporating requests (up to 60 hours)
- Advise on key components to include in Statement of Work and project planning
- Provide subject matter expertise (up to 30 hours of senior level SME)

Deliverables for Task 4 include:

- Support of a successful contract with the selected vendor, including Statement of Work describing services and commitments

Task 5: Implement (TBD)

As an optional task, Crowe may then continue working with the County to serve as the County's Project Manager to manage the systems implementation. The timeline is driven by the vendor's timeline to implement their products, and Crowe can support in a scalable role for minimal support of specific activities, or in a stronger role up to and including heavy onsite presence throughout the implementation. We typically provide a monthly project management implementation rate, which includes hours across our key resources - Project Manager, Public Safety Analysts, and Subject Matter Experts.

In our experience implementing public safety systems, we recommend a combination of the following activities to maximize success during an implementation:

1. Support Business Process Reengineering: Work with stakeholders to document core public safety and emergency services functional processes as they currently operate, and then work together with the vendor early to design streamlined future state processes utilizing the new technology.

2. Project and Third-Party Vendor Management
   - Initial planning and coordination with vendor on project plan, timeline, and resource management before kickoff
   - Manage vendor communications and contract compliance
   - Budget management and milestone tracking of vendor commitments
   - Manage documentation and review cycles
   - Manage the many County stakeholder groups and their activities, including reviews, meetings, testing, training, etc.
   - Lead all project communications and status reports, which we expect vary by stakeholder group
   - Facilitate and support third-party coordination involving interfaces, such as coordination with the State of Illinois
   - Issue and risk identification, escalation, management and remediation
   - Maintain project documentation and formal repository
   - Manage requirements traceability
   - Advise on best practices for technology implementation and process optimization
   - Provide as-needed subject matter expertise on public safety technology
   - Measure return on investment and community value throughout the project, as a success benchmark
   - Pursue cost and efficiency savings for the County stakeholders throughout the project – in hardware, software, licensing, bulk purchasing, hosting, and more
   - Other standard project and vendor management activity per Crowe's PMO methodology

3. Organizational Change Management ("OCM")
   - Conduct high level stakeholder assessment to identify each affected stakeholder group, its change readiness / resistance, and propose communication and training by group.
   - Establish organizational structure for future systems operation
   - Ongoing and intentional organizational change management activities through communications and training
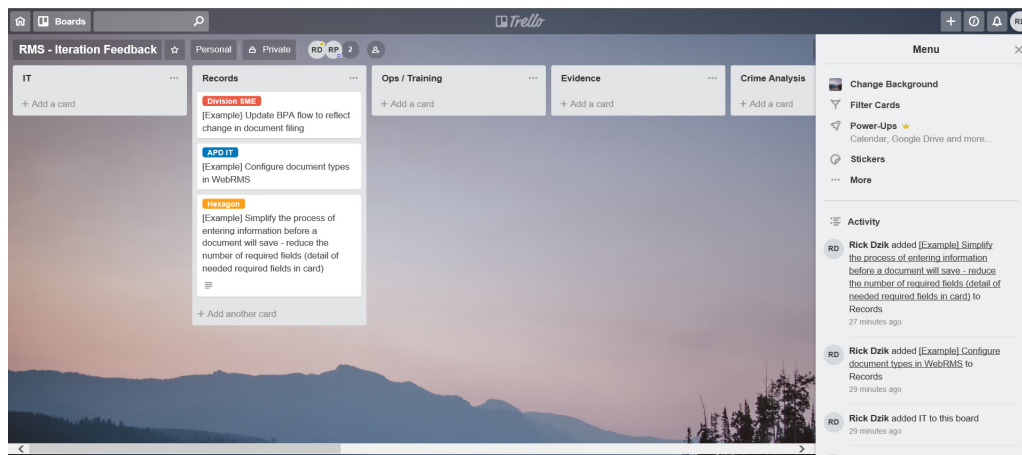
4. Implementation Support – Functional Iterations
    Based on our experience with public safety teams in an implementation, the workload for department users can be overwhelming and premature to make configuration decisions too early before the full system scope is understood. We have developed an Iterations Approach which organizes stakeholders into Functional Groups and conducts task-focused iterations throughout the implementation in parallel to activities that the vendor is conducting, in order to complete activities that the vendor expects the client (County) to complete and sign-off.   The Iteration Approach allows users to become familiar with the systems over time, and expands the stakeholders to include more users in the input process than may be involved at the leadership level. We also include the vendor technical staff to sit in on certain iterations so they hear direct feedback and can incorporate it into their technical tasks.

    As an example, we may facilitate groups of iterations with each functional group for the following:

    - Confirm business processes
    - Identify use cases
    - Configuration review cycles
    - Build test cases
    - Test planning and execution
    - Integration testing
    - Build training plans and material

    Throughout the iterations, Crowe will lead and facilitate, and also provide subject matter guidance. These are generally in person or via web meetings, and we utilize simple and visual tools such as Trello (sample below) or JIRA to organize the data and allow the vendor access as well. This greatly increases collaboration, understanding, and buy-in of the solution, while also allowing all groups to be heard and 'hash out' their needs in a formal venue.

Crowe's Supporting Methodologies

Crowe has a number of proven methodologies we utilize in our service delivery that support the Project Approach detailed above in the Statement of Work section. These methodologies will be leveraged in the delivery of services for Lake County, and are summarized below.

Crowe's Organizational Management Methodologies

Below, we provide an overview of each framework/methodology, followed by our specific, tailored approach to provide the requested services for the County.

Crowe's Organizational Management Framework (OCM)
As part of the implementation of assessment recommendations, Crowe recognized the need for a formal framework to address organizational change needs. The market was void from a formal, repeatable standard that truly assessed the organization and allowed for recommendations that align with the culture of the entity. Therefore, Crowe developed a framework which includes six OCM Knowledge Areas:

- OCM Lifecycle Management
- Communication
- Leadership Support

- Team Dynamics
- Stakeholder Enrollment
- Training

Below is a diagram of our framework. We will leverage components of this methodology in the delivery of the City assessment. Not all activities in the diagram below will be utilized for the City assessment; instead, we will align the requested scope with our methodology.

Crowe's Organizational Management Framework

	Concept	Initiating	Planning	Executing	Closing
OCM Lifecycle Management	Understand the Magnitude of Change	Schedule Initiating Activities	Schedule Planning Activities	Schedule Executing Activities	Close OCM Effort
Ensure the Performance of the OCM Effort					
Communication			Implement Planning Process Phase Communications	Communicate Key Project Messages	Communicate Operations
Ensure Common Understanding					
Leadership Support	Select Project Sponsor	Engage Project Sponsor and Key Leaders	Support Project Sponsor	Engage Leaders	
Ensure Leadership Demonstrates Visible Support					
Team Dynamics		Develop Team Foundation	Initiate Planning Project Team	Monitor Team Dynamics	
Ensure High Performing Team					
Stakeholder Enrollment				Enroll Stakeholders	
Ensure Stakeholder Buy-in					
Training			Define Training Requirements	Conduct Training	Evaluate Training
Ensure Users Have the Necessary KSAs					

Crowe's Business Process Reingeering Framework
Our Crowe team has developed a business process reengineering framework (BPR). Our crowe team recognized a lack of industry standards and a common BPR framework that has resulted in misusing terms, such as business process reengineering, end-to-end business processes, and current state assessment for operational and technology process assessments. Our team has identified four BPR Knowledge Areas, while align to traditional project management lifecycles. These knowledge areas include:

- BPR Lifecycle Management
- Business Analysis and Future Definition
- Business Process Redesign
- Performance Measurement

The graphic below provides an overview of our BPR framework. We will leverage components of this for the City's assessment. The framework is included for informational purposes only.

Crowe's Business Process Reengineering Framework

	Concept	Initiating	Planning	Executing	Closing
BPR Lifecycle Management	Determine the Approach	Schedule Initiating Activities	Schedule Planning Activities	Schedule Executing Activities	Close BPR Effort
			Ensure the Performance of the BPR Effort		
Business Analysis and Future Definition	Define Business Rationale	Build Case for Change	Support Solution Definition	Support DD&I	Support Continuous Improvement
			Ensure the Future State is Sound		
Business Process Design	Identify Business Impact	Understand Current Processes	Define Future Processes	Elaborate Future Processes	
			Ensure the Future State is Established		
Performance Measurement		Identify Performance Baseline	Determine Future Measures and Performance	Define Performance Reports	Generate Performance Reports
			Ensure Improvements are Measurable		

Crowe's Business Analysis Approach

Crowe's business analysis methodology is based upon a combination of deep experience in business analysis and industry standards—specifically, the International Institute of Business Analysis' (IIBA) Business Analysis Body of Knowledge (BABOK). As represented in the diagram below**,** the business analysis methodology is comprised of five components: preparing, conducting, documenting, and confirming business analysis. All of these activities are supported by the Crowe team's underlying competencies and skills. Crowe's business analysis approach has been refined through years of experience as well as the incorporation of industry standards.

The BABOK is a complex combination of knowledge areas, tasks, techniques, and underlying competencies. It is in fact not a methodology, but rather a series of detailed descriptions of business analysis disciplines, their activities and tasks, and related skills. Drawing on our team's certifications and experience in business analysis, Crowe has developed our own specific and structured methodology that leverages both the BABOK and the lessons learned from performing similar analyses for the State of California, which are described throughout the remainder of this section.

Crowe's Project Managers and Business Analysis practitioners understand the importance of proper planning activities such as the alignment of project goals, establishment of project management mechanisms and standards, identification of stakeholders, selection of business analysis processes, selection of requirements management processes, and monitoring and controlling techniques. These planning activities are vital for establishing a foundation for the downstream success of all other business analysis activities.

Crowe's Business Process Analysis Approach

Project Management Methodology

One of the critical success factors for projects is strong management and oversight. Crowe has decades of experience successfully managing business and technology initiatives, and balancing conflicting priorities to deliver on time and on budget. Our project management methodology will be used to guide the project, keeping it on time and on budget, executing all project activities and tasks in a timely fashion. Like many of initiatives of this scale, Crowe understands that participation from many entities and individuals is required for Lake County to deliver on this project. Keeping all parties aligned to deliver on a common goal is critical.

Crowe will work collaboratively with the County Consortium and its several important stakeholder agencies to develop and coordinate all plans, activities, timelines, milestones and deliverables, and provide the communication to all parties. This collaboration will allow us to leverage the unique expertise that exists within County agencies, develop greater buy-in from all stakeholders, and make it easier to integrate the final solution into your organization once the initiative is complete.

In order to deliver as planned, the appropriate disciplines, structure, tools and communication need to be in place to manage and align all work efforts. Crowe uses a standard methodology aligned with the Project Management Institute's (PMI) Project Management Body of Knowledge (PMBOK®).

Throughout an initiative all parties must stay aligned on the purpose (what needs to be done), the organization (who is responsible for each activity), the methodology (how the work will be executed) and the timing (when the work will be done).

Aligned on Purpose	Aligned on Organization	Aligned on Methodology	Aligned on Timing
Crowe works with clients to define and regularly communicate the purpose of the initiative. Keeping the team focused and aligned on the scope of what needs to be delivered, what requires daily attention and is critical to an initiative's success.	Crowe works with clients to define and regularly communicate the structure *and* organization of the initiative. Ownership, accountability and communication are essential in eliminating confusion and delay in resolving issues.	Crowe works with clients to define and communicate the overall methodology for the initiative which makes it easier for teams to communicate with each other, identify dependencies and determine appropriate delivery dates.	Crowe works with clients to establish and manage a high-level integrated master plan with key delivery dates. The team must *be* able to easily understand current status, identify potential problems early and be able to make the necessary adjustments to deliver successfully.

Crowe's project management methodology is broken down into five (5) stages:

Initiate
•Defining the scope and the structure of the project.

Plan
•Establish tools, processes, standards and templates needed to support the project.

Execute
•Execute the project, and keep all activities within the project aligned.

Control
•Execute the necessary controls to enable the project is running effectively.

Close
•Wrap up all necessary details from the project.

To deliver as planned, the disciplines, structure, tools and communication must be in place to manage and align all work efforts. During the initiate and Plan stages Crowe will:

- Finalize the vision and goals for the project
- Develop and finalize the scope, structure and staffing for the project
- Finalize a detailed plan with key project milestones
- Identify participation for the project, and make sure all people understand their responsibilities

- Meet regularly with the project team to review progress, manage the plan, review deliverables, and address any issues that may arise. Provide status reporting for the project
- Meet regularly with select members of management to review progress, review key deliverables as needed, and ensure the project stays aligned with the goals and vision (as needed)

Leveraging Crowe's project management methodology, we works with our clients to clearly document guiding principles up front, which are used throughout the initiative to keep the project on schedule and inform stakeholders. Building upon the project management methodology, the following table provides activities and tasks that outline Crowe's approach to project management.

Management Phases, Activities, and Tasks

Phase Objective	Activities and Tasks
Initiating Define and confirm the scope, as well as the overall structure of the project, including roles, responsibilities, and communication flow. Establish an initial high-level milestone plan.	• Define the Project and Key Milestones • Define project scope • Define risks • Define major milestones and due dates • Define budget • Define the Project Structure • Review initial project charter • Develop project organizational chart • Review and Sign-off on the Acceptance of Deliverables
Planning Establish tools, processes, standards, and templates needed to support managing the project. Develop a detailed project schedule.	• Establish Planning and Reporting Standards • Review project planning standards • Develop Detailed Project Plan • Review detailed project plan • Develop Processes for Execution and Control • Manage scope • Control quality and approve deliverables • Track budget to actual • Review and Sign-off on the Acceptance of Deliverables
Executing Execute the project, and manage the activities, resources, issues, risks, quality, the scope, and budget. Communicate regularly to all necessary parties.	• Monitor and Review Control Processes • Scope management • Budget management • Quality assurance • Review and Sign-off on the Acceptance of Deliverables
Monitoring & Controlling Execute the necessary controls to determine the project is running effectively. These controls include monitoring and managing issues, risks, resources, quality, the scope, and budget.	• Monitor and Review • Quality of deliverables • Scope changes • Budget • Execute the Approval Processes • Review scope changes (with possible budget changes) • Request Corrective Action Where Necessary • Quality or delivery issues • Scope issues • Budget issues • Review and Sign-off on the Acceptance of Deliverables
Closing Wrap up all necessary details from the project. Document lessons learned in preparation for future projects.	• Perform End of Project Quality Assurance Reviews • Deliverables • Budget • Perform Administrative and Contractual Closure • Project documentation and deliverables complete • Final budget • Vendor contracts

4.   Implementation Plan

Based on our understanding of the County's needs, we have proposed a project approach to perform the requested services in section 3, above. Below, we provide our Project Schedule and describes how we have structured our Project Team.

Project Schedule

Key Personnel

We have provided resumes of the key individuals in **Appendix A** of our proposal. The resumes detail relevant experience as well years of experience, licenses and certifications, professional affiliations and educational background.

Our proposed team members are certified in a combination of public safety consulting, project management, business process, and procurement support / system selection disciplines. All of our proposed team members are dedicated solely to government client service, with deep subject matter expertise in understanding and serving the public sector, particularly county justice entities.

Crowe is committed to providing the highest quality service possible to all of its clients. At the core of this commitment is the identification of appropriate key personnel to service each engagement. As a large professional services firm, we have many individuals with the unique mix of knowledge and skills to provide a successful project to the County.

Below is an overview of our project team organization, as well as project roles and responsibilities.

Role	Proposed Team Member and Certifications	Expertise / Background	Key Responsibilities
Engagement Principal (Partner)	**Alicia Antonetti-Tricker** **Certs:** PMP, JIEM	20 years of justice & public safety consulting, court CMS and data exchanges, public safety systems, homeland security, system selection projects, and project management of large systems implementations. She has worked with many large justice systems nationally including Lake County, IL, Cook County, IL, Franklin County, OH, District of Columbia, Cook County Clerk of the Circuit Court, State of Indiana and City of Indianapolis / Marion County.	• Engagement oversight and contract account management • Subject matter expertise • Contract negotiation

Role	Proposed Team Member and Certifications	Expertise / Background	Key Responsibilities
Engagement Executive / Project Oversight	Susannah Heitger **Certs**: PMP, ACP, JIEM	Over 14 years of justice & public safety consulting, court case management, public safety systems, homeland security, system selection projects, business analysis project management. Specialty in third-party vendor management. Prior to Crowe, 2 internships in justice field at the County level	• Provide guidance and direction to the Crowe project manager • Review deliverables • Senior level vendor oversight and accountability • Help guide stakeholder communications • Review deliverables • Serve as a subject matter expert
Project Manager	Rick Dzik Certs: PMP, JIEM, Emergency Medical Technical (EMT), Firefighter Or Mike Fisher Certs: PMP, Scrummaster/Agile, various technical certifications	Rick: Public safety consulting, implementation project management, vendor management. Oversaw the relocation and consolidation of another County's 9-1-1/dispatch centers. Managed vendor during narrow-banding of existing 10-site county-wide public radio system. Former firefighter and EMT. Mike: Public safety consulting, project management over large complex systems with many stakeholders and complex integrations and data migration.	• Project and vendor management • Manage and oversee all project activities • Lead meetings • Review deliverables • Subject matter expertise
Subject Matter Experts / Public Safety Systems	Aaron Gorrell and Wayne Jones	Experts in public safety and emergency services systems, justice integration, law enforcement technology, procurement, and systems implementation. Decades of functional and technical experience.	• Advise on requirements, technology, and functional needs • Provide subject matter expertise throughout project • Review deliverables
Business Analyst	Renae Peden Certs: CAPM	Experienced business analyst in procurement support, public safety system selection and implementation, and business process optimization.	• Conduct workshops • Prepare deliverables and documentation • Coordination activities • Market research

Key Capabilities

In order for a consulting team to successfully implement the goals and objectives of this project, we believe it must possess three key capabilities: industry expertise, deep technology and functional knowledge and project management acumen. This "triple threat" of capabilities is necessary in order to perform this engagement in an efficient and cost effective manner.

Our team, and overall approach, is built around this "triple threat". Crowe has dedicated teams that have extensive experience and expertise in public safety systems (CAD, RMS, JMS, Mobile), Illinois statewide requirements, procurement and contract compliance, and requirements traceability.

Our team is:

- Experienced in nationwide public safety emergency services systems – including implementation, design, system selection, requirements, independent verification and validation (IV&V), and quality assurance (CAD, RMS for Fire/EMT & Law Enforcement, JMS, and Mobile)
- Experienced in working with third-party vendors and validating contract compliance
- Experienced in conducting needs assessments with public safety and emergency services agencies, understanding requirements and functions
- Experienced leading a project of this scope and size
- Experts in the technology implementation, including understanding specifications and needs around their implementation, architecture, infrastructure, integration, and data migration
- Knowledgeable in working with government entities and understanding how to navigate this complex environment of agencies and departments in order to gain consensus along the way interacting with multiple agencies

Our consultants solve complex government issues that require a collaborative, team-based approach which combines process understanding; technology expertise; deep industry knowledge; and internal client resources. Additionally, the group integrates client collaboration to help deliver a true team effort, a transfer of solution ownership, and a lower cost for consulting.

Our proposed project team organizational chart is included below.

Exceptional Client Experience

We assign senior managers and partners / principals to areas of the project and align expertise with your organizational structure. Through frequent communication with your organization, we can develop a deep understanding of your needs and expectations – and can respond appropriately.

We assign a single contact point to oversee consistency in the services provided and to manage information received from multiple teams in a cohesive manner. This streamlines communications and provides you with a single source of accountability when questions arise.

Ultimately, we want to effectively work together to achieve results. Our goal is open, timely communication and swift issue resolution. Routine phone calls, emails, faxes, and report preparation and delivery are considered part of our service and are provided at no additional cost to you.

Staff Continuity

In assigning staff to engagements, we place high importance on maintaining continuity of staff from one year to the next. This is important from a client service as well as an engagement efficiency perspective. Naturally, at times it does become necessary to replace a member of the engagement team with someone of comparable skills and experience.

5.   Client References

Quality work based on strong functional competency and deep expertise is the core element of creating value for our clients. Quality service involves prompt and efficient service delivery and effective communication with clients.

Crowe has delivered value to our clients for more than 75 years by listening to their needs and developing a comprehensive understanding of their businesses and would appreciate the opportunity to do the same for you.

Listed below are three of our recent clients that we believe have profiles similar to that of Lake County.

City of Aurora, Illinois – Police Department	
CAD, Mobile, Police RMS, Fire RMS Selection & Implementation	
Address	1200 E Indian Trail, Aurora, IL 60505
Telephone Number	630-256-5710
Email	doerzaphm@apd.aurora.il.us
Contact Person	Commander Michael Doerzaph, Aurora Police Department Support Services Commander
Dates of Service	2015 – Present
# of Employees	1,500 City

Indiana Integrated Public Safety Commission (IPSC)	
Indiana FirstNet State and Local Grant Program Implementation - Public safety broadband planning, including outreach, education and analysis	
Address	100 North Senate Avenue, N825, Indianapolis, Indiana 46204
Telephone Number	317.234.2572
Email	sfay@ipsc.in.gov
Contact Person	Sally Fay
Dates of Service	May 2016 - present
# of Employees	Approximately 75

Palm Beach County Sheriff – "MANTA Project" (Waterhole Reference)	
CAD/RMS Implementation	
Address	3228 Gun Club Road, West Palm Beach, FL 33406
Telephone Number	561-744-1688
Email	LueghausenA@pbso.org
Contact Person	Andrea Lueghausen
Dates of Service	Dec 2009 - present
# of Employees	4,186

City of Mesa, Arizona – Information Technology Department (Waterhole Reference)	
CAD Data Integration Project with Firehouse RMS System	
Address	
Telephone Number	602-616-1433
Email	Scott.Parker@mesaaz.gov
Contact Person	Scott Parker, IT Senior Project Manager, Public Safety
Dates of Service	March 2019 - present
# of Employees	1,200

International Association of Chiefs of Police (Waterhole Reference)	
Law Enforcement Information Technology Standards Council (LEITSC) and COPS TTAP	
Address	515 N. Washington Street, Alexandria, VA, 22314
Telephone Number	800-843-4227 x811
Email	fergus@theiacp.org
Contact Person	Michael Fergus
Dates of Service	2006 – 2010
# of Employees	300

Relevant Experience

In addition to the client references above, Crowe's competitive advantage is best demonstrated by proven project experience in a variety of relevant areas that relate to the requested services. We feel we are uniquely qualified to serve the County on this engagement given our team's core capabilities in the following areas:

Public Safety / Emergency Services: We specialize in consulting public safety and emergency services agencies, and specifically in Illinois. We understand governance structures and the unique organizations of a consolidated ETSB, including data and procedures.

Subject Matter Experts: We bring a team of experts from both Crowe & Waterhole Justice Consulting, including former law enforcement and emergency services practitioners from the field.

Requirements: One of our core services is requirements gathering, validation, docuementation, and process redesign. We know how to assesss system functionality to meet requirements.

Procurement Expertise: We specialize in the end-to-end procurement process for public sector agencies, from requirements through implementation, including writing the RFP, supporting evaluation & selection, negotiating contracts, vendor management, contract compliance, and measuring ROI.

Implementations: Our team consults on large system implementations in various roles. We lead them, manage them, audit, and asses them. We appreciate the important details of system implementations for complex justice agencies.

To highlight our experience in the areas above, we have included relevant project summaries below for work our team has delivered. This includes a variety of project types that cross the areas above, but we believe demonstrate our ability to deliver this project as a partner with the County.

Illinois	
City of Aurora (Illinois) Police & Fire Departments *Public Safety Systems (CAD/RMS) RFP Development, System Selection, Implementation Project Management, Business Process Reengineering, Organizational Change Management*	Crowe led the City of Aurora's public administration teams (City Hall) and public safety teams (Police & Fire Departments) in a comprehensive Needs Analysis project in preparation for the City to implement an integrated, city-wide enterprise resource planning (ERP) and computer aided dispatch and record management system (CAD-RMS) to enhance integrated justice. This included performing SWOT analyses for each of the city's fourteen (14) departments and developing functional, technical, and implementation requirements.

Illinois	
	Crowe developed an RFI and facilitated the RFI release and selection process to narrow to qualified public safety vendors to then receive an RFP. *Waterhole Software was a partner on this engagement.* Crowe then managed the system selection, facilitated the scoring and selection process of vendors, including assisting in contract negotiations. In a new project, Crowe served as the implementation Project Manager to lead a PMO to launch the public safety systems. Intergraph (now Hexagon) CAD and FIREHOUSE RMS went live in March 2018 successfully. We are presently managing the implementation of WebRMS (Hexagon products), planned for January 2020 go-live. Crowe has led all business process improvement services, organizational change management, and iterations.
Clerk of the Circuit Court of Cook County *Case Management System Needs Analysis*	Crowe led and delivered a comprehensive needs analysis with the Clerk of the Circuit Court of Cook County ("CCC") in replacing their Case Management System (CMS). Conducted comprehensives needs assessment of CCC's current environment and providing detailed functional requirements, technical requirements, and recommendations for a new integrated case management solution that will encompass all facets of CCC court operations. Includes working with over 32 distinct stakeholder groups that encompass bureaus, departments, divisions, committees, suburban district courts, branch courts, and more. CCC's $100M annual budget and large staff make it one of the largest, most comprehensive County Clerk of the Circuit Courts in the country, rivaling some states in size and scope. Recommended future improvements to streamline operations in the new system.
Clerk of the Circuit Court of Cook County *Project Management for Criminal Justice Information Data Exchanges*	Crowe assisted Clerk of the Circuit Court of Cook County and its justice partners (State's Attorney, Chief Judge's Office, Public Defender, Bureau of Technology, and Sheriff) in managing policies, procedures, protocols, and prioritization of data exchanges to be developed and managed on a countywide Enterprise Service Bus.
Civic Consulting Alliance / Civilian Office of Police Accountability (COPA) – Chicago, IL *Quality Assurance Department Creation*	Crowe developed a methodology, procedures, and tools to launch a new police department oversight agency. In the months prior to the agency's launch, Crowe facilitated strategic planning sessions with incoming leadership to identify goals, benchmarks, and procedures for a first-of-its-kind Quality Assurance department to validate aspects of police investigations. We developed a department charter, detailed procedure manual, organizational chart, key performance indicators, metric dashboard, and implementation plan for the quality assurance function.
Lake County, Illinois *Integrated Court Case Management System Review*	Crowe led a review of an existing Integrated Court Case Management System RFP and development of revised RFP, convened justice system stakeholders to revise requirements, applied system-wide best practices to promote larger participation in the competitive bidding process, and facilitated stakeholder discussion to gain team consensus on future IT vision for integrated justice.
Cook County Bureau of Asset Management *Asset Management System Selection – Needs Assessment and Market Study*	Crowe is working with the Cook County Bureau of Asset Management (BAM) in Chicago, Illinois to develop a comprehensive needs analysis as the Bureau prepares to procure its first ever state of the art and centralized Asset Management System (AMS) to manage its nearly 20 million sq ft of County property and real estate assets. Crowe is working as a subcontractor under the County's construction partner Faithful & Gould	Gilbane.

Illinois	
	Crowe is leading the project to assist BAM stakeholders across the County in defining its needs and requirements, and assessing market options to replace the current asset management processes with a full featured state-of-the-art Asset Management System. BAM includes BAM Enterprise, the Department of Real Estate Management (DREM), the Department of Capital Planning and Policy (DCPP), and the Department of Facilities Management (DFM) – which all together manages three portfolios: Corporate, Public Safety, and Health and Hospitals, and must also support the County's Finance Department, annual budget processes, and work in line with County Bureau of Technology standards and procedures. Crowe developed a market analysis report, gathered functional and technical requirements, led the teams through requirements prioritization, and worked with stakeholders and the County's centralized Procurement Department to develop the Scope of Work for an RFP that will be included in a competitive solicitation. In addition, Crowe continues to work with BAM and its stakeholders to advise on best practices and strategies to help meet its goals of procuring a system that will best support the Bureau.
Cook County Clerk of the Circuit Court *Cash Collections Improvement*	Crowe provided an assessment and program management for implementation of new processes and technology to improve cash collections.
Cook County Sheriff and Cook County Department of Corrections *Inmate Fund Analysis and Business Process Improvement*	Crowe was asked to provide consulting services analyzing business and accounting records at the Cook County Department of Corrections. Working with CCSCD management and staff, we gathered and analyzed financial and business data to evaluate inmate account funds, activity, balances and processes. In addition to a report describing the results of our analysis, we then worked with CCSCD staff to create new and improved business processes to enhance operations related to inmate fund management and inmate property management at the time of booking and at release.
DuPage County *Jail Fiscal Analysis*	Crowe worked with DuPage County to perform fiscal analysis, trend reporting, cost analysis, and best practice research to assist the County in determining jail options for housing federal prisoners within current space compared to building a new structure.
City of Chicago *Citywide Website Development and Web Content Management*	Crowe designed, built, and implemented the City of Chicago's citywide government website (cityofchicago.org), coordinating among over 40 departments and their sub-divisions to rebuild web content and redesign web presence to enhance public access and modernize functionality. Crowe also worked directly the Office of Emergency Management & Communications (OEMC) and other public safety-focused departments to assess emergency management related applications such as Notify Chicago and ensure content was integrated and accessible on the new site.
Illinois State Police *Microsoft Dynamics AX ERP System Implementation*	Crowe implemented Microsoft Dynamics AX 2012 Public Sector modules at the Illinois State Police for the Non-Criminal Justice Fee Processing Transaction System (NCJ), including building integrations to the state's criminal history record information database.
Illinois State Police *Law enforcement System Integration Assessment*	Crowe was retained by the Illinois State Police to assess the technical feasibility of the integration of its ICASE/ICLEAR system with the CAD system of a large Illinois police agency.
Cook County Disproportionate Minority Confinement Committee *Business Process Analysis and Redesign*	Crowe worked with the Cook County Criminal Division Judges, the Cook County State's Attorney's Office and the Cook County Public Defender to analyze and redesign the processes of the criminal justice system in order to identify decision points in the system that may result in the disproportionate confinement of people of color.

Illinois	
Peoria County, Illinois *Jail Information Management System Implementation*	Crowe worked in partnership with a jail management solution provider and supported the management and integration of a jail management solution for the County Sheriff and Jail. Key components of our role in this project included working with system users to define system requirements, understand reporting needs, and support change management needs of the user community in the transition from the legacy system to the new system.
Chicago Transit Authority (CTA) *Requirements Independent Verification & Validation (IV&V) and PMO for the Implementation of Trapeze*	Crowe was engaged by the Chicago Transit Authority to provide IV&V and PMO services for the agency's implementation of new system called Trapeze. Crowe performed traditional IV&V services on the implementation of the initial phase and then developed a PMO structure and methodology for the ongoing implementation.

Indiana	
Indiana Public Defender Council *Public Defender Information System (PDIS)*	Crowe was engaged by IPDC to provide oversight services for the PDIS system, which is the statewide public defender case management system. Specific activities included: ○ Review and validation of requirements ○ Review, verification and validation of PDIS code ○ Verification and validation of testing processes, procedures and results After system oversight services were provided, Crowe was asked to take over the development and support of PDIS.
Indianapolis/Marion County Information Services Agency *Information Sharing Project Management & Governance Planning (CORE/DEXTER)*	Crowe was engaged by the City to facilitate the implementation of a data exchange environment, including the creation of a governance plan to guide the multi-agency initiative.
Integrated Public Safety Commission (IPSC) *FirstNet Program Management and Stakeholder Outreach & Education for Public Safety Broadband Modernization*	Crowe is working with the Integrated Public Safety Commission to oversee the planning for FirstNet, the nationwide public safety broadband network. Crowe is serving as the overall PMO, and is leading outreach, education, consultation and data collection for the statewide effort.
Indiana Department of Homeland Security *Statewide Information Sharing Strategic Plan & Implementation*	Crowe worked with the Indiana Department of Homeland Security and 20 other state, local and federal agencies to develop a statewide strategy for information sharing. The initiative, called Indiana Data Exchange (IDEx), was a statewide, multi-jurisdictional initiative with the goal of securely integrating law enforcement, justice, emergency management, homeland security, intelligence/fusion, health and social services information throughout the State of Indiana utilizing national data sharing standards. Crowe worked with the agencies to develop a strategy, by defining a vision and mission for the effort, as well as guiding principles. Crowe then performed an assessment of the current information sharing environment to identify gaps and needs. Next, the data sharing gaps and needs were prioritized, which was followed by business process modeling sessions. After the analysis was complete, Crowe developed the statewide information sharing strategic plan that included the approach to implement a statewide data sharing effort. After the plan was complete, Crowe then worked with the stakeholders to design, architect and build the foundational information sharing solution.

Indiana	
Indiana Prosecuting Attorney's Council *ProsLink System*	Crowe was engaged by IPAC to provide oversight services for the ProsLink system. Specific activities included: o Review and validation of requirements o Review, verification and validation of ProsLink code o Verification and validation of testing processes, procedures and results o Review of software code
Lake County (Indiana) Sheriff Jail Medical Contract Audit (4 Phases)	Crowe conducted a forensic accounting investigation regarding a breach of contract dispute between the Lake County Sheriff and the contracted Jail medical provider. Crowe gathered and reviewed documentation related to a third-party jail medical services provider, conducted and documented interviews, tours, and compliance research, and developed a final report to prepare client for litigation.
Supreme Court of Indiana Judicial Technology and Automation Committee (JTAC) *Statewide Civil and Criminal Court Case Management System Implementation*	Crowe has worked with JTAC in a Project Management Office role. Crowe is responsible for overseeing the implementation of new processes and technologies needed to support consistent statewide management of all trial court cases throughout Indiana counties. Additionally, Crowe has facilitated business and technical requirements gathering, as well as assisting JTAC in working with a third party solution provider.
Marion County Superior Court, Juvenile Division *Operational Analysis and Process Improvement*	Crowe was asked by the Juvenile Division to perform an operational assessment of all juvenile division services including detention center management and probation. Focusing on process improvement, the assessment included recommendations for improved client and public service.
Indiana Criminal Justice Institute, Violent Crime Compensation Fund *Process Analysis and Redesign; Fund Analysis, and Requirements gathering for new technology*	Crowe conducted a business process analysis for ICJI focused both on improving public service to crime victims seeking compensation, as well as to identify needed business and technical requirements to pursue a system selection for a new technology solution to manage the fund. Crowe further performed a detailed analysis of an existing backlog of unpaid claims, as well as forecasted revenue projections.
Marion County Superior Court *Business Process Review and Redesign of Court Processes*	Crowe was engaged by Marion Superior Court (City of Indianapolis/Marion County, Indiana) to review current state businesses processes and recommended future state business processes. Crowe specifically worked with the Court to flowchart the current state, and then worked with the stakeholders to identify opportunities for improvement based on national best practices. Crowe then facilitated workshops with the Court to design future state processes. Anticipated changes in key metrics were also established, based on the redesigned process compared to the current state. Crowe specifically conducted process improvement activities for the following areas: D-felony, Misdemeanor, Civil, Traffic, Domestic Violence
Marion County Superior Court Probation Department *Business Process Review and Redesign*	Crowe conducted a business process review and redesign of the Probation Department to address critical issues including the lack of consistency in monitoring probationers, the inability to effectively monitor caseloads due to inefficient processes, as well as inconsistency in the delivery of rehabilitative services to probationers.

Indiana	
Marion County Justice Agency *Business Process Review*	Crowe conducted a business process review and redesign of the Conditional Release Office to address critical issues including the lack of consistency in monitoring pre-trial release defendants, the inability to effectively monitor caseloads due to the inefficient process and the lack of a risk assessment used in assigning defendants to the Conditional Release Program.
Marion County Justice Agency *Arrestee Processing Center Redesign*	Crowe conducted an initial diagnostic assessment, a business process review and redesign of the existing city-county arrestee lockup processes and the implementation of the newly redesigned arrestee processes in a new facility, the Marion County Arrestee Processing Center. (APC)
Lake County Sheriff's Department and Jail Oversight Committee *Jail Management*	Crowe has assisted Lake County's criminal justice system in evaluating, redesigning and implementing business and technology changes to reduce the county's jail population and to improve the management of justice system. Crowe has also worked with the Lake County Sheriff on identifying and resolving jail management issues related to inmate management, medical service provision, staff, and corrections operations.
Marion County Superior Court *Jury Pool Process Redesign*	Crowe conducted a business process review and redesign of the jury pool process.
City of Indianapolis / Marion County *Digital City Hall – New website indy.gov*	Crowe is serving as the PMO for the redesign and modernization of the City of Indianapolis / Marion County's website and Digital City Hall. Crowe is managing requirements development in an iterative agile process, and is overseeing the work of separate contract teams including: Development Team, Testing/Quality Assurance, Training, Marketing
Indiana Department of Homeland Security *Various Strategic Planning Projects* *Crowe has worked extensively with the Indiana Department of Homeland Security to lead and manage programs on a number of modernization focused engagements that intersect business and technology planning and preparedness. These experiences demonstrate Crowe's ability to work with large complex organizations with many stakeholders to produce targeted plans and strategies.*	**Emergency Operations Center (EOC) Feasibility Study and Plan:** Crowe worked with the Department and eight additional state and local level agencies to prepare a feasibility study and plan for a co-located emergency operations center to support agency-specific needs. Through this effort, Crowe facilitated agency-specific and cross-agency meetings to document requirements and worked with an architectural firm to determine potential needs for a co-located facility. Crowe also researched potential options and sites for a co-located EOC, and worked with the stakeholders to prioritize and select a top option. Through this effort, Crowe utilized its strategic planning, tactical planning and integration skills. **Interoperable Communications Strategy and Roadmap:** Crowe worked with IDHS and the Integrated Public Safety Commission to develop a strategy and roadmap for the upgrade of the current system to a P25 system. **State Fuel Needs Study, Plan and Exercise:** Crowe worked with the State of Indiana to develop Indiana's fuel needs study in accordance with its statewide Energy Assurance Plan. Led team in research, development of best practices, interviews of over 15 agencies across public, private, and nonprofit sectors, and development of findings including disaster related vulnerabilities and new recommendations to strengthen Indiana's Energy Assurance program as it pertains to fuel (petroleum, natural gas, coal, nuclear, and renewables). Coordinated and successfully led the multi-stakeholder agency tabletop exercise. **Development of Statewide District TIC Plans and Review District Governance Structures:** Crowe, working with our teaming partner from Beering Enterprise, Inc., completed a project to develop district TIC plans related to Interoperable Emergency Communications Grant Program funding provided to the State of Indiana. Key activities

Indiana	
	included: Conducted an assessment of all interoperable communications governance structures for each homeland security district. Collected required information from over 92 counties to include in the creation of ten Regional TICPs for the State of Indiana. This includes a UASI around the Indianapolis area. Enhanced the TICP template to include all statewide communication assets and policies in a Base Plan allowing regional TICPs to be stand-alone appendices. Documented capabilities for districts that share communication capabilities with bordering states. Documented the POCs and technical information for regional communications assets including COM-Vans, Amateur Radio Frequencies and Contacts, as well as, inter-district and interstate communications and MOUs. **IDHS State Agency Strategic Plan:** Crowe documented business functions and processes for each of the agency's six divisions and evaluated the relative priority for process enhancements based in part on industry best practices. Crowe created the agency strategic plan, including implementation recommendations, and facilitated the annual leadership retreat for the agency.
Health & Hospital Corporation of Marion County *Environmental Health Management Information System Selection Support & RFP Development*	Crowe worked with the Health & Hospital Corporation of Marion County to conduct a needs assessment, define requirements, write the RFP, assist with the solicitation and evaluation process of proposals and assist with contract negotiations. Program areas encompass all components of environmental health, including licensing and inspecting of water quality (including well drilling), food safety, housing, healthy homes and vector control. Key functional areas include inspections, re-inspections, violations, request for service, and licensing. Through this project, Crowe assessed the current environment and identified opportunities for improvement. Part of the recommendation included moving to a full-scale procurement phase to purchase a new system to replace legacy/old technologies.
Indiana Department of Correction *Commissary Vendor Selection*	The Indiana Department of Correction engaged Crowe to assess the current IDOC environment and to make a recommendation as to the appropriate procurement path for a commissary vendor, as well as a digital content platform and provider. The purpose of the digital content platform is to provide educational services, offender services and a behavioral acknowledgement rewards system (entertainment / recreation) to offenders. Working with an IDOC Commissioner appointed taskforce of directors and executive-level staff from the agency, Crowe initially conducted an assessment to understand the current state of IDOC commissary and digital content. Crowe conducted interviews, researched best practices, explored the market, and then conducted vendor demos. Then, Crowe worked with the IDOC team to develop recommendations for the procurement of commissary and digital content services. Currently, Crowe is working with IDOC to develop the RFP and will be assisting with the procurement process.
Health & Hospital of Marion County *Vital Records EDM System Selection Support*	Crowe worked with HHC to define requirements, write an RFP and assist with the implementation of an Electronic Document Management System (EDMS) within their Vital Records Department. Crowe assisted HHC with this project by performing the following activities: Defined the requirements of the Electronic Document Management System; Identified existing EDMS software that may satisfy the requirements; Developed a Request For Proposal; Facilitated vendor demonstrations; Assisted with determination of which vendor and software packages best meet the requirements; Entered into agreements or contracts for

Indiana	
	rights to the software; Determined the resources necessary to implement the software; and Entered into agreements or contracts with third party implementers necessary for successful implementation.

Ohio	
Franklin County Clerk of Courts *Integrated Court Case Management System Selection and PMO*	Crowe is managing a Project Management Office to implement an integrated Court Case Management System (ICMS) for the Franklin County Clerk of Courts, Franklin County Court of Common Pleas, Franklin County Probate Court, and 10th District Court of Appeals. We serve as the County's central point of contact with its selected CMS vendor, facilitate meetings and communications among over 20 County committee members, oversee countywide project governance, manage the project documentation library, and provide other project management and project coordination services. Prior to this phase, Crowe managed the development of vendor demonstration scripts for the County's vendor selection process, facilitated stakeholder interviews, and prioritized requirements in multi-agency working sessions.

District of Columbia	
District of Columbia Courts – Washington D.C. *CMS Selection Assistance and Requirements Validation*	Crowe is validating requirements and developing an RFP to solicit proposals for a new Integrated CMS for the D.C. Superior Court. Our team interviewed stakeholders from all levels of the organization – from judges to managers to courtroom staff – to validate system requirements and understand key priorities. We are currently finalizing requirements and a solicitation document. The Crowe team has also prepared a Market Research Summary, Gap Analysis, and an employee-wide stakeholder survey to support this project. Project initiation activities included developing a formal project management plan and work breakdown structure for the Crowe-client PMO team.

Wisconsin	
Rock County, Wisconsin *Needs Assessment and Criminal Justice Coordinating Council Creation, Facilitation and Strategic Planning*	Crowe worked with the Rock County Jail Alternatives to Incarceration Committee to assist the County in identifying the variety of programs used nationwide as alternatives to incarceration. Crowe also facilitated the creation of a criminal justice coordinating council and has assisted the CJCC in strategic planning for its justice system.
Waukesha County, Wisconsin *Management Information System Design and Implementation*	Crowe worked with the Waukesha County Criminal Justice Collaborating Council to design and implement a case management system for use by the County's Alcohol Treatment Court program.
Waukesha County, Wisconsin *Prisoner Movement Process Assessment*	Crowe worked with the County Executive and Justice System stakeholders to assess and to provide process and structural options to improve the process of transferring in-custody inmates between detention facilities and courtrooms.

Florida	
Miami-Dade County Juvenile Services Department *Quest Case Management System Implementation*	Crowe implemented the Quest Case Management System (Juvenile Case Management) in Miami-Dade County's Juvenile Services Department, working with Gottlieb & Wertz.

Additional Experience in Lake County

Crowe has worked in Lake County on other projects as well. A sample of recent projects is listed below.

- **Lake County, Illinois | ICMS Procurement Support:** Crowe worked with the Lake County Administrator's Office and justice stakeholders to help develop the court case management system RFP for Lake County Illinois justice agencies. The team conducted justice agency IT needs assessments relating a county-wide integrated court case management system, which included reviewing and refreshing the County's RFP and detailed requirements, and assisting in its development for release to the CMS vendor community. Crowe worked collaboratively with the County justice stakeholders to transform its future state IT environment with an integrated CMS to replace disparate agency systems in place today, and better leveraging data exchange technologies.

- **Lake County Department of Public Works | Utility Billing Audits.** Crowe has worked with LCPW to conduct independent reviews of its 18 wholesale sewer customer (village) contracts, billing, and procedures. Crowe has worked with the County to recover funds and increase its revenues by presenting detailed findings and issue resolution recommendations.

- **Lake County Department of Public Works | Internal Controls Enhancement.** Crowe worked with and continues assisting LCPW to document current procedures, recommend and implement new billing procedures, and strengthen its internal controls.

- **Lake County | Cybersecurity Vulnerability Assessment.** Crowe provided a Vulnerability Assessment for Lake County in order to identify gaps in the organizations existing cybersecurity program. The engagement included Internal Penetration Testing, External Penetration Testing, and a Cybersecurity Assessment in order to evaluate current capabilities to manage IT risks. We also evaluated the state of compliance against PCI and HIPAA across the county in order to determine the level of regulatory impact and the state of compliance within individual County agencies.

Waterhole Justice Consulting Experience Highlights:

Our partner, Waterhole Justice Consulting, focuses 100% of its time and effort to consulting justice and public safety agencies in Project Management, Procurement Support, and Information Exchange projects. A few high-profile projects that Waterhole has supported include public safety consulting (including CAD/RMS and other system procurements) with the following organizations:

- Arizona Criminal Justice Commission
- Arizona Department of Public Safety
- International Association of Chiefs of Police
- Palm Beach County (FL) Sheriff's Office
- Aurora (IL) Police Department *(project partnership with Crowe LLP)*
- Yonkers (NY) Police Department
- National Center for State Courts
- National Institute of Justice

6. Exceptions to the RFP

Crowe has reviewed the General Terms and Conditions provided for in this RFP, however a full contract was not provided for review. Should Crowe be selected to engage in negotiations for a final agreement, Crowe would request modifications such as those listed below, and likely additional changes to the base Lake County contract.

Crowe understands that both parties reserve their respective rights to negotiate appropriate and mutually acceptable provisions prior to execution of any agreement should Crowe be considered for final negotiations. Given the scope of the requested services, Crowe will request limitation of liability for this engagement, as well as third-party indemnification.

Crowe has a recent contract with Lake County using Crowe's standard engagement letter and engagement terms, and assumes we will be able to utilize similar terms for this scope of services.

7.   Price Proposal

We have provided our Pricing, utilizing the Price Sheet from the RFP, on the following page.

Due to varying file types, this page will not be reflected on our Table of Contents.

Fee Assumptions

Our price proposal is based on our outlined statement of work, and the following assumptions:

- County leaders and staff will be available to assist in this effort. The timely completion of activities and the attendance and focused participation of all required individuals in the interviews and groups meetings will be necessary to successfully achieve the objectives of the project.

- The County Project Sponsor will serve as project owner and will review and approve deliverable documents within five business days. If deliverable documents are not acceptable, the County Project Sponsor will provide information on what is needed to satisfy expectations.

- Crowe has assumed work will be conducted onsite for interviews / facilitated sessions, presentations, and other key events as noted in our Project Approach. We will work remotely in Crowe offices for activities involving development of deliverables and work products, and teleconference when able.
  - For project management, we have planned for twice-monthly onsite trips in addition to planned activities mentioned above, such as for status meetings, executive steering committee meetings, and vendor meetings. In total, we planned 30 onsite trips for our team members in Tasks 1-4. We are able to work out a plan that works for the County based on its desired onsite presence by Crowe.
  - The County will provide onsite work space to our project team while working onsite, including network connections to the internet.

- As the pricing sheet will reflect, we priced Tasks 1-4 as a fixed fee project.
  - The scope and price included assumes a not to exceed timeline as established in our proposal.
  - For tasks 1-4, we budgeted 1,112 total hours across all team members.
  - For Task 5 (Implementation Project Management), the timeframe depends on the selected vendor and solution of the CAD, RMS (F/EMS and LE), JMS, and Mobile data. We would work with the selected vendor to confirm an appropriate implementation timeframe, and have proposed a possible monthly Project Management fee accordingly. This is negotiable with Lake County.

- The County Project Manager will ensure that all project activities are coordinated in accordance with project timeline and that representation from all stakeholders are present at all scheduled project meetings and facilitated sessions.

- The County will be responsible for completing all assigned activities by established project deadlines.

- The County will make subject matter specialists available to our team as needed to complete project activities.

- Additional requirements or change in the agreed upon scope, approach, timeline or project team roles will be negotiated separately.

The price proposal shall include a total price as a fixed fee for all services delineated in this RFP. Any hourly rates for services that may not be included shall be provided with the corresponding service and rate. All additional services beyond the initial scope of the project, identified by the Proposer as beneficial to the County, shall be delineated separately for the County to consider.

The Proposer should consider all costs (labor, material, overhead, administration, profit, travel, etc.) associated with providing the services listed in this RFP. (Please attach additional sheets if necessary).

Please delineate services and price as proposed to meet the requirements of the RFP.

	Proposed Hours to Complete	Proposed Price
Task 1- Requirements Assessment	497	$96,715
Task 2- Draft Request for Proposal (RFP)	295	$57,805
Task 3- Evaluation and Review of RFP Submittals	280	$54,390
Task 4- Contract Negotiation	140	$34,250
Task 5a- Initial System Implementation	TBD License 94 hours monthly $16,930 monthly	
Task 5b- Additional System Implementation(s)	TBD License 94 hours monthly $16,930 monthly	

Optional- List any value-added services not included in the scope of work

monthly implementation, project management based on selected vendors timeline.

	Proposed Hours to Complete	Proposed Price

Please delineate Position Title and any services that are options but not included in the original scope of the RFP.

Position Title	Hourly Rate

8. Sample Deliverables

Based on the confidential nature of the work we perform with our clients, many of our deliverables cannot be shared without significant redaction.

We have included a sample of deliverables that are publicly available, to reflect the work we do in developing RFPs and supporting the procurement, evaluation, and selection process.

We have included the following work samples:

1. RFI (1a) and subsequent RFP (1b) developed for City of Aurora CAD and RMS

    o *This project is currently in implementation with Hexagon / Intergraph and Firehouse RMS. The CAD and Fire RMS are live and the WebRMS is launching later this year.*

2. First page of a sample Iteration Plan with a CAD,RMS,MPS client during implementation (redacted, only included first page of plan for context).

    o *This project is nearing completion and Crowe is currently leading the final iteration heading into testing and training before launch.*

3. Additionally, Crowe developed this RFP for the State of Indiana, Department of Revenue:

    o https://www.in.gov/idoa/proc/bids/RFP-19-060/

We welcome the opportunity to discuss additional specific projects with the County and share components of our work, as well as how we would tailor to the County's needs for this project.

Due to varying file types this may not be included in the Table of Contents.

City of Aurora

Enterprise Resource Planning (ERP) and Computer Aided
Dispatch/Records Management System (CAD/RMS)

Request for Information 14-25

June 9, 2014

Esther Phillips
Director of Purchasing
City of Aurora
44 E Downer Place
Aurora, IL 60505
Phone: (630) 256-3550
Fax: (630) 256-3559

INTRODUCTION

Background

The City of Aurora ("City") is in the process of evaluating software solutions that will provide the City with a best in class, integrated Enterprise Resource Planning (ERP) and Computer Aided Dispatch and Records Management CAD/RMS) systems ("System"). The System will replace the City's current (and separate) ERP and CAD/RMS systems. The city envisions that the preferred scenario for this solution is a single implementation that will be able to support all specifications and requirements identified in this RFI. However, this RFI shall not exclude any potential software vendors that cannot support all specifications and requirements identified in this RFI. All vendors, to include niche players in the ERP and/or CAD/RMS spaces, are invited to respond to this RFI. The City is using this RFI process to ascertain what "best-of-breed" solutions exist in the market. The intent is to educate the market on the City's requirements and for the market to provide solutions that will best fulfill the City's ERP and CAD/RMS needs.

Goals and Objectives

The overall goal is to implement the most comprehensive, integrated CAD/RMS and ERP solution available to enhance public service capabilities for staff and to improve constituent interaction and service. The City is aware that a combination of software packages from various vendors may be necessary to accomplish this goal. In many instances, it will be necessary for various software vendors to work collaboratively to accomplish its overall goal.

The City desires that the future ERP and CAD/RMS solutions meet the following high-level goals:

- The System should be a long-term, stable, scalable solution that will integrate, interface or potentially replace other processes and/or systems currently in use, as well as be able to interface with potential future processes or systems that might be required.
- The System should be on a single platform, distributed and accessible throughout the entire City from any location or remote site, with a common look and feel across modules and departments. The internal & external customer interfaces and functionality should be user-friendly.
- The System will enable the City to report data in both standard out-of-the-box reports and custom developed reports.
- The System will provide each end-user a dashboard, whereby pertinent reports, graphs, charts and analytical tools are available when the user logs into the System.
- The System will be flexible and scalable, providing the ability to adapt, expand or change to meet specific department's information needs.
- The System should provide easy access to information across modules. Modules shall be integrated in a way where shared or like data (i.e. a name or an address field) can be modified in one place and updated in one or multiple places depending on user-defined criteria.
- The System will maximize the efficiency of business operations through automated and customizable workflows, notifications and flagging, as well as document availability and management.
- The System will allow for better service and interaction with external customers through e-Government capabilities. A constituent portal allowing for customer self-service will be a vital component of this project.
- The System will be able to support customer resource levels, including approximately 1,000 FTEs and 60,000 households, and be easily expandable to accommodate a growing customer base.

In reaching these goals, the City hopes to obtain a highly customizable ERP and CAD/RMS solution that can be tailored to meet City needs. This will allow the City to adopt better business practices.

Introduction to the City of Aurora

The City of Aurora is issuing a Request for Information (RFI) for an Enterprise Resource Planning (ERP) and a Computer Aided Dispatch and Record Management System (CAD/RMS). The RFI seeks software solutions to serve the Public Administration and Public Safety departments and divisions of the city.

The City of Aurora has a population of nearly 200,000 people, which ranks it as the second largest city in the State of Illinois. According the 2010 Census, the City has over 67,000 households and over 11,000 businesses. In addition to serving City needs, the City provides dispatch services to the Village of North Aurora Police Department. To serve the vast needs of residents and businesses, the City has established fifteen (15) departments, which are subdivided into forty-five (45) divisions.

Thirteen (13) departments serve the City's public administration needs. These departments primarily employ the SunGard Public Sector NaviLine ERP solution in addition to numerous third party and homegrown solutions. Current system use is addressed in more detail throughout the RFI.

Through the RFI and subsequent RFP process, the city seeks to address public administration system needs in the following areas:

- Asset Management
- Business Licensing
- Code Enforcement
- E-Government – External/Internal
- Facilities Management
- Financial
    - Accounts Payable
    - Accounts Receivable
    - Budgeting
    - General Ledger
    - Cashiering
    - Procurement Card Processing
- Human Resources
    - Applicant Tracking
    - Benefits
    - Employee Event Tracking
    - Employee Position Control
    - Personnel Management
    - Payroll – Scheduling and Timekeeping
- Land/Parcel Management
- Permits
- Parking Tickets
- Courts
- Purchasing/Inventory
- Special Assessments
- Utilities – Water Billing and Meter Reading

- Work Orders/Service Requests

The Police and Fire Departments serve the city's public safety needs. Currently, these departments primarily use the EnRoute Emergency System to serve dispatch and records management needs (CAD/RMS). Police and Fire also employ numerous third party and homegrown systems. Current system use is addressed throughout the RFI.

Through the RFI and subsequent RFP process, the city seeks to address public safety system needs in the following areas:

- Police
    - Records Management System
    - Fleet Vehicle & Inventory Records Management
    - Field Based Reporting
    - CAD Dispatch
    - CAD Mapping & AVL
    - Evidence Tracking
    - Case Management
    - In-Vehicle Mobile Routing
    - Mobile Data Computers
    - False Alarm Billing
    - Cash Management (Informants, Booking, Records)
- Fire
    - Records Management System
    - Fleet Vehicle & Records Management
    - CAD Dispatch
    - CAD Mapping & AVL
    - Mobile Data Computers
    - In-Vehicle Mobile Routing
    - NFIRS Fire Reporting
    - Alarm Billing
    - Cash Management

Proposers are requested to submit the following as defined within the Packet:

- All aspects of the Vendor Response Checklist
- Detailed information as requested in the Vendor Response Section

Intent of this RFI

This Request for Information (RFI) is intended to gather facts about possible ERP and CAD/RMS solutions in the marketplace and evaluate responses based on those facts. This RFI provides vendors with a common, uniform set of instructions to assist them in the development of their responses and to provide a uniform method for the City to fairly evaluate responses. The information gathered during the RFI process will guide the future issuance of a Request for Proposal (RFP) and will allow vendors to begin assembling information and partners for that process. Although subject to change, the RFP process is scheduled to begin in August of 2014, a timeframe that allows for appropriate RFI response evaluation.

This RFI provides minimum specifications and key features for functional, technical, and implementation requirements related to organizational objectives, information on applications, number of users, and transaction volumes. Vendors are invited to propose a solution that will effectively and efficiently achieve these goals and objectives and provide for future growth.

In responding to this RFI, vendors should follow the prescribed format and use the included forms, thus providing the City with data that is easily compared with data submitted by other vendors to fairly and objectively evaluate the responses. Failure to do so will result in a lower evaluation by the City.

The proposed solution(s) will replace the City's current ERP and CAD/RMS systems. Though the City's preferred scenario is a single implementation incorporating both ERP and CAD/RMS solutions, the City understands that vendors may not be able to supply all modules requested or fulfill all functional requirements. All vendors, including niche players in the ERP and/or public safety space are invited to respond to the RFI. The City will consider all best-in-class solutions that address functional, technical, and implementation requirements highlighted throughout the RFI.

The City is interested in receiving collaborative responses in the event that niche players in the ERP and public safety space are able to collaborate and propose an integrated solution that addresses all of the City's needs. The City understands the constraints that a collaborative arrangement poses. As a result, vendors submitting collaborative responses are not precluded from submitting additional responses addressing niche market solutions.

The City will look favorably on responding vendors during the subsequent RFP process. The City is interested in addressing all identified needs and requirements and will thus look favorably on vendors presenting the most comprehensive solution.

The City assumes no responsibility for conclusions or interpretations derived from technical and background information presented in this RFI, or otherwise distributed or made available during this process. In addition, the City will not be bound by or be responsible for any explanation, interpretation or conclusions of this RFI or any documents provided by the City other than those given in writing by the City through the issuance of addenda. In no event may a vendor rely on any oral statement by the City or its' agents, advisors or consultants. It is the full responsibility of the vendor to thoroughly investigate the needs/requirements of the City not necessarily assumed in this RFI and to propose the most comprehensive integrated ERP and CAD/RMS System designed and tested to most efficiently meet the needs/requirements of the City.

Table of Contents

Request for Information (RFI) Invitation

Enterprise Software Solution

All responses are requested to be turned in to the Purchasing Division at City Hall, 44 E Downer Place, Aurora, IL 60505. Refer to section I.A Key Dates for the RFI due date. Responses cannot be accepted at any other location, or after the published due date and time.

The City of Aurora, Illinois reserves the right to request a solution demonstration during the review of responses.

The City reserves the right to limit issuance of the future RFP to vendors that have met City needs during the RFI process.

All forms, information, and specifications regarding the RFI are available from the Purchasing Division Office, or on the City of Aurora website at:

https://www.aurora-il.org/finance/purchasing/bid_invitation.php

All responses must be submitted in an envelope that is clearly marked **"Enterprise Solution, City of Aurora"**.

I.   GENERAL INSTRUCTIONS TO RESPONDENTS

A. Key Dates

Responses will be accepted until 2:00 PM on July 2, 2014 CST at the City of Aurora Purchasing Division located at City Hall, 44 E Downer Place, Aurora, IL 60505. Responses cannot be accepted at any other location, or after the published due date and time.

Milestone	Timeframe
RFI Issuance	June 9, 2014
Questions Due	June 16, 2014 by 5:00 p.m. CST
Final Addenda Issuance	June 19, 2014
Vendor Responses Due	July 2, 2014 by 02:00 p.m. CST
Notify Selected Vendors of Demonstration Dates (if requested)	July 9, 2014
Demonstrations of Software (if requested)	July 21 – July 28, 2014

B. Questions and Addenda

The Purchasing Division will act as the primary Contact offering this request. All parties submitting responses shall carefully examine this request and any addenda issued by the dates referred to in Section I.A. Proposers shall seek clarification of any ambiguity, conflict, omission, or other error in this request "in writing." Oral comments or communications do not form any part of this request. Questions should be addressed to the Purchasing Department in writing. If the answer materially affects this process, the information will be issued in an addendum. Written communications should be e-mailed to Purchasing at the following email the date established in Section I.A:

purchasingdl@aurora-il.org

C. Conflicts, Gratuities, and Kickbacks Prohibited

The City of Aurora, Illinois prohibits any actual or appearance of conflicts of interests, gratuities, kickbacks, and use of confidential information in all requests.

D. Supporting Documentation

Proposers are encouraged to submit with their responses any literature, potential warranty information, and other documentation to support the Proposers compliance with the specifications contained in this request package.

E. Response Identification

Proposers must submit their responses in an envelope clearly marked **"Enterprise Solution, City of Aurora".** This instruction is provided as a means to ensure proper delivery and handling. Responses in the form of telegrams, telephone calls, facsimiles, or telex messages will not be accepted.

F. Response Submission

*Applicable in the future RFP Process

Prior to entering into a future contract with the City of Aurora, the successful proposer(s) must provide the following information:

1. The name of every company bearing an interest in the proposed goods and services to be provided in this request.

2. The name, title, address, and telephone number of individuals with authority to contractually bind the proposer.

3. A designated person(s) who can be contacted by the City of Aurora, Illinois during the response evaluation period. This information shall include the person's name, title, address, telephone number, FAX number, and E-mail address.

G. Number of Response Submissions

Vendors will be required to submit one (1) official response, (12) printed copies, and one electronic version of the response to the City for review.

H. Presentations and Demonstrations

The City of Aurora, Illinois reserves the right to request a demonstration of the proposed solution and use the demonstration in the analysis of RFI responses. The City of Aurora, Illinois will notify respondents to make arrangements for the date, time, and place for such a presentation or demonstration. Dates planned for applicable demonstrations are located in Section I.A. Vendors should expect to spend up to two days on their demos.

I. Disposition of Responses

All materials submitted in response to this request will become the property of the City of Aurora, Illinois. One (1) copy of each response shall be retained for the official files and will become a public record. It is understood that the response will become a part of the official files of the City of Aurora, Illinois.

J. Disclosure

Trade secrets as that term is defined in the Illinois Trade Secrets Act (5 ILCS 140/7(g) and (h) submitted by a proposer in connection with this procurement shall not be subject to public disclosure.

1. Trade secrets and commercial or financial information obtained from a person or business where the trade secrets or commercial or financial information are furnished under a claim that they are proprietary, privileged or confidential, and that disclosure of the trade secrets or commercial or financial information would cause competitive harm to the person or business, and only insofar as the claim directly applies to the records requested.

2. Responses and bids for any contract, grant, or agreement, including information which if it were disclosed would frustrate procurement or give an advantage to any person proposing to enter into a contractor agreement with the body, until an award or final selection is made. Information prepared by or for the body in preparation of a bid solicitation shall be exempt until an award or final selection is made.

3.   However, the proposer must invoke this protection prior to or upon submission of the data or other material. Disputes over disclosure will be resolved by the Administrative Services Director based on legal advice provided by the City Attorney.

K. Cost Incurred in Responding

This RFI does not commit the City of Aurora, Illinois to pay any costs incurred in the preparation and submission of responses or in making necessary studies or designs, nor does it commit the City of Aurora, Illinois to enter into a contract.

L. Prime Proposer Responsibilities

*Applicable in the future RFP Process

If the proposer's response to the RFI and future RFP includes goods and services provided by others, the proposer will be required to act as the prime contractor for all such items and must assume full responsibility for the procurement, delivery, and quality of such goods and services. The proposer will be considered the sole point of contact with regard to all stipulations, including payment of all charges and the meeting of all contractual requirements resulting from this request.

M. Responses Property of the City

All responses submitted in response to this RFI become the property of the City once they are opened. Supporting technical manuals will be returned at the written request of the proposer. All submitted responses and supporting material are a matter of public record.

N. Content of Response

Any addenda to these documents shall be sent to vendors and will become part of this RFI. No oral statements, explanations, or commitments by anyone shall be of any effect unless incorporated into the addenda. All questions will be collected and responses distributed as follows:

Responses to all questions will be sent to all proposers via email.

All vendor questions should be addressed to the Purchasing Division. Responses will be distributed to the email address you provide in your RFI response. Refer to Section I.A for dates applicable to question submission and addenda issuance.

O. Insurance Requirements

*Applicable in the future RFP Process

During the future RFP process, the successful proposer(s) must provide a Certificate of Insurance showing proof of insurance, which meets or exceeds requirements set forth in Appendix F. The City will not enter into a contract until the vendor has fulfilled this requirement.

II.   CURRENT SYSTEMS BACKGROUND

A. Public Administration Systems

1.   Existing ERP Platform – Public Administration

    a.   The City currently uses the following ERP solution:

        i.   SunGard Public Sector NaviLine Municipal application software

        ii.   eCommerce through SunGard Public Sector

    b.   The following SunGard Modules are in use:

        i.   COGNOS QRep report writer w/ Catalogs for all SunGard applications

        ii.   Work Orders/Facilities Management

        iii.   Accounts Receivable and Loans

        iv.   Procurement Cards

        v.   DMS – Print Services

        vi.   Special Assessments

        vii.   Human Resources

        viii.   Cash Receipts

        ix.   General Management and Budget Accounting

        x.   Purchasing & Inventory

        xi.   Accounts Receivable

        xii.   Payroll/Personnel

        xiii.   Land/Parcel Management

        xiv.   Building Permits

        xv.   Occupational/Business Licensing

        xvi.   Code Enforcement

        xvii.   Utility Billing

        xviii.   Asset Management

        xix.   One Point POS

        xx.   Planning Zoning & Engineering

        xxi.   Click2Gov (eCommerce) for Utility Billing

        xxii.   Click2Gov (eCommerce) for Building Permits

        xxiii.   Click2Gov (eCommerce) for Parking Tickets

        xxiv.   Click2Gov (eCommerce) for Planning Zoning & Engineering

        xxv.   Click2Gov (eCommerce) for Case Management

xxvi.   Click2Gov Wireless for Building Permit inspection field reporting

xxvii. Sixty-six (66) custom system modifications specific to City of Aurora Needs
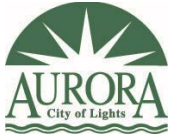
B. 3rd Party Systems – Public Administration

In addition to the SunGard ERP solution, the city employs the following third party systems and SunGard Business Partner solutions. These systems interface with the SunGard solution:

1.   Selectron – Voice Response Interface (VRI) for Utility Billing & Building Permits

2.   Selectron – VRI Credit Card Interface for Utility Billing

3.   API – Imaging/Document Management for Financials, Utilities, Building Permits

4.   Vermont Systems – Recreation/Golf Point of Sale interface to Cash Receipts & Accounting

5.   ESRI – GIS/Mapping

6.   Automated Merchant Systems – Credit card processing

7.   InfoSend – Water bill production and mailing

8.   Various banking applications that require standard financial system file formats (i.e. ACH, EFT, etc.)

9.   State of Illinois Local Debt Recovery (LRP) program

10. Active network customer service system (311)

11. AutoCAD

12. Acom Form Template Software

13. Andre Ambulance Billing

14. Executime Scheduling/Timekeeping – Fire Department

15. Our Software Limited Scheduling/Timekeeping - Police

C. Future Purchases and Development – Public Administration

The City of Aurora has planned on purchasing or developing the following solutions to enhance its ability to meet resident, business, and internal needs:

1.   Considering Employee Self-Serve online information access for employees (TBD)

2.   AdComp Systems Group – Purchase a bill payment kiosk for after-hours bill payment (TBD)

3.   ParkMobile – Parking Management (TBD)

4.   Quartered – Parking Enforcement (TBD)

5.   EZlinks Golf Course Point of Sale, and Tee Time reservation system (TBD)

6.   Integration with iPads and other mobile platforms (Ongoing)

7.   Fire Department Time Keeping to Payroll Automation (TBD)

8.   Integrated Food & Beverage Tax System – Currently home grown (TBD)

9.   Water & Sewer Work Orders – Currently home grown

D. Current System User Benefits – Public Administration

The SunGard solution offers the following user benefits. The City hopes that a new or upgraded system will include similar or enhanced benefits:
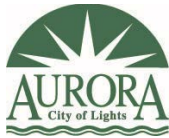
1. Online & Phone support for unlimited number of users

2. Ability to submit and vote on software enhancements

3. Dedicated Customer Service Representative

4. International and regional users' groups; total of five (5) networking/training events held annually

5. 24/7 System Support

E. Public Safety Systems

6. Existing CAD/RMS Platform – Public Safety

   a. The City currently uses the following CAD/RMS solution:

      i. EnRoute Emergency Systems, CAD & Records Management Systems

   b. The following EnRoute Modules are in use:

      i. Police, Fire, and Ambulance Computer Aided Dispatch & Calls for Service Tracking

      ii. CAD Mapping

      iii. Police Field Based Reporting

      iv. Police & Fire iStatus (for hand held mobile device access to real time CAD/RMS data)

      v. Fire Mobile Data Terminals

      vi. Fire Mobile Routing and Mapping of Calls

      vii. NFIRS Electronic Fire Reporting

      viii. Alarm Billing

      ix. Evidence Tracking

      x. Digital Evidence Storage & Management

      xi. Field Contact Records

      xii. DUI Records

      xiii. Vehicle Records

      xiv. Offense Records Management

      xv. Arrest Records Management

      xvi. Citation Records Management

      xvii. Accidents Records Management

      xviii. Business Registry

      xix. Case Management

      xx. UCR Reporting

      xxi. Fleet Vehicle & Inventory Records Management

xxii. Personnel Records Management

xxiii. Property Records Management

xxiv. Community Police Activities Tracker

xxv. Employee Training & Certification Tracking

xxvi. Warrant Records Management

xxvii. BOLO's

xxviii. Sex Offender Registration

xxix. Gang Records Management

xxx. Narcotics Case Management

xxxi. Fire Personnel Scheduling

xxxii. Fire/EMS Activity Reporting

xxxiii. Occupancy & Fire Inspections Records Management

xxxiv. Hydrant & Hoses Inspections & Inventory Records Management

xxxv. Hazardous Materials Database

xxxvi. Numerous Custom Modifications as Required by the Police & Fire Departments

F. 3rd Party Systems – Public Safety

In addition to the EnRoute CAD/RMS solution, the city employs the following third Party Systems and EnRoute Business Partner solutions. These systems interface with the EnRoute CAD/RMS systems:

1. Identix TP3500 & TP3800 Livescan

2. 1mage Document Imaging

3. Dynamic Imaging Systems Booking Photo Capture

4. State of Illinois – LEADS/NCIC Criminal Records Access

5. State of Illinois – IWIN Mobile Data Terminal Interface

6. Zetron Fire Station Alerting

7. ESRI – GIS/Mapping

G. Future Purchases and Development – Public Safety

The City of Aurora is developing a procurement strategy to purchase or develop the following solutions to enhance its ability to meet resident, business, and internal needs:

1. Police:

   a. Mobile field based citation reports

   b. Mobile field based accident reports

   c. Mobile access to authorized Police Records Management Data

   d. Mobile access to arrest photos

   e. Field based fingerprint scanning

15

    f.   License plate recognition

    g.   Data warehouse & dashboard features for CAD/RMS Data

    h.   User generated mapping of Records Management System Data

    i.   Citizen on-line reporting

    j.   Support of National Data Sharing Standards (NDEX, GJXDML, NIEM)

    k.   Compstat Based Reporting and Statistical Extraction

    l.   Jail Management

    m.   Fully integrated document imaging and photo imaging solutions

    n.   Personnel Scheduling

    o.   False Alarm Billing

    p.   Interface to City payroll system

    q.   Mobile Routing and Mapping of Calls

    r.   Ability to share data between Public Safety and Public Administration Enterprise Systems

    s.   Database of banned persons from trespassing

    t.   Interface to IAPro Internal Affairs Case Management System or import IA Pro data into an equivalent module in the new RMS

    u.   Ability to segregate and restrict access to juvenile vs. adult records

    v.   NIBRS (& UCR) based reporting

    w.   Interface between CAD system and the Police Department's Cassidian Patriot 9-1-1 telephone system PBX to auto generate CAD incidents based on 9-1-1 Calls

    x.   Interface to CAD for Automatic Vehicle Location (AVL) coordinates for Police Fleet

    y.   Interface to CAD for Automatic Person Location (APL) coordinates utilizing Harris Radio GPS enabled portable radios

2.   Fire:

    a.   Enhanced data query and reporting capabilities

    b.   Automatic vehicle location

    c.   Ability to share data between Public Safety and Public Administration Enterprise Systems

    d.   Personnel scheduling

    e.   Data warehouse & dashboard features for CAD/RMS Data

    f.   Mobile access to authorized Fire Records Management Data

    g.   User generated mapping of Fire Records Management Data

    h.   Fire Investigations Case Management

    i.   Equipment Inventory Tracking & Maintenance

    j.   Employee Training & Education Tracking

    k.   Ladder inspection records

l.   Daily activity logging

H. Current System User Benefits – Public Safety

The EnRoute solution offers the following user benefits. The City desires that a new or upgraded system will include similar or enhanced benefits:

1.   24/7 Online & Phone support for Mission Critical & Life Safety Applications (Mandatory)

2.   System Interfaces

3.   Access to an RMS development platform

   a.   Currently the City IT Department has the ability for in-house IT staff to perform modifications to the RMS system including the field based reporting system. City IT Staff have full access to create new FBR reports from the ground up, modify existing data entry fields, define the uploading and importing of field based reporting data into the various RMS databases, configure the validation rules of this data into the RMS, and modify data entry screens directly into the RMS, etc. Currently the City benefits from having access to the development tools provided by the RMS vendor to manage the entire RMS system, its modules and the field based reporting system down to the field level. This has allowed the City to customize the RMS system to meet its own needs. This facilitates the City's ability to react to changing operational, statutory, and regulatory requirements. This flexibility has benefited the City in a number of ways including being more nimble in responding to changing public safety needs and in saving the City from having to incur significant costs for custom development.

I. Current System Use

1.   Public Administration System Use Summary

The following table illustrates an **estimated** summary of key transaction and operating volumes. The table addresses both public administration (SunGard) and public safety (EnRoute) system use.

Organization Wide Information	
City of Aurora population	198,000
Total number of City locations	62 (Including Police Headquarters and Backup PSAP/Dispatch Center)
Public Administration Systems	
Number of concurrent financial and human resource system users	150
Number of concurrent utility billing system users	20
Desktop Hardware	Public Administration-Dell and HP
Desktop Operating System	Microsoft Windows 7 Pro
E-mail System	Public Administration-Exchange 2010, Outlook 2013
Internet Browser	IE8, IE9

Current Technology Environment ** It is anticipated that the City of Aurora will purchase new hardware for this system. The following specifications are for current servers. **	
Financial System-Utility Billing-Human Resources-Land Management-Business Licensing-Code Enforcement-Permits-Work Orders	SunGard Public Sector NaviLine (In addition to SunGard Public Sector NaviLine)
Public Administration System	**SunGard HTE NaviLine**
Server Hardware	Public Administration- IBM iSeries
Server Operating System	OS400 V5R4-Windows 2003/2008 Server
Software Database Platform	DB2
Fixed Assets	Excel Spreadsheet
Server Hardware	Physical hardware - HP 380 Gen 7 Dual processors with 12 cores & 128 GB RAM - Applications running in a VMware virtual server with 2 processors & 32 GB RAM dedicated.
Server Operating System	Virtual OS - Windows 2008 Server R2
Software Database Platform	Unidata & MS SQL
Server Hardware	same as above
Server Operating System	same as above
Software Database Platform	same as above
General Ledger	
Fiscal year starts	January 1
Number of funds	85
Number of departments	15 (45 Divisions)
Fixed Assets	
Number of fixed assets	14,000
Purchasing and Purchase Orders	
Number of regular purchase orders (monthly)	300
Number of purchasing/AP Vendors	9,100
Accounts Payable	
Number of accounts payable checks (monthly)	1,000
Number of accounts payable EFT payments (monthly)	2

Frequency of accounts payable check runs	Bi-weekly
Accounts Receivable & Miscellaneous Billing	
Number of Accounts Receivable statements mailed (monthly)	300 We do not use statements – currently resend a copy of the past due invoices
Number of transactions (monthly)	Produce approx. 1,000 invoices monthly
Human Resources and Payroll	
Number of full-time employees	1,000
Number of part-time, seasonal, temporary employees	200
Number of bargaining units	8
Payroll frequency	Bi-weekly
Utility Billing	
Number of residential customers	46,000
Number of commercial customers	2,200
Types of utilities billed	Water
Bill mail frequency	Bill weekly, but each customer is billed every other month.
Public Safety Systems	
Police CAD/Records System	EnRoute
Fire Records System	EnRoute
Alarm Billing System and HR Functions	EnRoute Emergency Systems (Infor) for some HR related functions such as employee database for tracking emergency contacts, training, etc.and some financial functions such as Alarm Permits and False Alarm Billing modules, etc.
E-mail System	GroupWise 2014
Desktop Hardware	HP & Lenovo (PCs & Laptops) Dell E6420 ATG's are used in Squad Cars Panasonic Toughbook Laptops (Fire Department Vehicles)

2.   Public Safety System Use Summary

   a.   Number of employees

   b.   Sworn officers APD = 289   AFD = 195

       i.   Civilians APD = 74   AFD = 6

       ii. Dispatchers = 33 (included in Civilian APD figure above)

       iii. Jailors= 16 (included in Civilian APD figure above)

   c.   Number of locations

       i.   Police= 1 (& a Backup 9-1-1 dispatch center located at a Fire Station)

       ii. Fire houses= 9

   d.   Number of calls received (2013)

       i.   Initial= 236,897, of which 94,650 were 911 calls

   e.   Number of responses (2013)

       i.   By police= 193,272 incidents

       ii. By fire= 3,581

       iii. By EMS= 11,960

   f.   Number of arrests (2013)

       i.   Adult= 9,131

       ii. Juvenile= 1,265

   g.   Number of citations (2013 numbers)

       i.   Traffic= 21,839

       ii. Parking= 4,453

   h.   Number of traffic accidents = 5,488 (2013)

   i.   Number of cells in jail = 22 (16 regular, 4 holding, 2 court holding)

   j.   Number of beds= 88

   k.   Maximum time an inmate will stay at the location= 72 hrs.

   l.   Number evidence items tracked in system= The RMS Evidence database contains 171,384 entries as of 4/23/2014.

   m.   Number of evidence storage locations = 1

   n.   Number of evidence items destroyed= From the date the Police Department began tracking evidence in the RMS Evidence database through 4/23/2014 a total of 79,782 items have been destroyed. This does not include items that have been returned to owners and other final dispositions that might result in the evidence no longer being stored by the Police Department.

   o.   Number of vehicles in fleet

       i.   Police Marked= 109, Unmarked= 61

       ii. Fire= 43

       iii. EMS= 10

p. Number of individuals in the Police system= 600,653 in the Master Name Index which includes 93,998 Arrestees

q. Number of Fire Inspections= 3,729 (2013)

r. Fire Hydrant Flow Tests= 2,975 (2013)

III. SYSTEM REQUIREMENTS

A. General System Requirements

1.   The City is seeking to purchase the following software solutions:

   a. Asset Management

   b. Business Licensing

   c. Code Enforcement

   d. E-Government – External/Internal

   e. Facilities Management

   f. Financial

         i. Accounts Payable

         ii. Accounts Receivable

         iii. Budgeting

         iv. General Ledger

         v. Cashiering

         vi. Procurement Card Processing

   g. Fire Records System

   h. Human Resources

         i. Applicant Tracking

         ii. Benefits

         iii. Employee Event Tracking

         iv. Employee Position Control

         v. Personnel Management

         vi. Payroll

   i. Land/Parcel Management

   j. Permits

   k. Parking Tickets

   l. Courts

   m. Police Records System

   n. Police/Fire CAD System

   o. Purchasing/Inventory

   p. Special Assessments

   q. Utilities – Water Billing

   r. Work Orders/Service Requests

2. A proposer may choose to bid on any one, two, or all of the public administration and public safety systems listed above. In the case that multiple vendors propose a solution involving more than one system, the City encourages the vendor to identify and discuss potential integrations in the RFI response. The City is interested in addressing all identified needs and requirements and will consider all best-in-class solutions, regardless of the number of systems or implementations.

3. The response should provide a breakdown of each module separately. The City of Aurora prefers a solution that includes seamless integration between as many systems as possible. However, the City reserves the right to purchase each solution separately from different vendors if it is considered to be within its best interest.

4. Responses must include a description of each software module including developer information, licensing options, description of integration with other proposed applications, and a summary of features. If the module does not meet the City's requirements, the proposer must estimate costs associated with an update to the module such that it meets the City's specifications. The total costs of modifying the module must be fully itemized on the response form included in this RFI.

B. System and Hardware Requirements

A proposer must outline within its response the system and hardware requirements of each software solution being proposed. Preferred system and hardware specifications include:

a. Server requirements supporting 10 years of on-line history plus at least a minimum growth rate of 25%

b. Offers a web user interface

c. Customizable by internal staff

d. Should be two or n-tiered (i.e. not single tiered)

e. Core system applications should be able to run within a VMware environment running supported versions of the Microsoft Server OS on standard x86 based blade or traditional rack mounted server architecture utilizing SAN based disk for critical data storage.

f. The City currently employs Dell Equallogic and NetApp SAN technologies as well as Dell, HP, and Cisco UCS server hardware. Server hardware from these manufacturers includes both traditional rack based and blade/chassis based servers. The City is interested in knowing if vendors have a proven record of running on these different platforms or at least have a compatibility matrix that includes these systems/products.

g. The City will evaluate vendors on their level of competence operating in a virtualized environment.

h. User facing software should be compatible with hardware running MS Windows 7 Professional OS and MS Office 2010 or higher

i. Backup strategy must support industry standards and not interfere with current disaster recovery and backup strategies. The City currently utilizes the following backup and recovery strategies: vMotion, SAN based snap shots, virtual snap shots, disk mirroring and disk replication. The proposed solution should not cause significant performance issues for the production environment when employing these backup and recovery strategies.

j. Proposed hardware should include complete hardware redundancy at each tier

The City of Aurora may choose to purchase some or all hardware and equipment separately from this response if deemed more cost effective or if necessary to maintain City hardware standards. The City is also interested in hearing about SaaS or offsite hosting models in addition to hosted model.

C. Functional, Technical and Implementation Requirements

a. During a recent needs assessment, the City of Aurora identified functional, technical and implementation requirements for each required module. These requirements are contained in Appendices C, D, and E of this RFI. Requirements have been categorized as mandatory ('M'), important ('I'), or desirable ('D').   Proposed application software must, at a minimum, be capable of meeting the mandatory application software requirements indicated within this RFI. The City will, however, entertain and welcome recommendations and responses that will improve our processes based on vendor expertise.

b. For each requirement, the vendor should indicate the solution's ability to meet the requirement by placing a tick mark ('x') in the appropriate column. The following criteria should be used during this process:

c. Out-of-Box: the solution fulfills this requirement in its out-of-box condition without configuration or customization

   vii.   Configurable: the solution can be configured to meet this requirement

   viii.   Customization Required: the solution can be customized to meet this requirement

   ix.   Does Not Meet Requirement

d. In the case that the solution 'Does Not Meet Requirement,' the City encourages the vendor to specify a recommendation or potential solution to address an unmet need. To do this, the vendor should place a tick mark ('x') in the 'Does Not Meet Requirement' column and write the recommendation or potential solution in the 'Recommendation' column of the Functional, Technical and Implementation Requirements documents.

e. The vendor is also encouraged to submit explanations to explain their ability to meet specific needs. To do this, the vendor can place explanations in the 'Comments' column of the requirements document.

f. During the RFI phase, the City will analyze potential costs related to the 'Out-of-the-Box' solutions as well as the costs of configuration, customization, and implementation of additional recommendations. Thus, responses should follow directions in Appendix B to provide a detail cost estimate.

g. Responses should include a description of each software module including developer information, licensing options, description of integration with other proposed applications, and a summary of features. If the module does not meet the City's requirements, the proposer should state the costs and schedule to update the module to meet the City's specifications. The total costs of modifying the module must be fully itemized and included in the response on the detail cost sheet discussed in B.

h. Functional Requirements excluded from a vendor's response must be clearly indicated in Appendices C, D and E and if needed in the Exception Form in Appendix A.

D. Platform Migration

The City must maintain the existing platform during the migration to ensure the continuity of business operations. The Vendor must ensure that system migration will not interfere with current system operations.

IV. COST ESTIMATION

A. Cost Estimation Summary

During the RFI process, the City of Aurora requests that the vendor provide cost estimates needed to meet the functional, implementation, and technical requirements in the RFI.

Note: The City will evaluate the vendor based on cost during the future RFP process.

1.   The vendor should submit a cost estimate following the criteria established in Appendix B. The cost estimate should include the following elements:

    a.   Software Licensing Costs (show breakdown by module and by user type) (See IV.B Below)

    b.   Maintenance and Support Costs (See IV.C Below)

    c.   Data Conversion Costs (See IV.D Below)

    d.   Training Costs (Provide breakdown for system administrators, named users, and departmental user) (See IV.E Below)

    e.   Implementation Costs (See IV.F Below)

    f.   Sales Tax (See IV.G Below)

    g.   Timeline of Anticipated Costs (See IV.H Below)

    h.   Hardware Costs

2.   Additionally, the vendor should provide a timeline of costs to facilitate the budgeting process.

B. Software Licensing

The vendor must agree to license the software for continuous use at a fixed fee without additional royalties or services fees, except for fees for ongoing software maintenance. Cost estimates should include licensing fees as well as annual maintenance fees.

C. Maintenance and Support

1.   The City places a high degree of importance on the maintenance and support a vendor provides for its application software packages. The quality and cost of maintenance and support offered by a vendor will be an evaluation criterion.

2.   The vendor should indicate its ability to provide 24/7 technical support.

3.   Moreover, the vendor must describe the company's policy on maintenance and support, including costs, specifically addressing the following questions:

    a.   How is regular support provided?

    b.   How is after-hours support provided?

    c.   How are software defects handled?

    d.   How and when are software upgrades, minor and major, provided?

    e.   What modifications required as a result of mandated state/federal requirements?

    f.   What support is necessary for custom modifications?

D. Data Conversion Costs

The vendor should include estimated data conversion costs relating to Financial, Utility Billing, Land Management, and Public safety system data as described in Section D of 'System Requirements.'

E. Annual Training Costs

1. The vendor is required to include a clearly defined training plan in the response, including costs, which will provide a sufficient amount of training in order for the trainees to perform the primary functions of the system unassisted. On-site training will take place at one of the City of Aurora Training Facilities in City of Aurora, Illinois. Employee training must be provided in a hands-on, classroom environment provided by the City. The conference room will accommodate up to 19 users. The City will provide the computers for training. The vendor is responsible to work with City Information Technology Staff to ensure the training computers are set up properly.

2. The City's goal is to provide on-going annual training to new hires, transfers, and promoted employees. Also the city aims to provide refresher training, training on new features from product upgrades and enhancements, and educate staff that have taken on new roles and responsibilities.

3. The vendor should estimate annual recurring training costs by considering the number of users per section, the type of users as defined in Section D of 'System Requirements,' the features of system in relation to the current SunGard system, and the frequency of system updates requiring additional training.

F. Implementation Costs

The vendor is required to estimate implementation costs. The vendor should include estimated implementation costs, including travel and lodging, service level agreements, UAT and pilot testing, prototyping, and business process optimization, as described in Section D of 'System Requirements.'

G. Taxes

In consideration of the City of Aurora's tax exempt status, sales tax should not be included in the response quotations for any software.

H. Timeline of Costs

Please detail the schedule of costs associated with this implementation and also correlate this timeline of costs with the sample implementation timeline.

I. Hardware Costs

The vendor is required to estimate hardware costs. Please provide detailed cost estimates for proposed hardware purchases.

V. ADDITIONAL CONSIDERATIONS

A. Documentation Samples

The vendor is requested during the RFI phase to furnish a sample list of documents used in past implementations. The documents that the City is interested in viewing are:

1. Data Conversion and Migration Plan
2. Sample Disaster Recovery Plan
3. Sample Maintenance Contract
4. Sample User Training Plan

NOTE: These sample documents should be added as an addendum to the response and will not become public record.

B. References

The City prefers vendors whose expertise, experience and knowledge is based on government practices and procedures and who specialize in governmental ERP and CAD/RMS systems. Therefore, one of our core requirements is the vendor's proposed software MUST be currently operating in a production environment for a municipal government. In addition, the vendor must supply a list of three (3) governmental entities which are currently using the proposed systems. Contact information should include contact name, telephone number and email. Please indicate if any of these entities are supported by third party vendors. Please refer to VI.G for details and format.

City of Aurora personnel reserve the right to contact any individuals listed in this section as references.

C. Anticipated Number of Users

The City anticipates having two sets of users: concurrent and named. Concurrent users represent the maximum number of users that can be actively working in the system at a given time. Named users represent the total number of users that have been provisioned access to the system but not all are actively using the system at any one time. The number of both types of users varies depending on the system and accounting cycle.

System	Concurrent Users	Named Users
Financial System	150	360
Utility Billing System	20	100
Land Management System	150	360
Human Resources	2	20
Fire System	185*	201
Police System	185	390
Work Orders/Service Request	20**	20*

* Both Police and Fire share a total of 185 licenses currently. This is currently not sufficient based on current usage patterns and system requirements.

**Work orders is an area where citywide use is expected in the future.

With the exception of Public Safety, the majority of usage occurs between 7:00 a.m. and 6:00 p.m., Monday through Friday. There will, however, be times throughout the year when weekend and evening access is required. The vendor should specifically indicate if there are times when the system cannot be accessed including but not limited to upgrades, maintenance cycles, and/or any other type of downtime.

D. Exceptions to the RFI

The vendor must itemize all exceptions to the specifications included in this RFI in the notes section of the requirements documents and if additional space is necessary, in the Exception Form (Appendix A), referencing the section number to which the exception is taken. <u>**Any RFI sections to which the vendor does not take exception will be considered as being agreed upon by the vendor.**</u>

E. Disqualification of Vendors

More than one response from an individual, a firm or partnership, a corporation, or an association under the same or different names shall not be considered. Any or all responses shall be rejected if there is reason for believing that collusion exists among the vendors, and all participants in such collusion shall not be considered in future responses for the same work. No contract shall be awarded except to competent vendors capable of performing the class of work contemplated.

F. SWOT Analysis

In order to compile comprehensive list of functional requirements, the City of Aurora underwent a SWOT Analysis relating to the ERP and CAD/RMS systems. The results of that analysis are attached in Appendix G. Where possible, the vendor should draw a connection between the analysis and the solution offered.

VI. **VENDOR RESPONSE CHECKLIST**

A. Response Checklist

Please use the following response checklist to ensure you are submitting a complete response. In addition to the thirteen hard copies (1 original, 12 additional copies), please clearly identify all CD-ROMs with the Vendor's business name and address. Please indicate where the information is located within the Vendor's response submission and ensure that the Vendor's response numbering corresponds to the numbering scheme below. Place this checklist in the table of contents of the Vendor's response.

RFI Item	Indicate: "included" or "not included"	Response Section
A. Response Summary		
B. Company Background		
C. Functional Requirements (Appendix C)		
D. Technical Requirements (Appendix D)		
E. Implementation Requirements (Appendix E)		
1. Implementation Timeline		
F. Documentation Samples		
1. Data Conversion and Migration Plan		
2. Sample Disaster Recovery Plan		
3. Sample Maintenance Contract		
4. Sample User Training Plan		
G. Vendor References		
H. Total Cost (Appendix B)		
1. Summary of costs (described in section IV.A)		
2. Timeline of anticipated costs		

VII. VENDOR RESPONSE TO RFI

Please include the following in the Vendor's response:

A. Response Summary Form

Name of Company	
Software Brand Name	
Name of Preparer	
Name of Primary Contact for Follow-Up Questions	
Contact Phone Number	
Fax Number	
E-mail Address	

Complete the table below if a second vendor (or additional vendors) is partnering in the response:

Name of Company	
Software Brand Name	
Name of Preparer	
Name of Primary Contact for Follow-Up Questions	
Contact Phone Number	
Fax Number	
E-mail Address	

B. Company Background

Vendors should provide information about their company and any partner companies so that the City of Aurora can evaluate the vendor's stability and ability to support the commitments set forth in response to the upcoming RFP. The City of Aurora, at its option, may request additional documentation to support and/or clarify requested information. The vendor should outline the company's background including a brief description (e.g., past history, present status, future plans, company size, etc.) and their partnering companies.

NOTE: During the RFP phase, the vendor will be required to also submit (attach) audited financial information for the past two (2) completed fiscal years, which includes income statements, balance sheets, and statement of cash flows.

1.	Please state the year the vendor started in the business of selling ERP and/or CAD/RMS system solutions.	
2.	Where is the vendor's closest facility/sales office in reference to City of Aurora, Illinois?	
3.	Where is the vendor company's headquarters?	
4.	Please list the vendor's sales in the previous three years:	2014- 2013- 2012-
5.	How many total employees does the vendor have in each of the following categories:	Sales/Marketing- Management/Administration- Help Desk Staff- Development Staff- Implementation Staff- Other- Total-
6.	Specify the number of public sector vs. private sector clients.	
7.	Indicate whether the business is a parent or subsidiary in a group of companies.	
8.	Has this company or product being proposed ever been purchased or acquired by another company? If yes, provide the name of the companies involved, specific products affected and when such merger or acquisition(s) took place.	
9.	What percentage of revenues does this offered system represent to your company verses other products/ services?	
10.	Indicate if the company incurred an annual operating loss in the last 5 years.	
11.	Has the company had a workforce reduction during the past 5 years?	
12.	What is the percentage of annual revenues reinvested into research & development?	

13.	During the weeks of July 14 – July 28, 2014 can the vendor commit to being available for two consecutive days for an on-site demonstration?	

Complete the table below if a second vendor is partnering in the response:

1.	Please state the year the vendor started in the business of selling ERP and/or CAD/RMS system solutions.	
2.	Where is the vendor's closest facility/sales office in reference to City of Aurora, Illinois?	
3.	Where is the vendor company's headquarters?	
4.	Please list the vendor's sales in the previous three years:	2014- 2013- 2012-
5.	How many total employees does the vendor have in each of the following categories:	Sales/Marketing- Management/Administration- Help Desk Staff- Development Staff- Implementation Staff- Other- Total-
6.	Specify the number of public sector vs. private sector clients.	
7.	Indicate whether the business is a parent or subsidiary in a group of companies.	
8.	Has this company or product being proposed ever been purchased or acquired by another company? If yes, provide the name of the companies involved, specific products affected and when such merger or acquisition(s) took place.	
9.	What percentage of revenues does this offered system represent to your company verses other products/ services?	
10.	Indicate if the company incurred an annual operating loss in the last 5 years.	
11.	Has the company had a workforce reduction during the past 5 years?	
12.	What is the percentage of annual revenues reinvested into research & development?	
13.	During the weeks of July 14 – July 28, 2014 can the vendor commit to being available for two consecutive days for an on-site demonstration?	

C. Functional Requirements

*Complete a separate (attached) checklist for all requirements.

D. Implementation Requirements

*Complete a separate (attached) checklist for all requirements.

E. Technical Requirements

*Complete a separate (attached) checklist for all requirements.

F. Documentation Sample

During the evaluation period, the vendor will provide one set of sample technical training documentation and end-user documentation. If requested, at the end of the evaluation, the documentation will be returned to the vendor.

G. Vendor Reference Information

Provide a contact person and phone number of three (3) recent clients that are similar to the City of Aurora. Please indicate how long they have been a client and which systems they are using. Please provide similar information for the partnering vendor as well.

1. Client 1
   a. Client Name:
   b. Contact Name:
   c. Contact Phone Number:
   d. Been a Client Since:
   e. Modules that are live:
2. Client 2
   a. Client Name:
   b. Contact Name:
   c. Contact Phone Number:
   d. Been a Client Since:
   e. Modules that are live:
3. Client 3
   a. Client Name:
   b. Contact Name:
   c. Contact Phone Number:
   d. Been a Client Since:
   e. Modules that are live

NOTE: Complete the information below if a second vendor is partnering in the response:

1.   Client 1

   f. Client Name:

   g. Contact Name:

   h. Contact Phone Number:

   i. Been a Client Since:

   j. Modules that are live:

2.   Client 2

   k. Client Name:

   l. Contact Name:

   m. Contact Phone Number:

   n. Been a Client Since:

   o. Modules that are live:

3.   Client 3

   p. Client Name:

   q. Contact Name:

   r. Contact Phone Number:

   s. Been a Client Since:

   t. Modules that are live:

H. Total Cost (See Appendix B / Total Cost Estimate)

Costs for the vendor's proposed solution should be submitted as outlined in this RFI. Costs should include the complete costs for the proposed solution. Use additional pages as needed to provide additional cost detail.

Please include all applicable costs as described in the Cost Estimate Summary (Section IV). All shipping and insurance costs to and from the site shall be included in this estimate. All payments to shipping agents and for insurance fees shall be made directly by the vendor. The vendor shall be responsible for all arrangements for the shipment of equipment / software to the City's prepared site. Specific payment terms will be negotiated as part of the final contract, should the vendor respond to the future RFP and be selected.

Appendix A – EXCEPTION FORM

Please use the chart below to detail any exceptions that are not identified in the functional, technical or implementation requirements here. In addition, if the vendor requires additional room to detail any exception, that can also be done below.

Section #	Explanation

Appendix B – TOTAL COST ESTIMATE

The total cost estimate should be on a separate attached sheet and must include the following breakdowns:

1. Software Licensing Costs (show breakdown by module and by user type)

2. Maintenance and Support Costs

3. Data Conversion Costs

4. Training Costs (Provide breakdown for system administrators, named users, and departmental user)

5. Implementation Costs

6. Sales Tax

7. Timeline of Anticipated Costs

8. Hardware Costs

Appendix C – FUNCTIONAL REQUIREMENTS

Appendix D – TECHNICAL REQUIREMENTS

Appendix E– IMPLEMENTATION REQUIREMENTS

Appendix F: INSURANCE AND PERFORMANCE BOND REQUIREMENTS

A. General Insurance Requirements- FYI for RFP Future RFP Process

During the term of the contract, the contractor shall provide the following types of insurance in not less than the specified amounts:

2.   Commercial General Liability - $1,000,000.00 per occurrence, $2,000,000.00 aggregate;

3.   Auto Liability - Combined Single Limit Amount of $1,000,000.00 on any contractor owned, and/or hired, and/or non-owned motor vehicles engaged in operations within the scope of this contract;

4.   Professional Liability - $2,000,000.00 (Required only where contracts are for professional services);

5.   Workers Compensation - Statutory; Employers Liability $1,000,000.00 (the policy shall include a 'waiver of subrogation'); and

6.   Umbrella Coverage - $2,000,000.00

The aforementioned insurance requirements shall be fulfilled by the contractor by maintaining insurance policies which name the City, its officers, agents, employees, representatives and assigns as additional insured's (except on policies for professional liability and workers compensation). Such insurance shall be primary and non-contributory with respect to any insurance or self-insurance programs covering the City, its officers, agents, employees, representatives and assigns. Contractor will waive subrogation on workers compensation and general liability coverages. The contractor shall furnish to the City satisfactory proof of coverage by a reliable company or companies, before commencing any work. Such proof shall consist of certificates executed by the respective insurance companies and filed with the City together with executed copies of an Additional Insured Endorsement (Insurance Form CG2010 - 1985 version). Said certificates shall contain a clause to the effect that, for the duration of the contract, the insurance policy shall be canceled, expired or changed so as to the amount of coverage only after written notification 30 days in advance has been given to the City.
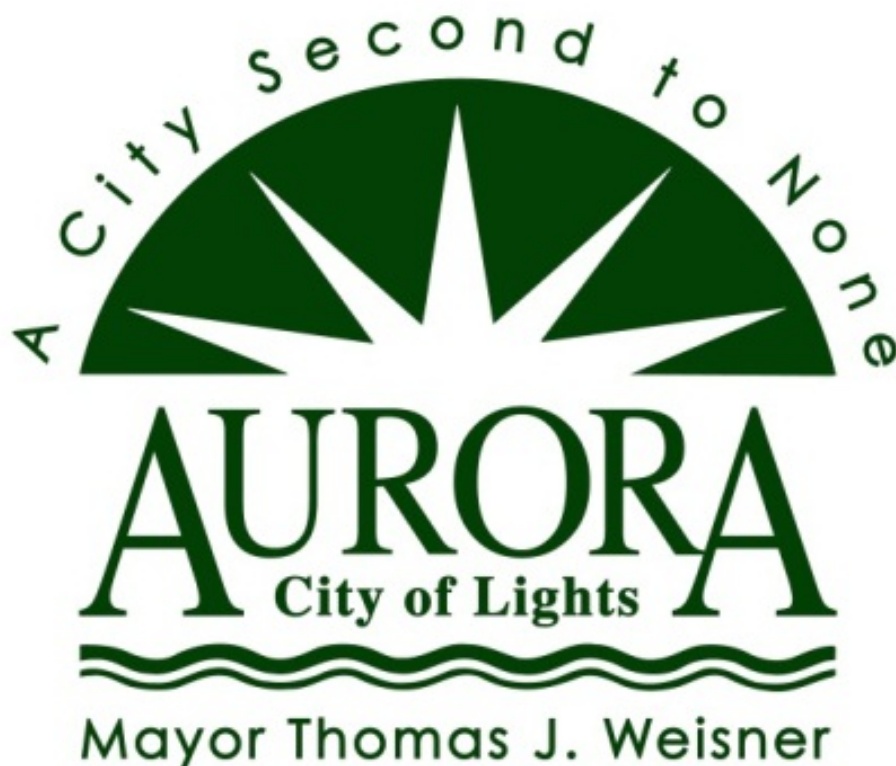
The contractor shall require subcontractors, if any, not protected under the contractor's policies, to take out and maintain insurance of the same nature in amounts, and under the same terms, as required of the contractor.

B. Performance and Payment Bond- FYI for the Future RFP Process

The Contractor shall be required to furnish a performance bond and a payment bond each in the amount of the contract price insuring the faithful performance of the contract and payment of all obligations arising there under pursuant to Illinois Statutes.
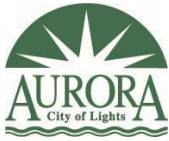
Appendix G – SWOT ANALYSIS

Enterprise Resource Planning (ERP) and Computer Aided Dispatch/Records Management System (CAD/RMS)

Request for Proposal 15-33

May 5, 2015

Esther Phillips
Director of Purchasing
City of Aurora
44 E Downer Place
Aurora, IL 60505
purchasingdl@aurora-il.org

The responsibility for submitting a response to this RFP to the City of Aurora on or before the stated time and date will be solely and strictly the responsibility of the respondent.

The RFP due date and other key dates can be found in section I.A 'Key Dates'

INTRODUCTION

Background

The City of Aurora ("City") is in the process of evaluating software solutions that will provide the City with a best in class, integrated Enterprise Resource Planning (ERP) and Computer Aided Dispatch and Records Management CAD/RMS) systems ("System"). The System will replace the City's current (and separate) ERP and CAD/RMS systems. This RFP is the fourth round of a procurement process that began in July 2014. Only vendors that have successfully participated and have been selected to continue in the process to this point are being asked to respond to this RFP.

Goals and Objectives

The overall goal is to implement the most comprehensive, integrated CAD/RMS and ERP solution available to enhance public service capabilities for staff and to improve constituent interaction and service. The City is aware that a combination of software packages from various Proposers may be necessary to accomplish this goal. In many instances, it will be necessary for various software Proposers to work collaboratively to accomplish its overall goal.

The City desires that the future ERP and CAD/RMS solutions meet the following high-level goals:

- The System should be a long-term, stable, scalable solution that will integrate, interface or potentially replace other processes and/or systems currently in use, as well as be able to interface with potential future processes or systems that might be required.

- The System will enable the City to report data in both standard out-of-the-box reports and custom developed reports.

- The System will provide each end-user a dashboard, whereby pertinent reports, graphs, charts and analytical tools are available when the user logs into the System.

- The System will be flexible and scalable, providing the ability to adapt, expand or change to meet specific department's information needs.

- The System should provide easy access to information across modules. Modules shall be integrated in a way where shared or like data (i.e. a name or an address field) can be modified in one place and updated in one or multiple places depending on user-defined criteria.

- The System will maximize the efficiency of business operations through automated and customizable workflows, notifications and flagging, as well as document availability and management.

- The System will allow for better service and interaction with external customers through e-Government capabilities. A constituent portal allowing for customer self-service will be a vital component of this project.

- The System will be able to support customer resource levels, including approximately 1,000 FTEs and 60,000 households, and be easily expandable to accommodate a growing customer base.

In reaching these goals, the City hopes to obtain a highly customizable ERP and CAD/RMS solution that can be tailored to meet City needs. This will allow the City to adopt better business practices.
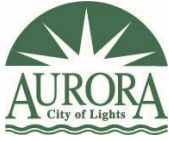
Introduction to the City of Aurora

The City of Aurora is issuing a Request for Proposal (RFP) for an Enterprise Resource Planning (ERP) and a Computer Aided Dispatch and Record Management System (CAD/RMS). The RFP seeks software solutions to serve the Public Administration and Public Safety departments and divisions of the city.

The City of Aurora has a population of nearly 200,000 people, which ranks it as the second largest city in the State of Illinois. According the 2010 Census, the City has over 67,000 households and over 11,000 businesses. In addition to serving City needs, the City provides dispatch services to the Village of North Aurora Police Department. To serve the vast needs of residents and businesses, the City has established fifteen (15) departments, which are subdivided into forty-five (45) divisions.

Thirteen (13) departments serve the City's public administration needs. These departments primarily employ the SunGard Public Sector NaviLine ERP solution in addition to numerous third party and homegrown solutions. Current system use is addressed in more detail throughout the RFP.

Through the RFP, the city seeks to address public administration system needs in the following areas:

- Asset Management
- Business Licensing
- Code Enforcement
- E-Government – External/Internal
- Facilities Management
- Financial
  - Accounts Payable
  - Accounts Receivable
  - Budgeting
  - General Ledger
  - Cashiering
  - Procurement Card Processing
- Human Resources
  - Applicant Tracking
  - Benefits
  - Employee Event Tracking
  - Employee Position Control
  - Personnel Management
  - Payroll – Scheduling and Timekeeping
- Land/Parcel Management
- Permits
- Parking Tickets
- Courts
- Purchasing/Inventory
- Special Assessments
- Utilities – Water Billing and Meter Reading
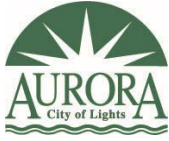- Work Orders/Service Requests

The Police and Fire Departments serve the city's public safety needs. Currently, these departments primarily use the EnRoute Emergency System to serve dispatch and records management needs (CAD/RMS). Police and Fire also employ numerous third party and homegrown systems. Current system use is addressed throughout the RFP.

Through the RFP the city seeks to address public safety system needs in the following areas:

- Police
    - Records Management System
    - Fleet Vehicle & Inventory Records Management
    - Field Based Reporting
    - CAD Dispatch
    - CAD Mapping & AVL
    - Evidence Tracking
    - Case Management
    - In-Vehicle Mobile Routing
    - Mobile Data Computers
    - False Alarm Billing
    - Cash Management (Informants, Booking, Records)
- Fire
    - Records Management System
    - Fleet Vehicle & Records Management
    - CAD Dispatch
    - CAD Mapping & AVL
    - Mobile Data Computers
    - In-Vehicle Mobile Routing
    - NFIRS Fire Reporting
    - Alarm Billing
    - Cash Management

Proposers are requested to submit the following as defined within the Packet:

- All aspects of the Proposer Response Checklist
- Detailed information as requested in the Proposer Response Section

Intent of this RFP

This Request for Proposal (RFP) is intended to finalize responses and pricing for possible ERP and CAD/RMS solutions in the marketplace and evaluate vendor solutions based on various criteria. This RFP provides Proposers with a common, uniform set of instructions to assist them in the development of their responses and to provide a uniform method for the City to fairly evaluate responses.

This RFP provides minimum specifications and key features for functional, technical, and implementation requirements related to organizational objectives, information on applications, number of users, and transaction volumes. Proposers are invited to propose a solution that will effectively and efficiently achieve these goals and objectives and provide for future growth.

In responding to this RFP, Proposers should follow the prescribed format and use the included forms, thus providing the City with data that is easily compared with data submitted by other Proposers to fairly and objectively evaluate the responses. Failure to do so will result in a lower evaluation by the City.

The City assumes no responsibility for conclusions or interpretations derived from technical and background information presented in this RFP, or otherwise distributed or made available during this process. In addition, the City will not be bound by or be responsible for any explanation, interpretation or conclusions of this RFP or any documents provided by the City other than those given in writing by the City through the issuance of addenda. In no event may a Proposer rely on any oral statement by the City or its' agents, advisors or consultants. It is the full responsibility of the Proposer to thoroughly investigate the needs/requirements of the City not necessarily assumed in this RFP and to propose the most comprehensive integrated ERP and CAD/RMS System designed and tested to most efficiently meet the needs/requirements of the City.
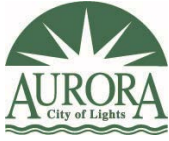
Table of Contents

Request for Proposal (RFP) Invitation

Enterprise Software Solution

All responses are requested to be turned in to the Purchasing Division at City Hall, 44 E Downer Place, Aurora, IL 60505. Refer to section I.A Key Dates for the RFP due date. Responses cannot be accepted at any other location, or after the published due date and time.

The City of Aurora, Illinois reserves the right to request a solution demonstration during the review of responses.

All responses must be submitted in an envelope that is clearly marked **"Enterprise Solution, City of Aurora"**.

I.   GENERAL INSTRUCTIONS TO RESPONDENTS

A. Key Dates

Responses will be accepted until 2:00 PM on June 17, 2015 CST at the City of Aurora Purchasing Division located at City Hall, 44 E Downer Place, Aurora, IL 60505. Responses cannot be accepted at any other location, or after the published due date and time.

Milestone	Timeframe
RFP Issuance	May 5, 2015
Questions Due	May 18, 2015 by 5:00 p.m. CST
Proposer Requirements QA Session (to be scheduled between May 4, 2015 and May 18, 2015)	May 18-22, 2015
Final Addenda Issuance	May 29, 2015
Proposer Responses Due	June 17, 2015 by 02:00 p.m. CST
Proposer Reference Checks	June 17- July 20, 2015
Notify Selected Proposer(s) of Selection	July 20, 2015
Contract Negotiations	July 20, 2015- TBD

B. Questions and Addenda

The Purchasing Division will act as the primary Contact offering this request. All parties submitting responses shall carefully examine this request and any addenda issued by the dates referred to in Section I.A. Proposers shall seek clarification of any ambiguity, conflict, omission, or other error in this request "in writing." Oral comments or communications do not form any part of this request. Questions should be addressed to the Purchasing Department in writing. If the answer materially affects this process, the information will be issued in an addendum. Written communications should be e-mailed to Purchasing at the following email the date established in Section I.A:

purchasingdl@aurora-il.org

The City will also invite Proposers to seek clarification of any requirements through a four (4) hours telepresence, in person, or phone conference. Proposers will be allowed to ask any and all questions associated with the functional, technical and implementation requirements at this time. The answers to questions will be noted and included in the Final Addenda Issuance identified in Section I.A and will be distributed to all respondents. Meetings will be scheduled with a City representative and the meetings will be recorded for consistency purposes. The City has the discretion to schedule additional QA sessions if the need arises.

C. Conflicts, Gratuities, and Kickbacks Prohibited

The City of Aurora, Illinois prohibits any actual or appearance of conflicts of interests, gratuities, kickbacks, and use of confidential information in all requests.

D. Supporting Documentation

Proposers are encouraged to submit with their responses any literature, potential warranty information, and other documentation to support the Proposers compliance with the specifications contained in this request package.

E. Response Identification

Proposers must submit their responses in an envelope/box clearly marked **"Enterprise Solution, City of Aurora".** This instruction is provided as a means to ensure proper delivery and handling. Responses in the form of telegrams, telephone calls, facsimiles, or telex messages will not be accepted.

F. Response Submission

Prior to entering into a future contract with the City of Aurora, the successful Proposer(s) must provide the following information:

1. The name of every company bearing an interest in the proposed goods and services to be provided in this request.

2. The name, title, address, and telephone number of individuals with authority to contractually bind the Proposer.

3. A designated person(s) who can be contacted by the City of Aurora, Illinois during the response evaluation period. This information shall include the person's name, title, address, telephone number, FAX number, and E-mail address.

4. Technical Proposal

   a. **The Technical Proposal shall be part of the response to the RFP but in a separate package clearly identified as the "Technical Proposal – Enterprise Solution ".** The intent of the Technical Proposal is to determine the Proposer's ability to successfully deliver the Services described in this RFP. In order to evaluate the Proposer's ability to meet the requirements of this project and the RFP, the Proposers shall submit their Technical Proposal for evaluation and scoring in the format described below. Lengthy submittals are discouraged; please keep them short and readable. The Technical Proposal should be bound and adhere to the following format for organization and content:

   b. Table of Contents- Provide a full table of contents for the tabbed sections of the Technical Proposal that follow.

   c. Cover Letter (TAB 1) - Provide a cover letter that references the RFP and confirms that all elements of the RFP have been read and understood. The cover letter should briefly state why the Proposer would be best qualified to deliver the Services described in this RFP. The cover letter shall be signed by an individual authorized to bind the Proposer contractually.

   d. Exceptions/Clarifications/Suggestions (TAB 2) - Any exceptions or clarifications to the RFP must be listed on an item-by-item basis and cross-referenced with the RFP document. If there are no exceptions or clarifications, the Proposer must expressly state that no exceptions or clarifications are taken. Please list any potential problems that the City may encounter during the RFP process and provide any ideas or suggestions about how they should be addressed. The exception form is located in *Appendix A*.

   e. List any terms and conditions, which may apply to an Agreement and are not included in this RFP.

   f. Project Experience (TAB 3) - Describe in detail public or private projects which your company has provided services of a similar scope to the Services described herein. Include a minimum of three (3) written references from similar type service models, which you believe support the Proposal.

Provide information on the projects which best demonstrates the Proposer's ability to complete the Services.   The description of the project should include:
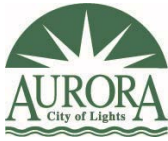
    i.   A general project description

    ii.   A narrative of the work produced.

    iii.   Provide reference information for the client or the client's representative, and that individual's roles and responsibilities and everyday interaction with your project team. References should include point-of-contact, building reference address, direct phone line, and email. Reference information can be found in Section VII.G.

    iv.   Provide the timelines for start-up and how long the Proposer has been with the project.

g.   In addition to the references above, the Proposal must include a list of current references utilizing your services with a minimum of two (2) current clients / customers, plus one (1) former client / customer. These references should represent a population size, complexity and user base that reflects the City of Aurora. The references should also employ a solution similar to that proposed to the City of Aurora. References should include point-of-contact, building reference address, direct phone line, and email. The City reserves the right to contact customers not identified by the Proposer. Both the Proposer identified references and the City identified customer contacts will be used to score the reference check portion of the scoring criteria.

h.   Organization, Personnel Experience and Qualifications (TAB 4) - A statement of qualifications, including a description of the Proposer's experience in the ERP and CAD/RMS fields should be included.   Provide information for the organization of the project staff that will be used to successfully deliver the Services. This should be an overview of the Proposers organization and support capabilities. Define the key personnel of each team component and how the team will be managed, the decision-making ability in the process, and the qualifications of the key personnel. At minimum, include the following:

    i.   Project Organization – Provide an organization chart that defines the project management and staffing plan – key personnel -- for all portions of the project.

    ii.   Personnel Experience – Each Proposer shall submit a list of key personnel demonstrating the qualifications of the key personnel defined on the organization. Include name of a key personnel, including telephone number, fax number and email address. City reserves the right to interview all key personnel prior to final selection.

i.   Project Approach (TAB 5) - In this section the Proposer is to demonstrate the project work plan process indicating a clear understanding of the objectives of the project. The project approach should include but not limited to the proposed project methodologies, and the proposed project timeline.

j.   Price Proposal, PACKAGE 2- Using the Price Proposal information included in section IV, the Proposer shall provide a fee proposal as part of the proposal process, **but in a separate package clearly identified as the Price Proposal.** Specifics on the portions required in the cost proposal can be found in Appendix B: Cost Proposal.

NOTE: The lowest cost will not ensure Agreement award as the City is interested in receiving comprehensive and high quality services from the Proposer. The cost proposal will be scored as a part of the scoring methodology.

G. Number of Response Submissions

Proposers will be required to submit one (1) official response, (8) printed copies, and one electronic version of the response to the City for review. The Proposer is recommended to provide one redacted copy (recommended for

FOIA, see section I.H). If the vendor decides not to submit a redacted copy, the City cannot be held responsible for the inadvertent release of proprietary information.

H. Disposition of Responses

All materials submitted in response to this request will become the property of the City of Aurora, Illinois. At least one (1) copy of each response shall be retained for the official files and will become a public record. It is understood that the response will become a part of the official files of the City of Aurora, Illinois. The vendor is recommended to provide a copy of the proposal with proprietary information redacted in the event that the information is subjected to a Freedom of Information Act request.

I. Disclosure

Trade secrets as that term is defined in the Illinois Trade Secrets Act (5 ILCS 140/7(g) and (h) submitted by a Proposer in connection with this procurement shall not be subject to public disclosure.

1. Trade secrets and commercial or financial information obtained from a person or business where the trade secrets or commercial or financial information are furnished under a claim that they are proprietary, privileged or confidential, and that disclosure of the trade secrets or commercial or financial information would cause competitive harm to the person or business, and only insofar as the claim directly applies to the records requested.

2. Responses and bids for any contract, grant, or agreement, including information which if it were disclosed would frustrate procurement or give an advantage to any person proposing to enter into a contractor agreement with the body, until an award or final selection is made. Information prepared by or for the body in preparation of a bid solicitation shall be exempt until an award or final selection is made.

3. However, the Proposer must invoke this protection prior to or upon submission of the data or other material. Disputes over disclosure will be resolved by the Administrative Services Director based on legal advice provided by the City Attorney.

J. Cost Incurred in Responding

The City will not be liable in any way for any costs incurred by Proposer in replying to this RFP. Each Proposer responding to this RFP acknowledges and agrees that the preparation of all materials for submittal to the City and all presentations, related costs and travel expenses are at the Proposer's sole expense, and the City is not, under any circumstances, responsible for any cost or expense incurred by the Proposer.

K. Prime Proposer Responsibilities

If the Proposer's response to the RFP includes goods and services provided by others, the Proposer will be required to act as the prime contractor for all such items and must assume full responsibility for the procurement, delivery, and quality of such goods and services. The Proposer will be considered the sole point of contact with regard to all stipulations, including payment of all charges and the meeting of all contractual requirements resulting from this request.

L. Responses Property of the City

All responses submitted in response to this RFP become the property of the City once they are opened. All submitted responses and supporting material, not marked confidential, are a matter of public record.

M. Content of Response

Any addenda to these documents shall be sent to Proposers and will become part of this RFP. No oral statements, explanations, or commitments by anyone shall be of any effect unless incorporated into the addenda. All questions will be collected and responses distributed as follows:

a. Responses to all questions will be sent to all Proposers via email or given orally and recorded during the QA session identified in Section I.A. No oral response is official until documented in the addenda.

b. All written Proposer questions should be addressed to the Purchasing Division. Responses will be distributed to the email address you provide in your RFP response. Refer to Section I.A for dates applicable to question submission and addenda issuance.

All responses to this RFP will be used as a direct input into the contract associated with the agreement. Proposer will be contractually obligated to abide by responses provided in the technical proposal, the functional, technical and implementation requirements as well as the cost proposal.

N. Insurance Requirements

During the RFP process, the successful Proposer(s) must provide a Certificate of Insurance showing proof of insurance, which meets or exceeds requirements set forth in *Appendix F*. The City will not enter into a contract until the Proposer has fulfilled this requirement.

O. Contracting Process

While it is the intent of the City to award to the successful Proposer, this solicitation does not obligate the City to enter into an Agreement. The City reserves the right to cancel this RFP at any time, should the City lose the required funding or it is in the best interest of the City. No obligation, either expressed or implied, exists on the part of the City to make an award or to pay any costs incurred in the preparation or submission of a Proposal in response to this RFP.

All Proposers are to provide a sample terms and conditions associated with this agreement in the technical proposal. These terms and conditions will be used as a start point in contract negotiations.

P. Special Terms and Conditions

1. Subject to Change- Subject to changes agreed upon in negotiations, all terms of the Proposal of the Proposer selected will be binding. The City may cancel this RFP or reject responses at any time and is not required to furnish a statement of the reason why a particular response was or was not deemed to be advantageous.

2. Additional Requests- Proposals should be submitted initially with the most complete and favorable terms from a technical standpoint. Should Proposals require additional clarification and/or supplementary information, Proposers should be prepared to submit such additional clarification and/or supplementary information in a timely manner when requested.

    The Evaluation Team may make such reasonable investigations as it deems proper and necessary to determine the ability of the Proposer to perform the Services. The Evaluation Team and/or its representative(s) reserve the right to inspect the Proposer's physical premises prior to recommendation to satisfy questions regarding the Proposer's capabilities.

3. Non-Exclusivity- Agreement award for services specified in this RFP are non-exclusive, except as specified in the Agreement, and does not preclude the City from issuing solicitations, negotiating or awarding other contracts for similar services.
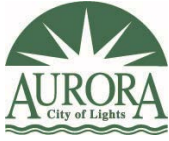
4. Irregularities- The City reserves the right to reject any or all Proposals, to cancel the project, to alter the selection process in any way, to postpone the selection process for its own convenience at any time, and to waive any defects in the RFP.

5. Rejection of Proposal- The City may reject any or all Proposals and may waive any immaterial deviation in a Proposal. The City's waiver of an immaterial defect shall in no way modify the RFP documents or excuse the Proposer from full compliance with the specifications if awarded the Agreement.

6. Failure to Execute the Agreement- Failure to execute the Agreement within the timeframe identified in the Key Action Dates Section I.A shall be sufficient cause for voiding the award. Failure to comply with other requirements within the set time shall constitute failure to execute the Agreement. If the selected Proposer refuses or fails to execute the Agreement, the City may award the Agreement to the next qualified, highest-ranked Proposer.

7. Reserved Rights- The City reserves the right at any time and for any reason to cancel this RFP process, to reject any or all Proposals, or to accept an alternative Proposal. The City reserves the right to throw out any immaterial Proposal. The City and/or staff may seek clarification from an offer at any time and respond promptly if there is cause for rejection.

8. Proposal Acceptance- The City reserves the right to accept any Proposal on any basis it deems is in the best interest of the City, or to reject any or all Proposals. Proposers are solely responsible for their costs in preparing and submitting Proposals. Proposers are not authorized to incur any costs on behalf of the City. The City is not obligated in any manner until it executes a written Agreement for the Services.

Q. Scoring Criteria

The City of Aurora will employ the following scoring criteria when evaluating responses:

Area	Percentage
Fit to Functional Requirements based on City of Aurora Assessment	18.75%
Fit to Technical Requirements based on City of Aurora Assessment	18.75%
Costs (Which will be comprised of Software, Implementation, BPR, Integration, Conversion, Migration, Data Assessment, Legacy System Assessment and Data Warehousing among other costs)	18.75%
Demonstration Scoring- (Based on Results of Round 2 of Demos)	18.75%
Scalability of Features and Functions based on City of Aurora Assessment	10.00%
Implementation/PM Methodology and Rate Card for future projects	10.00%
Vendor References and Other Customer Feedback	5.00%

II.   CURRENT SYSTEMS BACKGROUND

A. Public Administration Systems

1.   Existing ERP Platform – Public Administration

    a.   The City currently uses the following ERP solution:

        i.   SunGard Public Sector NaviLine Municipal application software

        ii.   eCommerce through SunGard Public Sector

    b.   The following SunGard Modules are in use:

        i.   COGNOS QRep report writer w/ Catalogs for all SunGard applications

        ii.   Work Orders/Facilities Management

        iii.   Accounts Receivable and Loans

        iv.   Procurement Cards

        v.   DMS – Print Services

        vi.   Special Assessments

        vii.   Human Resources

        viii.   Cash Receipts

        ix.   General Management and Budget Accounting

        x.   Purchasing & Inventory

        xi.   Accounts Receivable

        xii.   Payroll/Personnel

        xiii.   Land/Parcel Management

        xiv.   Building Permits

        xv.   Occupational/Business Licensing

        xvi.   Code Enforcement

        xvii.   Utility Billing

        xviii.   Asset Management

        xix.   One Point POS

        xx.   Planning Zoning & Engineering

        xxi.   Click2Gov (eCommerce) for Utility Billing

        xxii.   Click2Gov (eCommerce) for Building Permits

        xxiii.   Click2Gov (eCommerce) for Parking Tickets

        xxiv.   Click2Gov (eCommerce) for Planning Zoning & Engineering

        xxv.   Click2Gov (eCommerce) for Case Management

     xxvi.   Click2Gov Wireless for Building Permit inspection field reporting

     xxvii.   Sixty-six (66) custom system modifications specific to City of Aurora Needs

B. 3rd Party Systems – Public Administration

In addition to the SunGard ERP solution, the city employs the following third party systems and SunGard Business Partner solutions. These systems interface with the SunGard solution:

1. Selectron – Voice Response Interface (VRI) for Utility Billing & Building Permits

2. Selectron – VRI Credit Card Interface for Utility Billing

3. API – Imaging/Document Management for Financials, Utilities, Building Permits

4. ESRI – GIS/Mapping

5. Automated Merchant Systems – Credit card processing

6. InfoSend – Water bill production and mailing

7. Various banking applications that require standard financial system file formats (i.e. ACH, EFT, etc.)

8. State of Illinois Local Debt Recovery (LRP) program

9. Active network customer service system (311)

10. AutoCAD

11. Acom Form Template Software

12. Executime Scheduling/Timekeeping – Fire Department

13. Our Software Limited Scheduling/Timekeeping – Police

14. EZlinks Golf Course Point of Sale, and Tee Time reservation system

15. Quatred – Parking Enforcement

16. ParkMobile – Parking Management

C. Future Purchases and Development – Public Administration

The City of Aurora has planned on purchasing or developing the following solutions to enhance its ability to meet resident, business, and internal needs:

1. Considering Employee Self-Serve online information access for employees (TBD)

2. AdComp Systems Group – Purchase a bill payment kiosk for after-hours bill payment (utility bills, parking tickets, invoices for A/R)

3. Integration with iPads and other mobile platforms (Ongoing)

4. Fire Department Time Keeping to Payroll Automation (TBD)

5. Integrated Food & Beverage Tax System – Currently home grown (TBD)

6. Water & Sewer Work Orders – Currently home grown

7. Selectron (Parking ticket payments and A/R invoices)

8. SunGard Modules- Click2Gov for Business Licenses and Applicant Tracking

D. Current System User Benefits – Public Administration

The SunGard solution offers the following user benefits. The City hopes that a new or upgraded system will include similar or enhanced benefits:

1. Online & Phone support for unlimited number of users

2. Ability to submit and vote on software enhancements

3. Dedicated Customer Service Representative

4. International and regional users' groups; total of five (5) networking/training events held annually

5. 24/7 System Support

E. Public Safety Systems

1. Existing CAD/RMS Platform – Public Safety

   a. The City currently uses the following CAD/RMS solution:

      i. EnRoute Emergency Systems, CAD & Records Management Systems

   b. The following EnRoute Modules are in use:

      i. Police, Fire, and Ambulance Computer Aided Dispatch & Calls for Service Tracking

      ii. CAD Mapping

      iii. Police Field Based Reporting

      iv. Police & Fire iStatus (for hand held mobile device access to real time CAD/RMS data)

      v. Fire Mobile Data Terminals

      vi. Fire Mobile Routing and Mapping of Calls

      vii. NFIRS Electronic Fire Reporting

      viii. Alarm Billing

      ix. Evidence Tracking

      x. Digital Evidence Storage & Management

      xi. Field Contact Records

      xii. DUI Records

      xiii. Vehicle Records

      xiv. Offense Records Management

      xv. Arrest Records Management

      xvi. Citation Records Management

      xvii. Accidents Records Management

      xviii. Business Registry

      xix. Case Management

      xx. UCR Reporting

      xxi. Fleet Vehicle & Inventory Records Management

xxii. Personnel Records Management

xxiii. Property Records Management

xxiv. Community Police Activities Tracker

xxv. Employee Training & Certification Tracking

xxvi. Warrant Records Management

xxvii. BOLO's

xxviii. Sex Offender Registration

xxix. Gang Records Management

xxx. Narcotics Case Management

xxxi. Fire Personnel Scheduling

xxxii. Fire/EMS Activity Reporting

xxxiii. Occupancy & Fire Inspections Records Management

xxxiv. Hydrant & Hoses Inspections & Inventory Records Management

xxxv. Hazardous Materials Database

xxxvi. Numerous Custom Modifications as Required by the Police & Fire Departments

F. 3rd Party Systems – Public Safety

In addition to the EnRoute CAD/RMS solution, the city employs the following third Party Systems and EnRoute Business Partner solutions. These systems interface with the EnRoute CAD/RMS systems:

1. MorphoTrust TPE5900 Livescan

2. 1mage Document Imaging

3. Dynamic Imaging Systems Booking Photo Capture

4. State of Illinois – LEADS/NCIC Criminal Records Access

5. State of Illinois – IWIN Mobile Data Terminal Interface

6. Zetron Fire Station Alerting

7. ESRI – GIS/Mapping

G. Future Purchases and Development – Public Safety

The City of Aurora is developing a procurement strategy to purchase or develop the following solutions to enhance its ability to meet resident, business, and internal needs:

1. Police:

a. Mobile field based citation reports

b. Mobile field based accident reports

c. Mobile access to authorized Police Records Management Data

d. Mobile access to arrest photos

e. Field based fingerprint scanning

    f.   License plate recognition

    g.   Data warehouse & dashboard features for CAD/RMS Data

    h.   User generated mapping of Records Management System Data

    i.   Citizen on-line reporting

    j.   Support of National Data Sharing Standards (NDEX, GJXDML, NIEM)

    k.   Compstat Based Reporting and Statistical Extraction

    l.   Jail Management

    m.   Fully integrated document imaging and photo imaging solutions

    n.   Personnel Scheduling

    o.   False Alarm Billing

    p.   Interface to City payroll system

    q.   Mobile Routing and Mapping of Calls

    r.   Ability to share data between Public Safety and Public Administration Enterprise Systems

    s.   Database of persons banned from trespassing

    t.   Interface to IAPro Internal Affairs Case Management System or import IA Pro data into an equivalent module in the new RMS

    u.   Ability to segregate and restrict access to juvenile vs. adult records

    v.   NIBRS (& UCR) based reporting

    w.   Interface between CAD system and the Police Department's Cassidian Patriot 9-1-1 telephone system PBX to auto populate CAD incidents based on 9-1-1 Calls and text messages

    x.   Interface to CAD for Automatic Vehicle Location (AVL) coordinates for Police Fleet

    y.   Interface to CAD for Automatic Person Location (APL) coordinates utilizing Harris Radio GPS enabled portable radios

2.   Fire:

    a.   Enhanced data query and reporting capabilities

    b.   Automatic vehicle location

    c.   Ability to share data between Public Safety and Public Administration Enterprise Systems

    d.   Personnel scheduling

    e.   Data warehouse & dashboard features for CAD/RMS Data

    f.   Mobile access to authorized Fire Records Management Data

    g.   User generated mapping of Fire Records Management Data

    h.   Fire Investigations Case Management

    i.   Equipment Inventory Tracking & Maintenance

    j.   Employee Training & Education Tracking

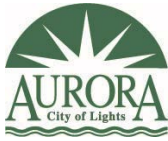   k.   Ladder inspection records

l. Daily activity logging

H. Current System User Benefits – Public Safety

The EnRoute solution offers the following user benefits. The City desires that a new or upgraded system will include similar or enhanced benefits:

1. 24/7 Online & Phone support for Mission Critical & Life Safety Applications (Mandatory)

2. System Interfaces (Some Mandatory, Some Conditional)

3. Access to an RMS development platform

    a. Currently the City IT Department has the ability for in-house IT staff to perform modifications to the RMS system including the field based reporting system. City IT Staff have full access to create new FBR reports from the ground up, modify existing data entry fields, define the uploading and importing of field based reporting data into the various RMS databases, configure the validation rules of this data into the RMS, and modify data entry screens directly into the RMS, etc. Currently the City benefits from having access to the development tools provided by the current RMS provider to manage the entire RMS system, its modules and the field based reporting system down to the field level. This has allowed the City to customize the RMS system to meet its own needs. This facilitates the City's ability to react to changing operational, statutory, and regulatory requirements. This flexibility has benefited the City in a number of ways including being more nimble in responding to changing public safety needs and in saving the City from having to incur significant costs for custom development.

I. Current System Use

1. Public Administration System Use Summary

The following table illustrates an **estimated** summary of key transaction and operating volumes. The table addresses both public administration (SunGard) and public safety (EnRoute) system use.

Organization Wide Information	
City of Aurora population	198,000
Total number of City locations	62 (Including Police Headquarters and Backup PSAP/Dispatch Center)
Public Administration Systems	
Number of concurrent financial and human resource system users	200
Number of concurrent utility billing system users	20
Desktop Hardware	Public Administration-Dell and HP
Desktop Operating System	Microsoft Windows 7 Pro
E-mail System	Public Administration-Exchange 2010, Outlook 2013
Internet Browser	IE8, IE9, IE10, Google Chrome

Current Technology Environment ** *It is anticipated that the City of Aurora will purchase new hardware for this system.* *The following specifications are for current servers.* **	
Financial System-Utility Billing-Human Resources-Land Management-Business Licensing-Code Enforcement-Permits-Work Orders	SunGard Public Sector NaviLine (In addition to SunGard Public Sector NaviLine)
Public Administration System	**SunGard HTE NaviLine**
Server Hardware	Public Administration- IBM iSeries
Server Operating System	OS400 V5R4-Windows 2003/2008 Server
Software Database Platform	DB2
Fixed Assets	Excel Spreadsheet
General Ledger	
Fiscal year starts	January 1
Number of funds	85
Number of departments	15 (45 Divisions)
Fixed Assets	
Number of fixed assets	14,000
Purchasing and Purchase Orders	
Number of regular purchase orders (monthly)	300
Number of purchasing/AP Proposers	9,100
Accounts Payable	
Number of accounts payable checks (monthly)	1,000
Number of accounts payable EFT payments (monthly)	2 (EFT project in process to increase this number)
Frequency of accounts payable check runs	Bi-weekly
Accounts Receivable & Miscellaneous Billing	
Number of Accounts Receivable statements mailed (monthly)	300 We do not use statements – currently resend a copy of the past due invoices
Number of transactions (monthly)	Produce approx. 1,000 invoices monthly
Human Resources and Payroll	
Number of full-time employees	1,000

Number of part-time, seasonal, temporary employees	200
Number of bargaining units	8
Payroll frequency	Bi-weekly
Utility Billing	
Number of residential customers	46,000
Number of commercial customers	2,200
Types of utilities billed	Water
Bill mail frequency	Bill weekly, but each customer is billed every other month.
Public Safety Systems	
Police CAD/Records System	EnRoute
Fire Records System	EnRoute
Alarm Billing System and HR Functions	EnRoute Emergency Systems (Infor) for some HR related functions such as employee database for tracking emergency contacts, training, etc. and some financial functions such as Alarm Permits and False Alarm Billing modules, etc.
E-mail System	GroupWise 2014 (Exchange Migration Being Considered for 2015 or 2016)
Desktop Hardware	HP & Lenovo (PCs & Laptops) Dell E6420 ATG's are used in Squad Cars Panasonic Toughbook Laptops (Fire Department Vehicles)

Server Hardware	Physical hardware - HP 380 Gen 7 Dual processors with 12 cores & 128 GB RAM - Applications running in a VMware virtual server with 2 processors & 32 GB RAM dedicated.
Server Operating System	Virtual OS - Windows 2008 Server R2
Software Database Platform	Unidata & MS SQL
Server Hardware	same as above
Server Operating System	same as above
Software Database Platform	same as above

2. Public Safety System Use Summary
    a. Number of employees
    b. Sworn officers APD = 289   AFD = 195
        i. Civilians APD = 74   AFD = 6
        ii. Dispatchers = 33 (included in Civilian APD figure above)
        iii. Jailors= 16 (included in Civilian APD figure above)
    c. Number of locations
        i. Police= 1 (& a Backup 9-1-1 dispatch center located at a Fire Station)
        ii. Fire houses= 9
    d. Number of calls received (2013)
        i. Initial= 236,897, of which 94,650 were 911 calls
    e. Number of responses (2013)
        i. By police= 193,272 incidents
        ii. By fire= 3,581
        iii. By EMS= 11,960
    f. Number of arrests (2013)
        i. Adult= 9,131
        ii. Juvenile= 1,265
    g. Number of citations (2013 numbers)
        i. Traffic= 21,839
        ii. Parking= 4,453
    h. Number of traffic accidents = 5,488 (2013)
    i. Number of cells in jail = 22 (16 regular, 4 holding, 2 court holding)
    j. Number of beds= 88

k. Maximum time an inmate will stay at the location= 72 hrs.

l. Number evidence items tracked in system= The RMS Evidence database contains 171,384 entries as of 4/23/2014.

m. Number of evidence storage locations = 1

n. Number of evidence items destroyed= From the date the Police Department began tracking evidence in the RMS Evidence database through 4/23/2014 a total of 79,782 items have been destroyed. This does not include items that have been returned to owners and other final dispositions that might result in the evidence no longer being stored by the Police Department.

o. Number of vehicles in fleet

    i. Police Marked= 109, Unmarked= 61

    ii. Fire= 43

    iii. EMS= 10

p. Number of individuals in the Police system= 600,653 in the Master Name Index which includes 93,998 Arrestees

q. Number of Fire Inspections= 3,729 (2013)

r. Fire Hydrant Flow Tests= 2,975 (2013)

III. SYSTEM REQUIREMENTS

A. General System Requirements/ Solution Overview

1. The City is seeking systems to replace those identified in *Section II- Current System Background*:

2. Proposer may choose to bid on any one, two, or all of the public administration and public safety systems listed in *Section II-Current System Background*. In the case that multiple Proposers propose a solution involving more than one system, the City encourages the Proposer to identify and discuss potential integrations in the RFP response. The City is interested in addressing all identified needs and requirements and will consider all best-in-class solutions, regardless of the number of systems or implementations. All Proposers should identify any modules/applications that they are NOT providing a proposal for.

3. The response should provide a breakdown of each module separately. The City of Aurora prefers a solution that includes seamless integration between as many systems as possible. However, the City reserves the right to purchase each solution separately from different Proposers if it is considered to be within its best interest. **The City has decided that the Firehouse RMS is best suited to meet its needs and each Proposer proposing on a public safety solution should propose using Firehouse.**

4. Responses must include a description of each software module including developer information, licensing options, description of integration with other proposed applications, and a summary of features. If the module does not meet the City's requirements, the Proposer must propose costs associated with an update to the module such that it meets the City's specifications.

   NOTE: The total costs of modifying modules should be included in the Price Proposal.

5. Proposers are expected to respond to each requirement listed in the functional, technical, implementation and integration requirements included in appendices.

6. Proposer will dictate in the requirements grid whether each requirement is supported by the current system, customization is required, or the requirement is not supported. Proposers should also provide any notes on the requirement in the Proposer notes column.

7. Hardware and Equipment Requirements - If hardware or equipment is included in, or required by, the proposal, then the Proposer must describe:

   a. Required hardware and equipment, including minimum and recommended specifications of each;

   b. Warranties and any terms and conditions associated with the hardware and equipment.

8. Network Requirements- The Proposer must describe all network and bandwidth requirements associated with the proposal:

   a. Normal Bandwidth Requirements– The Proposer shall include a reasonable estimate of minimum and recommended bandwidth required for concurrent application access and data access for "normal" daily operational use for cloud, hybrid and/or on-premises systems. Proposer shall also provide its definition of "normal daily operational use."

   b. Peak Bandwidth Requirements– The Proposer shall include a reasonable estimate of peak volume/times for retrieval and uploading transactions.

   c. Typical Impact – The Proposer shall include a reasonable estimate of the typical impact expected on the network post implementation.

   d. Other Network Requirements – The Proposer should describe the optimal physical network infrastructure required for an on-premises solution to effectively mitigate latency and data speed issues.

B. System and Hardware Requirements

1. A Proposer must outline within its response the system and hardware requirements of each software solution being proposed. Preferred system and hardware specifications include:

    a. Server requirements supporting 10 years of on-line history plus at least a minimum growth rate of 25%

    b. Offers a web user interface

    c. Customizable by internal staff

    d. Should be two or n-tiered (i.e. not single tiered)

    e. Core system applications should be able to run within VMware and Hyper-V environments running supported versions of the Microsoft Server OS on standard x86 based blade or traditional rack mounted server architecture utilizing SAN based disk for critical data storage.

    f. The City currently employs Dell Equallogic and NetApp SAN technologies as well as Dell, HP, and Cisco UCS server hardware. Server hardware from these manufacturers includes both traditional rack based and blade/chassis based servers. The City is interested in knowing if Proposers have a proven record of running on these different platforms or at least have a compatibility matrix that includes these systems/products.

    g. The City will evaluate Proposers on their level of competence operating in a virtualized environment.

    h. User facing software should be compatible with hardware running MS Windows 7 Professional OS and MS Office 2010 or higher

    i. Backup strategy must support industry standards and not interfere with current disaster recovery and backup strategies. The City currently utilizes the following backup and recovery strategies: vMotion, SAN based snap shots, virtual snap shots, disk mirroring and disk replication. The proposed solution should not cause significant performance issues for the production environment when employing these backup and recovery strategies.

    j. Proposed hardware should include complete hardware redundancy at each tier.

2. Proposers should provide an overview of the hardware, performance, bandwidth, and encryption requirements needed to run the proposed solution in a City run environment. The Proposer must give an overview of the hosting and platform architecture, including at a minimum:

    a. System Environments: All environments (e.g., production, development, and test) included in the proposal and any differences or limitations in the various environments.

    b. Shared Components of the System: All shared components of the System (e.g., network segments, back-up tapes, etc.)

    c. Network Architecture: detailed recommendations of configurations, storage sizes, and licensing of the proposed solution.

    d. Database Architecture: including any database management software, data structure diagrams, and other database designs.

3. The Proposer must provide a detailed inventory and associated costs of all the software required to effectively run the solution as proposed. This inventory should consider the software supporting the following: public administration operations; information technology monitoring and communication

management; security; authentication, and authorization; testing; training; data conversion; application integration; configuration; documentation; help; and software development.

NOTE: Any pricing must be stated in the Proposer's pricing proposal.

The Proposer must fully describe the tasks, schedule, and resources required to initially deploy software to support the proposed solution. In addition, Proposer must provide a parallel description of the requirements for testing and deploying software updates and upgrades. Resources considered in this description must include, but are not limited to, specialized information technology and communications personnel, specialized tools, and ancillary goods. The description must explain what tasks, schedule, and resources are required to deploy all required software at all locations (if applicable). Proposer must identify which tasks it expects the City to perform and what resources it expects these organizations to provide.

NOTE: Any pricing must be stated in the Proposer's pricing proposal.

4. The City of Aurora may choose to purchase some or all hardware and equipment separately from this response if deemed more cost effective or if necessary to maintain City hardware standards.

NOTE: Any pricing must be stated in the Proposer's pricing proposal.

5. Integration/Interface- Proposers should state cost efficient and financially feasible integration points between the proposed system and the stated existing technologies. In addition, the Proposer should outline the proposed phase / timeline for interface(s) to go live. This approach must clearly show all integration related costs, alternate integration costs models, and feasible / realistic integration recommendations. A list of current known integration points can be found in *Appendix G- Integration Requirements*

NOTE: All cost related information should be included in the Proposer's pricing proposal.

6. Proposer will need to conduct a thorough review / assessment of all third-party systems to be integrated. This will include, (1) In-house system integrations and (2) External integrations with justice agency systems. Proposers will need to work with all parties to establish integration needs and establish longer-term goals.

7. A list of potential integrations between City systems are attached in *Appendix G- Integration Requirements*

NOTE: Any pricing must be stated in the Proposer's pricing proposal.

C. Functional, Technical and Implementation Requirements

1. During a recent needs assessment, the City of Aurora identified functional, technical and implementation requirements for each required module. These requirements are contained in Appendices C, D, and E of this RFP. Requirements have been categorized as mandatory ('M'), important ('I'), or desirable ('D'). Proposed application software must, at a minimum, be capable of meeting the mandatory application software requirements indicated within this RFP. The City will, however, entertain and welcome recommendations and responses that will improve our processes based on Proposer expertise.

2. For each requirement, the Proposer should indicate the solution's ability to meet the requirement by placing a tick mark ('x') in the appropriate column. The following criteria should be used during this process:

a. Out-of-Box: the solution fulfills this requirement in its out-of-box condition without configuration or customization. **In the notes section of the requirement, the Proposer must detail how the Proposer (not City) will fulfill the requirement. This explanation will factor into how the Proposer is scored for each requirement.**

b. Configurable: the solution can be configured to meet this requirement and does not require software modification. **In the notes section of the requirement, the Proposer must detail how the Proposer (not City) will fulfill the requirement. This explanation will factor into how the Proposer is scored for each requirement.**

c. Customization Required: the solution can be customized to meet this requirement and will require software modification. **In the notes section of the requirement, the Proposer must detail how the Proposer (not City) will fulfill the requirement. This explanation will factor into how the Proposer is scored for each requirement.**

d. Does Not Meet Requirement

a. In the case that the solution 'Does Not Meet Requirement,' the City encourages the Proposer to specify a recommendation or potential solution to address an unmet need. To do this, the Proposer should place a tick mark ('x') in the 'Does Not Meet Requirement' column and write the recommendation or potential solution in the 'Recommendation' column of the Functional, Technical and Implementation Requirements documents. Proposer should also document the cost of any recommendation in the price proposal.

b. **In the notes section of the requirement, the Proposer must detail how the Proposer (not City) will fulfill the requirement. This explanation will factor into how the Proposer is scored for each requirement.**

3. The Proposer is also required to submit explanations to explain **their ability to meet specific needs**. To do this, the Proposer can place explanations in the 'Comments' column of the requirements document. The Proposer will be scored on their ability to meet and the explanation of the ability to meet requirements in the scoring methodology.

4. During the RFP phase, the City will analyze potential costs related to the 'Out-of-the-Box' solutions as well as the costs of configuration, customization, and implementation of additional recommendations. Thus, responses should follow directions in Appendix B to provide a detailed price proposal.

5. Responses should include a description of each software module including developer information, licensing options, description of integration with other proposed applications, and a summary of features. If the module does not meet the City's requirements, the Proposer should state the costs and schedule to update the module to meet the City's specifications. The total costs of modifying the module must be fully itemized and included in the response on the detail cost sheet discussed in B.

6. Functional Requirements excluded from a Proposer's response must be clearly indicated in Appendices C, D and E and if needed, in the Exception Form in *Appendix A*.

D. Platform Migration

The City must maintain the existing platform during the migration to ensure the continuity of business operations. **The Proposer must ensure that system migration will not interfere with current system operations**. The City will explore parallel operations between its new and legacy systems. Data migration, in order to minimize disruption and ensure processing integrity, should also occur in phases before and during parallel operations.

E. Implementation and Project Management Services

This RFP seeks a managed implementation accomplishing tangible deliverables by agreed dates within a joint project task list and timeline. Functional, technical and implementation priorities are defined in the System

Requirements Matrix, however this section provides additional specificity to *Appendix E: Implementation Requirements* and should be included in the technical proposal.

Proposers are expected to propose a best-industry methodology and solution. Innovative ideas to meet the needs of the City in a timely manner are encouraged. The proposed plan of action should adhere to a leading industry project delivery methodology (e.g., agile, waterfall, etc.). The Proposer shall describe its methodology in detail.

Proposer must comply with the City's content management procedures for tracking progress and documents for the duration of the project via either the City's SharePoint site or as otherwise agreed. In addition, the Consultant Proposer will submit written weekly or monthly status reports to the City, which may include: work accomplished, updated Gantt charts, production goals, accepted deliverables, meetings and minutes, status of risks, issues or problems, summaries of approved project changes, and invoicing and payment.

1. Overview of the Implementation Methodology- Implementation of the solution will be throughout all of the areas of the City. The recommended approach would be an incremental phased approach that leverages resources and minimizes risk.
   a. Proposers should depict its implementation strategy in a high-level diagram/table and include:
      i. Brief description of proposed methodology;
      ii. Proposed project phases;
      iii. Team roles, including sub-Proposers;
      iv. Milestones;
      v. Critical success factors;

   b. Assumptions
      i. Because of the nature of this project, parallel processing may be necessary as users and systems are being transitioned from one solution to another. The City requests that Proposers provide that level of detail as needed to ensure a successful implementation.

      ii. Proposers should also include a project task list and time line including detailed scope tasks/activities, organized in phases including, but not limited to, project management activities, key resources, and estimated hours per key activity. Microsoft Project files are acceptable as attachments but this section requires an easy to read format.

2. Team Structure / Organizational Chart- In order to have an effective deployment, a well-trained and experienced team should be put into place. The lead implementer should not only demonstrate experience in relevant industries, but also be able to manage the interest of multiple groups. To have successful implementation, the Proposer must be able to build a partnership with the City and will be required to follow the City of Aurora team structure approach, already in place.

   a. The Proposer shall provide the City a list of all personnel who may be assigned to the project and their designated assignments. The list shall include the qualifications of each person named.

   b. The Proposer must also designate a project manager who is regularly accessible via a combination of video conferencing and on-site visits, and shall be assigned to this project for the duration of the Contract. The project manager must have good communication and interpersonal skills, be technically qualified, have project leadership experience, and be familiar with and committed to the project's objectives and requirements.

      i. The project manager shall be responsible for communicating all project related affairs to the project team and management of the City, as well as controlling the activities of the selected Proposer's personnel and its sub-Proposers.

3.　　Project Management- Proposers should provide an overview of the project management methodology including the project management approach and related toolkit, communications plan, and lastly examples of project management materials including status report, executive status briefings, issues log, risk management logs, project calendars, and any other materials that proves competency in the area of project management. Proposers should also provide information about any project management portals (i.e. SharePoint) that may be deployed for the project team.

Proposers should include the resumes of the proposed project team members, including sub-Proposers. It is also required that a local, accessible project manager be staffed for the implementation and post implementation support of the solution. The Proposer will notify the City of any changes to the proposed project team, and those changes are subject to approval by the City upon award.

4.　　Organizational Change Management (OCM) - Proposers should provide options for an effort that includes all stakeholders to prepare for, plan for, and manage the imminent change that will result from updating business processes, changing technology, re-tooling and retraining staff, and possibly even reorganizing staff responsibilities. The level of buy-in and user adoption, the communication strategy, and the overall organizational change management approach are key to a project's timing and overall success. This section should include at minimum:

a.　Assessment approach;
b.　Human change management approach;
c.　City responsibilities for each of the above; and
d.　Expected Deliverables in the following format below.

Key Activity	*Deliverables*	*Key Personnel/Responsibility*	*Acceptance Criteria*
1.　Assessment	1. 2. 3.		
2.　Reengineering	1. 2. 3.		
3.　Other			

5.　　Business Process Reengineering (BPR) - Proposers should provide options for conducting a BPR effort to evaluate current business processes and redesign them to be more efficient and streamlined utilizing the new system's capabilities. Engaging this process early during the design phase may assist the Proposer in understanding how the system can work in the new environment. Proposers should provide a detailed description of your team's approach to assessing and reengineering the City's current state, while concurrently executing a feasible and effective change management plan. It will also help ensure that the City utilizes the full capability of the new system. The outcome of the BPR process should be documented process flow diagrams for both the current and future states.

Proposers should provide a detailed description of your team's approach to validating the current state of business processes, developing the future state process and the various diagram flows that may be needed. This section should include at minimum:

a.　Current State Validation approach;
b.　Reengineering approach;
c.　City responsibilities for each of the above; and

d. Expected Deliverables in the following format below.

Key Activity	Deliverables	Key Personnel/Responsibility	Acceptance Criteria
1. Validation	1. 2. 3.		
2. Reengineering	1. 2. 3.		
3. Other			

6. System Implementation and Configuration - Proposers should describe its build and release approach, including at minimum:

a. Required level of effort based on the expected configuration and customization work;
b. Software configuration approach including check-in and check-out procedures;
c. Software development approach including check-in and check-out procedures;
d. System configuration and development management (documentation) procedures;
e. Code management approach and documentation
f. Any other key activity.

For each of the above, the Proposer shall detail expected Deliverables, the Proposer's and City's respective responsibilities, and acceptance criteria. Proposers must use the following format:

Key Activity	Deliverables	Key Personnel/Responsibility	Acceptance Criteria
1. Environment Set up	1. 2. 3.		
2. Software configuration	1. 2. 3.		
3. Software customizations	1. 2. 3.		
4. Requirements Traceability Matrix	1. 2. 3.		
5. As-built system documentation	1. 2. 3.		
6. Other			

7. Legacy System/Data Assessment - Proposers should provide an assessment of the legacy systems to the City to provide visibility into the overall architecture, frameworks used, and the transferability of the existing system data. An assessment would provide the City with the size, complexity, and structural

quality of the data, all necessary for a system migration. If the migration is completed without a comprehensive map of the legacy systems, it is highly likely that data will be lost.

As a part of the assessment, the Proposer should provide recommendations regarding data conversion and migration of historical data, and a data warehousing solution.

The Proposer would also need to conduct an analysis of what data would need to be migrated into the new solution. The City has begun examining viable options for this, to include:

a. The City could start fresh, move no data into the new solution, and only query data from the data warehouse or other data storage option;
b. The City could convert all data into the new solution;
c. The City could convert all open records into the new solution and have a method to query and/or move data from the data warehouse (if used) into the new solution.

The Proposer must have the ability to provide appropriate resources skilled in DB2 and WebSphere MQ to facilitate the legacy assessment and data migration services.

8. Data Conversion and Migration- Data conversion and migration activities from existing applications represent a high-risk area of the ERP and CAD/RMS implementation for the City. Large data migration and conversion projects can be costly and time consuming.

Proposers should describe the plan for migrating/converting data from existing systems. Please consider the following questions when providing a response:

a. What City resources do you anticipate will be required for data migration and conversion?
b. What are the City's responsibilities? What are the Proposer responsibilities?
c. What is your approach regarding definition of data mapping rules?
d. How does your approach address extraction, transformation, staging, cleansing and validation?
e. Is the City or Proposer responsible for cleansing City data prior to migration? Does the Proposer provide any tools for data cleansing?
f. What strategies do you employ to conduct the final conversion process?
g. Proposer will provide a cost per hour methodology for proposing a data migration/conversion cost
h. Proposer will be furnished a list of fields and tables (by the City) to use in order to provide a low/high end estimate of data migration/conversion costs.

If any conversion or migration tasks require additional cost, the Proposer shall state such costs in its separate pricing proposal. Data migration tasks must be reflected on the project plan and timeline.

9. Testing Approach (System and User Acceptance) - The City recognizes that system testing is an integral part of any implementation. Developing the right methodologies, tools, and procedures is essential to system testing. The minimum requirements for testing plan include, but are not limited to, the following items:

a. Overview and introduction of system features and functions.
b. Outline of testing strategy/ overall test plan.
c. Scope and expected duration of each testing phase (i.e., unit testing, integration testing, user acceptance testing, etc.).
d. Identify any systems function that will be tested. The City expects that all system functions will be tested across the entire spectrum of types of machines (hardware- MDC's, mobile devises, laptops, etc.) the system will be deployed on.

e. Description of the level of detail for test cases and scripts for all testing phases, including end-to-end testing.
f. Sources of test data and description of how the data will be prepared.
g. Description and technical information for any special equipment required within the system.
h. Description of the procedure for tracking the resolution of any problems encountered during testing.
i. Description of the criteria that will be used to determine whether tests have been satisfactorily passed.
j. The Proposer will be asked to define its Training Plan and procedures for this portion of project.

10. Quality Assurance / Testing Approach- Proposers should provide a detailed description of the proposed QA methodology adhering to best practices and clearly identifying control tasks and testing required to transition functionally from one environment to the next (e.g. development to production). The City expects this section to include at minimum:

a. Overview and introduction of system features and functions.
b. Outline of testing strategy / approach
c. Scope and expected duration of each testing phase (i.e., unit testing, integration testing, user acceptance testing, etc.).
d. Identify any systems function that will be tested.
e. Description of the level of detail for test cases and scripts for all testing phases, including end-to-end testing.
f. Sources of test data and description of how the data will be prepared.
g. Description and technical information for any special test equipment required with the system.
h. Description of the procedure for tracking the resolution of any problems encountered during testing.
i. Description of the criteria that will be used to determine whether tests have been satisfactorily passed.
j. The Proposer will be asked to define its Training Plan and procedures for this portion of the project.

For each of the above, the Proposer shall detail expected Deliverables, the Proposer's and City's respective responsibilities, and acceptance criteria. Proposers must use the following format:

Key Activity	*Deliverables*	*Key Personnel/Responsibility*	*Acceptance Criteria*
1. High level QA approach	1. 2. 3.		
2. Testing & promotion	1. 2. 3.		
3. System Testing (i.e., integration, conversion, regression, usability etc.)	1. 2. 3.		
4. Test Plans/Case Development	1. 2. 3.		
5. User Acceptance Testing	1. 2. 3.		
6. Other			

It is the expectation and requirement of the City that the Proposer shall complete system and regression testing prior to City user acceptance testing (UAT). Proposer shall provide all documentation related to system testing for City verification, validation and approval prior to UAT. City will determine the extent of testing to be completed during UAT. City will also determine acceptance criteria for UAT and will devise the UAT testing phases and cycles with the assistance of the Proposer.

11.   Knowledge Transfer /Training and Transition - The Proposer will be required to provide training and technical documentation for all solution components.

There are several different methods for delivering training. Because of the size and complexity of the City, the Proposer may want to explore a combination of several of these training methods. Some training methods to consider include the following. The City is open to a variety of training methods and would like the Proposer to assemble a Training Plan that meets the needs of the solution and the City:

a. Individual hands-on instructor: An instructor conducts individual training with each user, individually going through the process of performing common tasks and answers questions.
b. Train the trainer: Internal City staff is trained by an instructor using the individual hands-on instructor approach and then conducts hands-on classroom style instructor-led training.
c. Hands-on classroom style instructor-led training: An instructor informs users on functions and features, how to perform common tasks, with users performing the tasks themselves in a classroom/lab setting. Classes of 15-30 are usually effective here.
d. Seminar style group demonstration: An instructor informs users on functions and features, and how to perform common tasks in a live demonstration. Groups of 20 to 50 are often effective.
e. Computer Based Training (CBT): Web-based, self-paced training, which allows end-users to complete interactive lessons that walk them through the processes of performing common tasks, and the software, tests them on their performance and understanding.

It is preferred that the Proposer quote a training plan that utilizes procedural-based documents for the new system, in place of the traditional training manual. Procedural-based documents are more user-friendly than the traditional manual and are easier to leverage since one procedural document is directly tied to a specific function in the new solution

In addition, it is recommended that the Proposer also create a CBT terminal for training after go-live. This portal would seek to move City's staff from using paper-based manuals and move toward an electronic training method.

Proposers should describe the recommended knowledge transfer and change management methodology, ensuring City staff participation from the onset of the project. Describe the City's responsibilities and related escalation procedures if/when City participation is not promptly identified. This plan should include at minimum:

a. Knowledge transfer approach;
b. End user training approach (including training location, format, total training hours, number of employees trained, timing and signoff process);

Administrator training approach (including training location, format, total training hours, number of employees trained, timing and signoff process); For each of the above, the Proposer shall detail expected Deliverables, the Proposer's and City's respective responsibilities, and acceptance criteria. Proposers must use the following format:

Key Activity	Deliverables	Key Personnel/Responsibility	Acceptance Criteria
1. Knowledge transfer	1. 2. 3.		
2. End user training	1. 2. 3.		
3. Administrator training	1. 2. 3.		
4. Transition	1. 2. 3.		
5. Rollout support	1. 2. 3.		
6. Other			

12. Project Deliverables- The Proposer will be required to provide, as a part of the project, each of the documents listed below. It is imperative that these documents, in particular, the project plan, provide a comprehensive roadmap for how an organization of this size implements an integrated solution. The City may be interested in operating a parallel system model with the new and old system. In addition, the City will want to run a pilot or proof of concept prior to full deployment. The list of deliverables below will be expected during the project, and will include, but is not limited to:

    a. Project Management Plan
    b. Organizational Chart
    c. System Design
    d. Change Management Plan
        a. Assessment
        b. Reengineering
    e. Business Process Re-engineering Plan
        a. Validation
        b. Reengineering
    f. Legacy System/Data Assessment
    g. Requirements Traceability Matrix
    h. Risk Assessment & Management Plan
    i. Knowledge Transfer/Training Plan
    j. QA Plan/Approach
        a. High level QA approach
        b. Testing & promotion
        c. System Testing (i.e., integration, conversion, regression, usability etc.)
        d. Test Plans/Case Development
        e. User Acceptance Testing
    k. Data Conversion / Migration Plan/ Data Warehousing Plan
    l. Application Configuration / Customizations Specifications (as built)
    m. Interface Specs (internal systems)
    n. Integration / information exchange specs
    o. Workflow design and specs
    p. Hardware / Software Specs

q.   Help Desk Management Plan (with error messages and knowledge center)
r.   Maintenance & Support Plan

13.   Contract Performance Review and Acceptance- Proposers should describe all expected contract performance metrics, an approach to collect and transfer all assets to the City, the required key staff to attend close out session(s), and expected close out activities. This close out plan should include at a minimum:

a.   List of all expected final documentation and respective acceptance criteria/process;
b.   Proposer performance review expectations;
c.   Final project lessons learned review expectations; and
d.   Sample schedule of performance credits for failing to meet SLA and project milestones.

14.   Invoicing and Payment- The Proposer must clearly address the following topics relating invoicing and payments **(but all pricing itself shall be separately stated in the pricing proposal)**:

a.   Pricing methodology – The Proposer shall clearly explain whether it seeks fixed fee payment(s), time and materials payments(s), or any other payment basis, including examples if necessary.
b.   Milestone-based or deliverable-based payments – The Proposer shall describe how it shall invoice the City upon the City's acceptance of deliverables or project milestones
c.   If the proposal calls for tendering deliverables of different types (e.g., hardware components vs. custom coding), the Proposer shall clearly explain its corresponding payment expectations.
d.   Payment terms – The Proposer shall describe the timeframe by which it requests the City pay invoices (e.g., Net 60, etc.)
e.   Late fees – The Proposer shall describe any fees it requests for late payment of invoices.

The proposal shall clearly state all goods or services requiring payment. If the proposal does not include such items, Proposer waives right to assert payment obligations at a later date. Examples of such goods or services might include:

a.   Travel and expenses – The Proposer shall state its willingness to obtain the City's written approval prior to billing the City for travel and expenses, as well as its willingness to adhere to the City's travel policy.
b.   Data transfer and data storage limits and overages – The Proposer shall clearly state all limits on data storage or data transfer. If exceeding those limits would require additional fees, the Proposer shall state such costs in its separate pricing proposal.

F. Solution Ownership and Other Terms and Conditions

1.   Data Ownership- If awarded, all City Data shall be and remain the sole and exclusive property of the City. The selected Proposer will treat City Data as Confidential Information. The selected Proposer will be provided a license to City Data hereunder for the sole and exclusive purpose of performing its obligations under the resulting Agreement, including a limited non-exclusive, non-transferable license to transmit, process, and display City Data only to the extent necessary in the provisioning of the Services and not for the storage or recording of City Data. The selected Proposer will be prohibited from disclosing City Data to any third party without specific written approval from the City. The Selected Proposer will have no property interest in, and may assert no lien on or right to withhold data from the City.

"City Data" means any data, including metadata about such data and backup or other copies thereof, that the Proposer or its sub-Proposers obtains or accesses for the purposes of performing its

obligations under the its proposal; to the extent there is any uncertainty as to whether any data constitutes City Data, the data in question shall be treated as City Data.

2. Intellectual Property Ownership- Proposer's deliverables may be considered "works made for hire", otherwise assigned to, or owned by the City. Proposer must state its agreement or must state any objection to this section. Specifically, the Proposer must address intellectual property ownership individually with respect to each of the following in its proposal:

    a. Commercial-off-the-shelf software or software components;
    b. Software customizations;
    c. Database schemas;
    d. Workflows;
    e. Project plans;
    f. Documentation;
    g. Training materials;
    h. Other Deliverables.

3. Hardware and Software Licensing- The proposal shall include a clear, high-level, non-legalese explanation of its hardware and software licensing. At a minimum, the explanation shall answer the following questions:

    a. What type of hardware and software license will the City receive? For example, would the City own licenses after the term of the proposed agreement?
    b. Who are the licensors? For example, is the Proposer reselling or integrating a third party's hardware or software?
    c. Are any conditions attached to the hardware or software licenses? For example, would the City's licenses cease if the City chose to end maintenance services?
    d. Do any licenses propose to limit the manufacturers' liabilities or the City's remedies?
    e. In an appendix, the proposal shall attach complete copies of hardware and software licensing agreements related to the proposal.

4. Software Warranties- The proposal shall include a clear, high-level, non-legalese explanation of its hardware and software warranties. At a minimum, the explanation shall answer the following questions:

    a. What type of software warranties will the City receive?
    b. What would the warranties cover? If defects only, how are defects defined?
    c. What would the warranties exclude?
    d. What would be the City's remedies under the warranties? Repair and replace or other?

    In an appendix, the proposal shall attach complete copies of hardware and software warranties related to the proposal.

5. Other Terms and Conditions- If the Proposer requires any additional terms, the proposal shall include a clear, high-level, non-legalese explanation of them. At a minimum, the explanation shall answer the following questions:

    a. Does the Proposer intend to impose upon the City any additional terms and conditions, such as end user license agreements, acceptable use policies, terms of service, product use agreements, etc.?

b. Does the Proposer want to reference its terms and conditions via URL or change its terms and conditions at a later date? Alternatively, would the Proposer include copies of the additional terms and conditions as exhibits to a contract with the City?

c. Do any additional terms limit the Proposer's liabilities or the City's remedies?

In an appendix, the proposal shall attach complete copies of any additional terms and conditions related to the proposal, such as acceptable use policies, terms of service, privacy policies, and other terms and conditions.

G. Solution Performance and Availability

1. Support and Maintenance Service- The proposal must individually address each the following requirements and provide sufficient detail on whether and how it meets the following requirements:

    a. Multi-tiered support – The proposal must provide multiple tiers of support and must state whether the City is assumed to provide tier 1 support.
    b. Severity levels – The proposal must provide support and maintenance response proportionate to varying levels of incident severity.
    c. Multiple contact method – The proposal should provide for multiple methods of reporting an incident to the Proposer.
    d. First-tier support scripts – If the Proposer assumes that the City will provide Tier 1 support, and then the Proposer shall deliver sufficient scripts and training to City help desk staff to adequately function as Tier 1 support.

2. The proposal must individually address the following service level agreements (SLAs) for support and maintenance services, including whether such SLAs are offered and any additional cost for the SLAs, and detail on such:

    a. Proposer's Response Time SLAs – The time it takes an End-User to connect with Respondent's contact center live representative. Respondent will provide toll-free telephone lines in adequate quantity to handle call volume; ACD system(s) to record call date, time and duration information; and electronic interfaces to all systems for monitoring and reporting.
    b. Proposer's Resolution Time SLAs – Resolution is the time elapsed from the initiation of the Help Desk Incident until Service is restored.
    c. Other SLAs – If Proposers offer additional SLAs, they should be included.
    d. For each SLA, the Proposer must:
        i. Detail on how Proposer will enable the City to verify SLA compliance.
        ii. Detail any tiering of SLAs, whether by severity or other classification.
        iii. Whether Proposer offers specific and calculable service level credits, but Proposer must state any credits in its separate pricing proposal.

3. Terms of Post Implementation Support- The Proposer should include the terms of functional and technical post implementation support of the system. In addition, the Proposer should include what resources will be available to the City in the case that additional support is needed following implementation. Proposers should include the necessary timeframes of support and possible support options.

H. Security and Compliance

1. Data Security Controls- The proposal must give an overview of the System's software, hardware, and other controls supporting the System's data security.

   The Proposer must also provide a reasonably detailed explanation as to how the proposal protects the System and City Data within each of the following additional data security categories (NOTE: the City recognizes that reasonable descriptions of each security attribute below will vary in length, some attributes requiring little explanation, others not.) (If Proposer determines any of the following requirements to be inapplicable, Proposer shall state so and shall state the basis for determining each such requirement to be inapplicable):

   a. Password configurations (e.g., complexity, aging, etc.);
   b. Authentication configuration (e.g., active directory, encrypted data exchange, hash, etc.);
   c. Encryption configurations (e.g., symmetrical AES-256, asymmetrical RSA 2048, etc.) for both data at rest and data in motion;
   d. Logging/Auditing capabilities (e.g., verbose user tracking and reporting, etc.);
   e. Personnel security (e.g., extensive background checks, annual recheck, etc.);
   f. Web Application configurations (e.g., SQL injection protection, buffer overflow, etc.);
   g. Network transmission security (LAN and VPN);
   h. Data that is to be transmitted off-site must be encrypted end to end

   Lastly, the Proposer shall confirm that, under its proposal, no data-at-rest will be stored outside of the continental United States.

2. Secure Development and Configuration Practices

   The Proposer must describe its application development and configuration practices and how they will reasonably protects the security, confidentiality and privacy of City data and any individuals who may be considered data subjects as to the solution.

   The Proposer should state whether it would adhere to the following guidelines: Microsoft Secure Coding Guidelines for the .NET Framework, CERT Secure Coding Standards, OWASP Secure Coding Principles, privacy by design principles, and the Federal Trade Commission's Fair Information Practice Principles.

3. Compliance Requirements

   The Proposer must provide sufficient detail on whether and how the proposal possesses data security controls that comply with (If Proposer determines any of the following requirements to be inapplicable, Proposer shall state so and shall also state the basis for determining each such requirement to be inapplicable):

   a. HIPAA, HITECH and the rules promulgated thereunder;
   b. Payment Card Industry standards, including but not limited to PCI DSS and PCI PA-DSS;
   c. 28 CFR 20 and the FBI's CJIS Security Policy;
   d. IRS Publication 1075;
   e. NIST 800-53, as revised;
   f. ISO 27001/27002, as revised.

4.   Security Incident Response Requirements

Proposer may include a full Incident Response Policy and/or related Plan as an attachment. In response to this section, the proposal must state the Proposer's approach to meeting the following data security incident response requirements:

a. Maintenance of the Proposers' Incident Response Plan;
b. Conformance of such plan to Illinois Personal Information Protection Act and the breach notification laws of the fifty states;
c. City's rights of review, approval and reasonable modification to Proposer's incident response plan;
d. Proposer's approach to provide detailed reports on the nature of incidents and identified data lost or stolen;
e. Proposer must describe its plan to address security incidents and data breaches in alignment with the following requirements. For events within the control of Proposer, the Proposer is expected to:
   i. Immediately notify the City of incidents and breaches;

   ii. Identify immediate plan of action to mitigate further incident progression;
   iii. Identify protection measures for affected individuals;
   iv. Provide outbound and inbound incident-related communications, as requested and directed by the City.

IV. COST Proposal

A. Cost Proposal Summary

During the RFP process, the City of Aurora requests that the Proposer provide cost proposals needed to meet the functional, implementation, and technical requirements in the RFP. The City is seeking to receive an accurate assessment of the total cost associated with this implementation. These costs will include software, hardware, licensing, server, database, or any other applicable costs. The City has provided a list of cost sections below, however, if the Proposer is aware of additional costs not listed here, the Proposer is required to add those into the proposal.

In addition, when proposing hardware and software, the Proposer shall be specific enough with the specifications (class, basis of design, quantity and unit costs, etc.) and/or model numbers that the City can ascertain its own costing for the same items.

Scoring of Cost Proposal will be in part based on the level of detail given to each cost area.

Note: The City will evaluate the Proposer based on cost during the RFP process.

1. The Proposer should submit a cost proposal following the criteria established in Appendix B. The cost proposal should include the following elements:

    a. Software Licensing Costs (show breakdown by module and by user type) (See IV.B Below)

    b. Maintenance and Support Costs (See IV.C Below)

    c. Data Conversion Costs (See IV.D Below)

    d. Training Costs (Provide breakdown for system administrators, named users, and departmental user) (See IV.E Below)

    e. Implementation Costs (See IV.F Below)

    f. Legacy System/Data Assessment Costs (See IV.G Below)

    g. Hardware Costs (See IV.H Below)

    h. Timeline of Anticipated Costs (See IV.I Below)

2. Additionally, the Proposer should provide a timeline of costs to facilitate the budgeting process.

B. Software Licensing

The Proposer must agree to license the software for continuous use at a fixed fee without additional royalties or services fees, except for fees for ongoing software maintenance. Cost proposals should include licensing fees as well as annual maintenance fees. Cost should also include any licensing associated with testing the system or running a test environment, disaster recovery, and running a production environment.

C. Maintenance and Support

1. The City places a high degree of importance on the maintenance and support a Proposer provides for its application software packages. The quality and cost of maintenance and support offered by a Proposer will be an evaluation criterion.

2. The Proposer should indicate its ability to provide 24/7 technical support.

3. Moreover, the Proposer must describe the company's policy on maintenance and support, including costs, specifically addressing the following questions:

a. How is regular support provided?

b. How is after-hours support provided?

c. How are software defects handled?

d. How and when are software upgrades, minor and major, provided?

e. What modifications required as a result of mandated state/federal requirements?

f. What support is necessary for custom modifications?

g. Who applies software updates and fixes?

D. Data Conversion Costs

The City understands the difficulty in estimating a data conversion cost without analyzing the data first-hand. Proposer will provide a cost per hour methodology for proposing a data migration/conversion cost. Proposer will be furnished a list of fields and tables (by the City) to use in order to provide a low/high end estimate of data migration/conversion costs. This data will be housed in *Appendix H: Data Migration Information.*

E. Annual Training Costs

1. The Proposer is required to include a clearly defined training plan in the response, including costs, which will provide a sufficient amount of training in order for the trainees to perform the primary functions of the system unassisted. The Proposer is responsible to work with City Staff to ensure the training hardware is available and configured to conduct training.

2. The City's goal is to provide on-going annual training to new hires, transfers, and promoted employees. Also the city aims to provide refresher training, training on new features from product upgrades and enhancements, and educate staff that have taken on new roles and responsibilities.

3. The Proposer should propose annual recurring training costs by considering the number of users per section, the type of users as defined in Section V.B, the features of system in relation to the current SunGard system, and the frequency of system updates requiring additional training.

F. Legacy System/Data Assessment Costs

The Proposer is required to conduct an assessment of the current legacy systems in place at the City of Aurora. This assessment will aid in understanding the true costs associated with data conversion as described in Section IV. D

G. Implementation Costs

The Proposer is required to propose implementation costs. The Proposer should include proposed implementation costs, including, but not limited to, travel and lodging, project management, unit, UAT and pilot testing, prototyping, and business process optimization, as described in Section III - 'System Requirements.'

H. Hardware Costs

The Proposer is required to propose hardware costs. Please provide detailed cost proposes for proposed hardware purchases as recommended to operate the proposed solutions including all primary and secondary servers.

I. Timeline of Costs

Please detail the schedule of costs associated with this implementation and also correlate this timeline of costs with the sample implementation timeline.

J. Optional Costs

Please detail hardware, software, and implementation costs not needed to fulfill mandatory requirements. These costs would include middleware, data cleansing, enhanced reporting, business/data analytics tools, etc.

K. Presentation of Costs

The Proposer is recommended to use a format, similar to that used seen below, to present the cost proposal to the City. The City will understand that certain services and costs will not fit this template, however, the City requests that the Proposer uses this format wherever possible to aid in comparison of vendor responses.

Module/Software/Service/Data Assessment Pricing

NOTE: When Completing the "I", "P" or "O" column, use the following definitions:

"I" = "Included in Proposer's Solution - to be provided by vendor"
"P" = "Provided as a Cost Estimate only - to be purchased separately by City"
"O" = "Other - vendor to explain"

Description of Services/Module Offered	Unit Cost	License Cost	Implementation Days	Implementation Cost	Maintenance Cost (Year1)	Discount Type	Discount Amount	Module/ Service Total	"I", "P", or "O"

Data Conversion Costs

NOTE: When Completing the "I", "P" or "O" column, use the following definitions:

"I" = "Included in Proposer's Solution - to be provided by vendor"
"P" = "Provided as a Cost Estimate only - to be purchased separately by City"
"O" = "Other - vendor to explain"

Description of Conversion	Conversion Days	Amount Per Hour (Per level or blended rate)	Discount Offered	Conversion Total	"I", "P", or "O"

Hardware Costs

NOTE: When Completing the "I", "P" or "O" columns, use the following definitions:

"I" = "Included in Proposer's Solution - to be provided by vendor"
"P" = "Provided as a Cost Estimate only - to be purchased separately by City"
"O" = "Other - vendor to explain"

Make/Model/ Part Number Of Hardware	Item Description	Unit Price	Quantity	Unit Discount	Maintenance (Year 1)	Total Price	"I", "P", or "O"

V.   ADDITIONAL CONSIDERATIONS

A. Documentation Samples

The Proposer is requested during the RFP phase to furnish a sample list of documents used in past implementations. The documents that the City is interested in viewing are:

1.   Data Conversion and Migration Plan

2.   Sample Maintenance Contract

3.   Sample User Training Plan

NOTE: These sample documents should be added as an addendum to the response and will not become public record.

B. Anticipated Number of Users

The City anticipates having two sets of users: concurrent and named. Concurrent users represent the maximum number of users that can be actively working in the system at a given time. Named users represent the total number of users that have been provisioned access to the system but not all are actively using the system at any one time. The number of both types of users varies depending on the system and accounting cycle.

System	Concurrent Users	Named Users
Financial System	200	360
Utility Billing System	20	100
Land Management System	150	360
Human Resources	20	100
Fire System	250*	209
Police System	250*	390
Village of North Aurora Police	25**	50**
Work Orders/Service Request	100***	200***

* Both Police and Fire will share a total of 250 licenses in the future. 185 licenses are being used currently, which is currently not sufficient based on usage patterns and system requirements.

** Village of North Aurora is currently sharing a multi-jurisdictional CAD system with the City of Aurora. In the future case, North Aurora would continue to need a multi-jurisdictional CAD/RMS package.

**Work orders is an area where citywide use is expected in the future.

With the exception of Public Safety, the majority of usage occurs between 7:00 a.m. and 6:00 p.m., Monday through Friday. There will, however, be times throughout the year when weekend and evening access is required. The Proposer should specifically indicate if there are times when the system cannot be accessed including but not limited to upgrades, maintenance cycles, and/or any other type of downtime.

C. Exceptions to the RFP

The Proposer must itemize all exceptions to the specifications included in this RFP in the notes section of the requirements documents and if additional space is necessary, in the Exception Form (Appendix A), referencing the section number to which the exception is taken. **Any RFP sections to which the Proposer does not take exception will be considered as being agreed upon by the Proposer.**

D. Disqualification of Proposers

More than one response from an individual, a firm or partnership, a corporation, or an association under the same or different names shall not be considered. Any or all responses shall be rejected if there is reason for believing that collusion exists among the Proposers, and all participants in such collusion shall not be considered in future responses for the same work. No contract shall be awarded except to competent Proposers capable of performing the class of work contemplated.

VI. PROPOSER RESPONSE CHECKLIST

A. Response Checklist

Please use the following response checklist to ensure you are submitting a complete response. In addition to the nine hard copies (1 original, 8 additional copies), please clearly identify all CD-ROMs with the Proposer's business name and address. Please indicate where the information is located within the Proposer's response submission and ensure that the Proposer's response numbering corresponds to the numbering scheme below. Place this checklist in the table of contents of the Proposer's response.

RFP Item	Indicate: "included" or "not included"	Response Section
A. Response Summary		
1. Technical Proposal		
B. Company Background		
C. Functional Requirements (Appendix C)		
D. Technical Requirements (Appendix D)		
E. Implementation Requirements (Appendix E)		
F. Documentation Samples		
1. Data Conversion and Migration Plan		
2. Sample Maintenance Contract		
3. Sample User Training Plan		
G. Proposer References		
H. Total Cost (Appendix B)		
1. Summary of costs (described in section IV.A)		
2. Timeline of anticipated costs		
I. Sample Terms and Conditions		

VII. PROPOSER RESPONSE TO RFP

Please include the following in the Proposer's response:

A. Response Summary Form

Name of Company	
Software Brand Name	
Name of Preparer	
Name of Primary Contact for Follow-Up Questions	
Contact Phone Number	
Fax Number	
E-mail Address	

Complete the table below if a second Proposer (or additional Proposers) is partnering in the response:

Name of Company	
Software Brand Name	
Name of Preparer	
Name of Primary Contact for Follow-Up Questions	
Contact Phone Number	
Fax Number	
E-mail Address	

B. Company Background

Proposers should provide information about their company and any partner companies so that the City of Aurora can evaluate the Proposer's stability and ability to support the commitments set forth in response to the upcoming RFP. The City of Aurora, at its option, may request additional documentation to support and/or clarify requested information. The Proposer should outline the company's background including a brief description (e.g., past history, present status, future plans, company size, etc.) and their partnering companies.

NOTE: During the RFP phase, the Proposer will be required to also submit (attach) audited financial information for the past two (2) completed fiscal years, which includes income statements, balance sheets, and statement of cash flows.

1.	Please state the year the Proposer started in the business of selling ERP and/or CAD/RMS system solutions.	
2.	Where is the Proposer's closest facility/sales office in reference to City of Aurora, Illinois?	
3.	Where is the Proposer company's headquarters?	
4.	Please list the Proposer's sales in the previous three years:	2014- 2013- 2012-
5.	How many total employees does the Proposer have in each of the following categories:	Sales/Marketing- Management/Administration- Help Desk Staff- Development Staff- Implementation Staff- Other- Total-
6.	Specify the number of public sector vs. private sector clients.	
7.	Indicate whether the business is a parent or subsidiary in a group of companies.	
8.	Has this company or product being proposed ever been purchased or acquired by another company? If yes, provide the name of the companies involved, specific products affected and when such merger or acquisition(s) took place.	
9.	What percentage of revenues does this offered system represent to your company verses other products/ services?	
10.	Indicate if the company incurred an annual operating loss in the last 5 years.	
11.	Has the company had a workforce reduction during the past 5 years?	

12.	What is the percentage of annual revenues reinvested into research & development?	

Complete the table below if a second Proposer is partnering in the response:

1.	Please state the year the Proposer started in the business of selling ERP and/or CAD/RMS system solutions.	
2.	Where is the Proposer's closest facility/sales office in reference to City of Aurora, Illinois?	
3.	Where is the Proposer company's headquarters?	
4.	Please list the Proposer's sales in the previous three years:	2014- 2013- 2012-
5.	How many total employees does the Proposer have in each of the following categories:	Sales/Marketing- Management/Administration- Help Desk Staff- Development Staff- Implementation Staff- Other- Total-
6.	Specify the number of public sector vs. private sector clients.	
7.	Indicate whether the business is a parent or subsidiary in a group of companies.	
8.	Has this company or product being proposed ever been purchased or acquired by another company? If yes, provide the name of the companies involved, specific products affected and when such merger or acquisition(s) took place.	
9.	What percentage of revenues does this offered system represent to your company verses other products/ services?	
10.	Indicate if the company incurred an annual operating loss in the last 5 years.	
11.	Has the company had a workforce reduction during the past 5 years?	
12.	What is the percentage of annual revenues reinvested into research & development?	
13.	During the weeks of August 25 and September 1, 2014 can the Proposer commit to being available for two consecutive days for an on-site demonstration?	

C. Functional Requirements

*Complete a separate (attached) checklist for all requirements.

D. Implementation Requirements

*Complete a separate (attached) checklist for all requirements.

E. Technical Requirements

*Complete a separate (attached) checklist for all requirements.

F. Documentation Sample

During the evaluation period, the Proposer will provide one set of sample technical training documentation and end-user documentation.

G. Proposer Reference Information

Provide a contact person and phone number of three (3) recent clients that are similar to the City of Aurora. Please indicate how long they have been a client and which systems they are using. Please provide similar information for the partnering Proposer as well.

1.   Client 1
   a. Client Name:
   b. Contact Name:
   c. Contact Phone Number:
   d. Been a Client Since:
   e. Modules that are live:

2.   Client 2
   a. Client Name:
   b. Contact Name:
   c. Contact Phone Number:
   d. Been a Client Since:
   e. Modules that are live:

3.   Client 3
   a. Client Name:
   b. Contact Name:
   c. Contact Phone Number:
   d. Been a Client Since:
   e. Modules that are live

NOTE: Complete the information below if a second Proposer is partnering in the response:

1.   Client 1

     f.   Client Name:

     g.   Contact Name:

     h.   Contact Phone Number:

     i.   Been a Client Since:

     j.   Modules that are live:

2.   Client 2

     k.   Client Name:

     l.   Contact Name:

     m.   Contact Phone Number:

     n.   Been a Client Since:

     o.   Modules that are live:

3.   Client 3

     p.   Client Name:

     q.   Contact Name:

     r.   Contact Phone Number:

     s.   Been a Client Since:

     t.   Modules that are live:

H. Total Cost (See Appendix B / Total Cost Proposal)

Costs for the Proposer's proposed solution should be submitted as outlined in this RFP. Costs should include the complete costs for the proposed solution. Use additional pages as needed to provide additional cost detail.

Please include all applicable costs as described in the Cost Proposal Summary (Section IV). All shipping and insurance costs to and from the site shall be included in this proposal. All payments to shipping agents and for insurance fees shall be made directly by the Proposer. The Proposer shall be responsible for all arrangements for the shipment of equipment / software to the City's prepared site. Specific payment terms will be negotiated as part of the final contract, should the Proposer be selected.

Appendix A – EXCEPTION FORM

Please use the chart below to detail any exceptions that are not identified in the functional, technical or implementation requirements here. In addition, if the Proposer requires additional room to detail any exception, that can also be done below.

Section #	Explanation

Appendix B – TOTAL COST PROPOSAL

During the RFP process, the City of Aurora requests that the Proposer provide cost proposals needed to meet the functional, implementation, and technical requirements in the RFP. The City is seeking to receive an accurate assessment of the total cost associated with this implementation. These costs will include software, hardware, licensing, server, database, or any other applicable costs. The City has provided a list of cost sections below, however, if the Proposer is aware of additional costs not listed here, the Proposer is required to add those into the proposal.

The City understands that Proposers in many cases would recommend the City obtain portions of the proposed system directly such as certain software, databases and hardware. However, the City desires cost proposals be returned by the Proposers with cost estimates for ALL hardware, software, and database licensing (excluding end point devices) that will be required to implement the proposed system. As such the City requires that the proposals include costs for items that will be delivered in the proposer's final sales contract as well as items that the City is recommended to purchase outside of the sales contract. In order to clearly articulate the difference between the categories, Proposers shall indicate in each line of costs whether the specific line cost is "Included in Proposer's Solution - to be provided by vendor" or "Provided as a Cost Estimate only - to be purchased separately by City" or "Other - vendor to explain". At contract time, the City will identify those items that the City intends to procure directly and those items which vendor will be contracted to supply based on vendor input.

In addition, when proposing hardware and software, the Proposer shall be specific enough with the specifications (class, basis of design, quantity and unit costs, etc.) and/or model numbers that the City can ascertain its own costing for the same items.

Scoring of Cost Proposal will be in part based on the level of detail given to each cost area.

The total cost proposal should be on a separate attached sheet and must include the following breakdowns:

A. Software Licensing

The Proposer must agree to license the software for continuous use at a fixed fee without additional royalties or services fees, except for fees for ongoing software maintenance. Cost proposals should include licensing fees as well as annual maintenance fees. Cost should also include any licensing associated with testing the system or running a test environment, disaster recovery, and running a production environment.

B. Maintenance and Support

4. The City places a high degree of importance on the maintenance and support a Proposer provides for its application software packages. The quality and cost of maintenance and support offered by a Proposer will be an evaluation criterion.

5. The Proposer should indicate its ability to provide 24/7 technical support.

6. Moreover, the Proposer must describe the company's policy on maintenance and support, including costs, specifically addressing the following questions:

    h. How is regular support provided?

    i. How is after-hours support provided?

    j. How are software defects handled?

    k. How and when are software upgrades, minor and major, provided?

    l. What modifications required as a result of mandated state/federal requirements?

    m. What support is necessary for custom modifications?

    n. Who applies software updates and fixes

C. Data Conversion Costs

The City understands the difficulty in estimating a data conversion cost without analyzing the data first-hand. Proposer will provide a cost per hour methodology for proposing a data migration/conversion cost. Proposer will be furnished a list of fields and tables (by the City) to use in order to provide a low/high end estimate of data migration/conversion costs. This data will be housed in *Appendix H: Data Migration Information.*

D. Annual Training Costs

4.   The Proposer is required to include a clearly defined training plan in the response, including costs, which will provide a sufficient amount of training in order for the trainees to perform the primary functions of the system unassisted. The Proposer is responsible to work with City Staff to ensure the training hardware is available and configured to conduct training.

5.   The City's goal is to provide on-going annual training to new hires, transfers, and promoted employees. Also the city aims to provide refresher training, training on new features from product upgrades and enhancements, and educate staff that have taken on new roles and responsibilities.

6.   The Proposer should propose annual recurring training costs by considering the number of users per section, the type of users as defined in Section V.B, the features of system in relation to the current SunGard system, and the frequency of system updates requiring additional training.

E. Legacy System/Data Assessment Costs

The Proposer is required to conduct an assessment of the current legacy systems in place at the City of Aurora. This assessment will aid in understanding the true costs associated with data conversion as described in Section IV. D

F. Implementation Costs

The Proposer is required to propose implementation costs. The Proposer should include proposed implementation costs, including, but not limited to, travel and lodging, project management, unit, UAT and pilot testing, prototyping, and business process optimization, as described in Section III - 'System Requirements.'

G. Hardware Costs

The Proposer is required to propose hardware costs. Please provide detailed cost proposes for proposed hardware purchases as recommended to operate the proposed solutions including all primary and secondary servers.

H. Timeline of Costs

Please detail the schedule of costs associated with this implementation and also correlate this timeline of costs with the sample implementation timeline.

I. Optional Costs

Please detail hardware, software, and implementation costs not needed to fulfill mandatory requirements. These costs would include middleware, data cleansing, enhanced reporting, business/data analytics tools, etc.

J. Presentation of Costs

The Proposer is recommended to use a format, similar to that used seen below, to present the cost proposal to the City. The City will understand that certain services and costs will not fit this template, however, the City requests that the Proposer uses this format wherever possible to aid in comparison of vendor responses.

Module/Software/Service/Data Assessment Pricing

NOTE: When Completing the "I", "P" or "O" column, use the following definitions:

"I" = "Included in Proposer's Solution - to be provided by vendor"
"P" = "Provided as a Cost Estimate only - to be purchased separately by City"
"O" = "Other - vendor to explain"

Description of Services/Module Offered	Unit Cost	License Cost	Implementation Days	Implementation Cost	Maintenance Cost (Year1)	Discount Type	Discount Amount	Module/ Service Total	"I", "P", or "O"

Data Conversion Costs

NOTE: When Completing the "I", "P" or "O" column, use the following definitions:

"I" = "Included in Proposer's Solution - to be provided by vendor"
"P" = "Provided as a Cost Estimate only - to be purchased separately by City"
"O" = "Other - vendor to explain"

Description of Conversion	Conversion Days	Amount Per Hour (Per level or blended rate)	Discount Offered	Conversion Total	"I", "P", or "O"

Hardware Costs

NOTE: When Completing the "I", "P" or "O" columns, use the following definitions:

"I" = "Included in Proposer's Solution - to be provided by vendor"
"P" = "Provided as a Cost Estimate only - to be purchased separately by City"
"O" = "Other - vendor to explain"

Make/Model/ Part Number Of Hardware	Item Description	Unit Price	Quantity	Unit Discount	Maintenance (Year 1)	Total Price	"I", "P", or "O"

Appendix C – FUNCTIONAL REQUIREMENTS (Attachement)

Appendix D – TECHNICAL REQUIREMENTS (Attachment)

Appendix E– IMPLEMENTATION REQUIREMENTS (Attachement)

Appendix F: INSURANCE AND PERFORMANCE BOND REQUIREMENTS

A. General Insurance Requirements

During the term of the contract, the contractor shall provide the following types of insurance in not less than the specified amounts:

1.   Commercial General Liability - $1,000,000.00 per occurrence, $2,000,000.00 aggregate;

2.   Auto Liability - Combined Single Limit Amount of $1,000,000.00 on any contractor owned, and/or hired, and/or non-owned motor vehicles engaged in operations within the scope of this contract;

3.   Professional Liability - $2,000,000.00 (Required only where contracts are for professional services);

4.   Workers Compensation - Statutory; Employers Liability $1,000,000.00 (the policy shall include a 'waiver of subrogation'); and

5.   Umbrella Coverage - $2,000,000.00

The aforementioned insurance requirements shall be fulfilled by the contractor by maintaining insurance policies which name the City, its officers, agents, employees, representatives and assigns as additional insured's (except on policies for professional liability and workers compensation). Such insurance shall be primary and non-contributory with respect to any insurance or self-insurance programs covering the City, its officers, agents, employees, representatives and assigns. Contractor will waive subrogation on workers compensation and general liability coverages. The contractor shall furnish to the City satisfactory proof of coverage by a reliable company or companies, before commencing any work. Such proof shall consist of certificates executed by the respective insurance companies and filed with the City together with executed copies of an Additional Insured Endorsement (Insurance Form CG2010 - 1985 version). Said certificates shall contain a clause to the effect that, for the duration of the contract, the insurance policy shall be canceled, expired or changed so as to the amount of coverage only after written notification 30 days in advance has been given to the City.

The contractor shall require subcontractors, if any, not protected under the contractor's policies, to take out and maintain insurance of the same nature in amounts, and under the same terms, as required of the contractor.

B. Performance and Payment Bond

The Contractor shall be required to furnish a performance bond and a payment bond each in the amount of the contract price insuring the faithful performance of the contract and payment of all obligations arising there under pursuant to Illinois Statutes.

Appendix G - INTEGRATION REQUIREMENTS

Below is a list of the known integration requirements for the proposed Public Administration and Public Safety Systems. Proposers should use these charts as the basis for providing integration costs associated with proposed solutions.

A. Public Administration

#	Sending System	Condition(s)	Data Transferred	Receiving System
1.1	New ERP	Real Time	Account & Billing Information	Selectron-IVR
1.2	Selectron-Credit Card	Real Time	Credit card payments	New ERP
3.	New ERP	On Demand	Retrieval of Scanned Documents	API-Optical Storage
4.	Vermont Systems	n/a	No longer used.	n/a
5.1	ESRI/GIS-Mapping	Real Time	Inspection, Public Works Projects, Land & Map Data	New ERP
5.2	New ERP	Real Time	Land and asset data collected in the field.	ESRI/GIS-Mapping
6.	Automated Merchants	Daily Transactions	Credit card payments	New ERP
7.	New ERP	Weekly	Customer water bill information for water bill production and mailing	InfoSend
8.1	Various Banking Applications	On Demand	Banking and investments files to be imported and exported into financial applications. Could be an interface to Excel.	New ERP
8.2	New ERP	On Demand	Banking and investments files to be imported and exported into financial applications. Could be an interface to Excel.	Various Banking Applications
9.	New ERP	On Demand	Debt in collections. Interface not currently needed, but could use in the future.	State of Illinois Local Debt Recovery (LRP) program

#	Sending System	Condition(s)	Data Transferred	Receiving System
10.	Active Network	n/a	Reaching End of Life.	n/a
11.	AutoCAD	On Demand	AutoCAD drawings for plan review.	New ERP
12.	Acom	n/a	Replaced with ERP	n/a
13.	Andre Ambulance Billing	n/a	Ambulance Billing. No Interface.	n/a
14.1	New ERP	Real Time	New Employee information and Employee changes	Executime
14.2	Executime	On Demand	Payroll Information (Hours, Pay Codes, Etc.)	New ERP
15.	Our Software Limited Scheduling/Timekeeping - Police	On Demand	Payroll Information (Hours, Pay Codes, Etc.)	New ERP
16.1	New ERP	Real Time	Kiosk- Account & Billing Information	AdComp Systems Group
16.2	AdComp Systems Group	Real Time	Credit Card and Cash Payments.	New ERP
17.1	Quatred License Plate Reading/Ticketing	Real Time – When parking ticket is created	Parking Tickets	New ERP
17.2	New ERP	Real Time	Boot List and Habitual Parking Violators	Quatred License Plate Reading/Ticketing
18.	EZlinks Golf Course	On Demand	Lockbox Payment Information.	New ERP

B. Public Safety

#	Sending System	Condition(s)	Data Transferred	Receiving System
1.01	New CAD	Fire or Ambulance CAD Call for Service Created and Ready for Dispatch	Appropriate alert tones generated for each type of apparatus assigned to the call & Open PA at each Fire House. The alert tones need to be sent to all the alerted stations simultaneously not serially and delivered near instantaneously.	Zetron IP XML FSA
1.02	New CAD	Any time additional units are added to a Fire or Ambulance Call for Service	Appropriate alert tones generated for each type of apparatus added to the call and PA opened at each Fire House. The alert tones need to be sent to all the alerted stations simultaneously not serially and delivered near instantaneously.	Zetron IP XML FSA
1.03	New CAD	Operator to have the ability to trigger an all stations alert without creating a call for service for scheduled testing or other reasons	Appropriate alert tones generated for each type of apparatus assigned to the call & Open PA at each Fire House. The alert tones need to be sent to all the alerted stations simultaneously not serially and delivered near instantaneously.	Zetron IP XML FSA
1.04	New CAD	CAD Dispatcher Selects Feature from Available Interface Options (Vendor to determine how to best present options to the operator but it would be helpful if options could	Various custom commands to control Zetron IP FSA equipment at the Fire Station and query the state of the Overall System including but not limited to – Activating in-station PA for all units on an active selected call, Activating in-station alert tones for specified station(s) or unit(s), querying the status of	Zetron IP XML FSA

#	Sending System	Condition(s)	Data Transferred	Receiving System
		be brought up with a CAD command line command or a windows menu option.)	station transponders, query history of alerts, manually select any combination of stations to alert and open PA in order to send voice including a weekly all stations alert test ******* 1 - Get Complete Station State 2 - Get Station Status 3 - Get Unit Status 4 - Set Station Operation Mode 5 - Set Unit State 6 - Set Unit Alert State 7 - Set Station Alert State 8 - Set PA System State 9 - Set Output State 10 - Send Text 11 - Set Voip State ********	
1.05	Zetron IP XML FSA	Vendor to specify currently available options	Vendor two way communications options are available currently from the Zetron system into CAD	New CAD
1.06	New CAD/RMS	Manual selection of a Menu Option, Button Selection, etc (Vendor to determine how user will access feature)	Present user a list of all available LEADS query and entry options via the State's legacy CAD LEADS interface (if possible limit available functions to those appropriate to the user's LEADS certification – LEADS Full, LEADS less-than-full, etc.)	LEADS/NCIC
1.07	New CAD/RMS	Manual Selection of a	Link user to LEADS 2000 client	State of Illinois LEADS2000

#	Sending System	Condition(s)	Data Transferred	Receiving System
		Menu Option, Button Selection, etc. (Vendor to determine how user will access feature)		
1.07	New RMS	Manual selection of a menu option, button, etc while in a selected Vehicle, Persons, Warrant, etc record (Vendor to determine how user will access feature)	Prompt user for which LEADS/NCIC query or entry form they wish to run and populate the necessary fields on the LEADS/NCIC form with data available in the open record. User should be able to change data if necessary to match LEADS/NCIC requirements.	LEADS/NCIC
1.08	New CAD/RMS	Upon saving an arrest record user will be prompted if data should be transmitted to Livescan – User prompted to select one or more Livescan units to ship the data to from an available list of machines	Defined data (including any data translations necessary to meet State EFSS requirements) will be transmitted from the RMS system to the Livescan system in order to create a new record in the Livescan processing queue including booking photos of the arrestee from the arrest record being processed including front, profile, Marks, scars and tattoos photos	MorphoTrust Livescan TPE-5900 Fingerprint systems – any one of the Department's units (Currently there are 2 units in service)
1.09	MorphoTrust Livescan TPE-5900 Fingerprint systems – any one of the Department's units (Currently there are 2 units in service)	Upon transmitting prints to the State a copy will automatically be sent to the local archival or user manually	Full NIST Fingerprint file generated by the Livescan System (including data, fingerprints and arrest photos previously sent from the Livescan machine)	New RMS

#	Sending System	Condition(s)	Data Transferred	Receiving System
		selecting to transmit a copy to the local archival only		
1.10	New RMS	From an open arrest record user will manually select a Menu Option, Button, etc. that will prompt the user if they wish to re-host the arrest NIST Fingerprint file back to one of the available Livescan systems and prompt the user for which livescan system to send the record back to (Vendor to determine how user will access feature – City prefers a dedicated button)	Full NIST Fingerprint file generated by the Livescan System and previously archived to the RMS will be sent back to the Livescan system (including all biographical and arrest data, all fingerprints captured and all arrest photos previously sent from the livescan machine)	MorphoTrust Livescan TPE-5900 Fingerprint systems – any one of the Department's units (Currently there are 2 units in service)
1.11	New RMS	From an open master name record user will manually select a Menu Option, Button, etc. that will prompt the user if the open record should be sent to an available Livescan system, user will be prompted for which type of	Defined data (including any data translations necessary to meet State EFSS requirements) will be transmitted from the RMS system to the livescan system in order to create a new record in the Livescan processing queue for the appropriate submission type indicated by the user such as Fee applicant, criminal justice applicant, etc. including photos of the	MorphoTrust Livescan TPE-5900 Fingerprint systems – any one of the Department's units (Currently there are 2 units in service)

#	Sending System	Condition(s)	Data Transferred	Receiving System
		livescan submission should be sent (Fee Applicant, Criminal Justice Applicant, etc.) and prompt the user for which livescan system to send the record back to (Vendor to determine how user will access feature)	subject from the RMS system being processed including front, profile	
1.12 Interested Cost Only	State of IL IWIN Premier MDC client (NAPD)	Officer selects "Emergency Status Button" on IWIN client	CAD ticket is auto generated with officer's unit id, and a call nature code of "emergency status activated" as well as the last known location of the officer either via AVL or via last CAD ticket assigned to the unit	New CAD
1.13 Interested Cost Only	State of IL IWIN Premier MDC client (NAPD)	Officer in using a mobile device with IWIN client sends a message to a dispatch console(s)	Officer's typed message	New CAD
1.14 Interested in Cost Only	New CAD	Dispatcher issues a CAD command or selects a menu option or activates a predefined button, etc to initiate a message to a mobile client and enters unit	CAD Dispatcher's typed message	State of IL IWIN Premier MDC client (NAPD)

#	Sending System	Condition(s)	Data Transferred	Receiving System
		id(s) to receive message		
1.15 Interested in Cost Only	New CAD	Dispatcher selects Police/Fire/Ambulance units to assign to an active call for service	Call for service information	State of IL IWIN Premier MDC client (NAPD)
1.16	New CAD/RMS	Upon closing of a CAD call for service involving a pre-defined list of nature codes and/or disposition codes	False Alarm data from CAD Call for service including date, time, address, nature, Owner/Business Name on Alarm Permit, Permit #, amount due, etc	To Vendor's False Alarm Billing module if available or to a 3rd party False Alarm Billing Application
1.17	Vendor's False Alarm Billing module if available or from a 3rd party False Alarm Billing Application	Scheduled Batch Update Process	False Alarm data such as address, Owner/Business Name on Alarm Permit, Permit #, amount due, etc	Accounts Receivable for False Alarm Billing Module in Public Admin ERP System
1.18	New RMS/FBR	Upon successful approval of an FBR report by a supervisor but prior to Records Division Review/Correction/Approval	A tagged pdf where the tags are data elements imbedded in the pdf from the report that will be used to index the document by the DMS Or A .pdf or .tif image of the report paired with a XML data file containing data elements from the report. These paired files will be used to index the report in the DMS. The above files will be saved to a directory accessible to the 1mage	1mage DMS

#	Sending System	Condition(s)	Data Transferred	Receiving System
			document management system for auto index processing. The auto indexing will utilize the data elements included in the .pdf tags or the XML file.	
1.19	New RMS/FBR/CAD	Print-to-Document Management Function (manual and automated based on defined workflow depending on module and document to be captured) (Ex. Sex Offender & Violent Offender Registration, Arrest Booking Reports, etc)	Same as above.	1mage DMS
1.20	New CAD/RMS	Present Dispatchers with a shift roster upon request	A break down by Shift, by work unit, by date of officers/civilian employees scheduled for duty	OSL
1.21	OSL	Submission of OSL	Data elements related to schedules including but not limited to unit assignments and specialty equipment assigned to Officer for duration of their shift such as radar guns, less-than-lethal weapons, etc.,	New CAD/RMS
1.22	RMS	Moves, Adds, Changes committed to the Employee	General employee data related such as name, rank, Bureau/Division/Section/Unit assignments, and	OSL

#	Sending System	Condition(s)	Data Transferred	Receiving System
		table in real time	specialty training and skills such as language translators, negotiators, etc	
1.23	Harris OpenSky Radio System	Configurable parameter which defines the frequency at which the system will automatically query on-air radios for the GPS coordinates of mobile and portable radios	Plot locations for each vehicle (mobile radio) or person (portable radio) on the CAD map distinguishing a vehicle from a person with a relevant pin icon	New CAD
1.24	911 CPE Airbus/Cassidian/PlantC ML Patriot	Ability for Dispatcher to manually initiate a 911 spill by either entering a designated command on the CAD command line or by clicking a dedicated button for the 911 spill function	CAD creates a new Call for Service with Call location and phone number info as well as related caller data from 911 ANI/ALI record.	New CAD
1.25	911 CPE	Manual entry of a command on the CAD command line or selection of a dedicated button to initiate a Re-bid feature on the 911 CPE	CAD call location will be updated if different from the original 911 call location (old location should be tracked in the CAD ticket, but new location should be reflected in the current location field) and the new call location will be reflected on the CAD map	New CAD
1.26	911 CPE or other source for Text-to-911 Calls	Manual selection of a	Initiate a text session	New CAD

#	Sending System	Condition(s)	Data Transferred	Receiving System
		pending text to 911 conversation		
1.27	New CAD	Present Dispatchers with a shift roster upon request	A break down by Shift, by work unit, by date of Fire Fighters/EMT's/etc scheduled for duty	Executime
1.28	Executime	Real time upon changes being committed to the database	Moves, Adds, Changes for employee records including basic employee info such as name, employee ID, emergency contacts, etc as well as additional data related to special skills, certifications, special assignments, scheduling, assignment of personnel to apparatus, etc.	New Fire RMS
1.29	New Fire RMS	Real time based upon changes committed to database	Personnel related data necessary to generate shift roster for CAD	New CAD
1.30	CAD	Real time based on call for service initiated for specific nature codes	Reference the relevant data elements for specialized skills, certifications, etc required for proper response	Fire RMS (Original Sourced from Executime)
1.31	New Fire RMS	Real time based upon changes committed to the database	New owner info, new contact info, occupancy type, hazardous materials, caution notes, Alarm co info, etc	New CAD
1.32	New RMS/CAD	The Police Department is generally looking for a user friendly means for an average user to generate pin	Necessary geocoding data elements and data related to the records being mapped (ex. x/y coordinates or address to plot the event and data relevant to the event such as date,	ESRI or other Mapping Application

#	Sending System	Condition(s)	Data Transferred	Receiving System
		maps from any location based records returned from ad hoc search criteria with in the various CAD and RMS modules.	time, location, nature, officer, offender info, etc.	
1.33	New CAD	Dispatcher manually tags a fire hydrant as out of service on the map layer or via a database entry	Location of hydrant, nature of malfunction, etc to generate a request for service	New Fire RMS &/or Public Admin Water and Sewer Maintenance work order system
1.34	New CAD	Automated based on Dispatcher closing a Fire related call for service	Send NIFRS related data from CAD call for service	New Fire RMS – NIFRS reporting module
1.35	New CAD	Dispatcher prompted to answer manually whether a NIFRS report is needed if no "On Scene time" is identified on the call	Send NIFRS related data from CAD call for service	New Fire RMS – NIFRS reporting module
1.36	New CAD	Automated based on Dispatcher closing an Ambulance related call for service	Send Patient Care related data from CAD call for service such as Incident #, Location, related times (enroute, onscene, at hospital, etc.), and personnel involved	ESO E-PCR through New Fire RMS PCR module
1.37	New Fire RMS	Real time based on moves, adds, and changes	New Employee information and Employee changes	ESO E-PCR

#	Sending System	Condition(s)	Data Transferred	Receiving System
		committed to the database		
1.38	New Fire RMS	Real time based on data committed to the database	Request for service related to fire hydrants such as location, nature of damage, level of urgency, reporter info, hydrant flow rate, etc	New Public Admin ERP – Water and Sewer Maintenance Work Order System
1.39	New Public Admin ERP – Water and Sewer Maintenance Work Order System	Real time based on data committed to the database	Status changes related to open work orders (especially completion of work order)	New Fire RMS
1.40	New RMS – E-Citations module	Scheduled batch upload process	Upload relevant data elements to each County's RMS for processing citations court proceedings and payment upon adjudication	County Courts/Clerks in 4 counties – Kane, DuPage, Kendall, & Will (Each potentially with different systems)
1.41	New CAD	Dispatcher interface for paging relevant personnel.	Initiate pages to the appropriate parties with the designated text entered by the Dispatcher	IamResponding
1.42 Interested in Cost Only	E-Citations (if other than vendor's solution such as APS, digiTICKET by Saltus Technologies, etc.)	Scheduled batch upload process	Create new citation records with all the relevant data from the E-Citation reports	New RMS
1.43	New CAD	Dispatcher selects camera icon from map layer showing cameras available for remote viewing

Would be nice if CAD could automatically present Dispatcher with | Window(s) displays video stream from the selected camera(s) | Genetec Camera system (Engineering Dept. Intersection Cameras and other City facilities' security camera systems) |

#	Sending System	Condition(s)	Data Transferred	Receiving System
		map layer showing closest cameras to the call for service location based on a pre-defined geo-fence parameter		
1.44	New CAD/MDC	Officer receives CAD Call for Service in MDC	Link to location of closest camera to the active call for service is included in the MDC Notes or similar manner	Genetec Camera system (Engineering Dept. Intersection Cameras and other City facilities' security camera systems)
1.45	New CAD/MDC	Officer manually selects camera pin location on map layer	Live camera view is displayed in a separate window	Genetec Camera System (Engineering Dept. Intersection Cameras and other facilities' security camera systems)
1.46	Payroll & HR systems from Public Admin ERP	Upon creation of a new employee by HR with a start date & "final approved field" (Exact condition dependent on ERP system chosen)	Start work flow to create a new employee record in Employees table in RMS populating record with relevant employee information from ERP system	New CAD/RMS
1.47	Payroll & HR systems from Public Admin ERP	Upon separation from employment of an employee by HR with a end of	Start work flow to deprovision an employee record in Employees table in RMS with relevant employee	New CAD/RMS

#	Sending System	Condition(s)	Data Transferred	Receiving System
		employment date (Exact condition dependent on ERP system chosen)	information from ERP system	
1.48	New RMS	Moves/Adds/Changes to employee records in RMS	Create or Update employee record in IAPro Employee table with relevant data from RMS such as name, rank, assignment, demographics, etc.	IAPro
1.49 Interested in Cost Only	New CAD	Dispatcher selects "911 Call Answering" button on CAD screen or issues appropriate CAD command on command line to answer an in-coming 911 call	Answers call on CPE & perform ANI/ALI spill	Patriot 911 CPE from Airbus/Cassidian/PlantCML
1.50 Interested in Cost Only	ASAP to PSAP	Real time feed from allowed alarm companies	Generate a new CAD Call for Service per current ASAP to PSAP standards	New CAD
1.51 Interested in Cost Only	Outside Agency's CAD System	Dispatcher at an another agency's PSAP triggers a CAD to CAD transfer	Entire contents of CAD ticket as defined by current CAD to CAD interface standards from APCO/NENA	New CAD
1.52 Interested in Cost Only	New CAD	Dispatcher at City's PSAP manually selects dedicated button, menu option or enters CAD command on command line to initiate a	Entire contents of CAD ticket as defined by current CAD to CAD interface standards from APCO/NENA	Outside Agency's CAD System

#	Sending System	Condition(s)	Data Transferred	Receiving System
		CAD to CAD transfer		
1.53	Vehicle AVL GPS Source (Dependent on vehicle – Laptop GPS, Standalone Vehicle Trackers, etc)	Automatic based on a parameter which controls frequency of GPS coordinate updates	Various NMEA, TCIP, Delorme, Rockwell PLGR, SiRF and other standards based GPS coordinates will be plotted to the CAD map	New CAD
1.54	New RMS	User selects data from relevant module(s) and exports data to i2 by selecting a menu option and/or clicks a defined button	Association data from a wide variety of CAD/RMS data sets for persons, vehicles, property, Offenses, Arrests, Evidence, etc. necessary to provide link analysis	i2 Suite by i2
1.55	New CAD/RMS	Scheduled data export	Sanitized data related to Calls for Service, Offenses, Accidents, and Arrests	Bair Analytics RAIDS on-Line Public Crime Mapping
1.56	New CAD	Upon completion of a Call for Service Ticket	Create a record in NICE DVRS with information brought in from the 911 ANI/ALI dump in order to marry up 911 call recording(s) with CAD call for service as well as other data elements of the call including nature, date, time, location, dispatcher, etc.	NICE Inform Digital Voice Recording System
1.57	Local AFIS system for Jail Identification (City vendor to be determined with input from winning Vendor or Vendor's product if available)	Index Finger scan upon prisoner arrival in Booking	Generate a name(s) or ID match(es) to the arrestee in RMS and open a window for a list of potential matches for the Jailer to review in RMS/JMS along with a view of the arrestee's photo	New RMS/JMS
1.58	Active Directory	Real time or scheduled	Home Phone Number, Work Cell Phone, Home	New RMS

#	Sending System	Condition(s)	Data Transferred	Receiving System
		updates based on changes in AD	Cell Phone, Location, Work Assignment, etc	
1.59	Weather Station	Manually Append to Fire Calls and PD Calls for Service via CAD command line and/or dedicated button	Wind Speed, Temperature, Humidity, Barometric Pressure, wind direction, etc	New CAD
1.60	New RMS	Officer initiated query	Federated Search Results from RMS & NDex Databases	N-DEx
1.61	New RMS	Batch upload	Data elements defined by existing standards	N-DEx
1.62	New RMS	Manual initiation of a print function for either an individual Photo ID Card from within a selected Employee record or Mass Printing of ID Cards for a selection of Employees from a query	Employee name, Sworn/Civilian, Badge #, Digital Signature of Employee, DOB, Issue Date, Expire Date, Printed by, and Digital Signature of Chief	ID Card Printing
1.63	New Fire RMS	Scheduled automated job	Completed NIFRS Reports	NIFRS – US Fire Administration

Appendix H: DATA MIGRATION INFORMATION

Below is a list of Public Safety database files with field counts, record counts and a brief file description for the vendors to use as a basis for data conversion cost proposals. Proposers should use this when providing proposals on the cost of data conversion and migration for a new Public Safety system.

Database Records			
Table Name	Columns	Records	Description
Accidents	36	119586	Accident records
Accidents_Persons	10	376116	Persons associated to accident records
Accidents_Vehs	10	233477	Vehicles associated to accident records
Alarms	20	70870	Alarm billing records
Alarm_Permit	20	14129	Alarm permit records
Arrests	48	309800	Arrest records
Articles	23	461533	Property records
Articles_Off_Reports	10	461720	Off Reports associated to property records
Articles_Persons	10	535625	Persons associated to property records
BusOrgs	20	27418	Business master index records
BusOrgs_Articles	10	29277	Property associated to business records
BusOrgs_Persons	10	9787	Persons associated to business records
BusOrgs_Reports	10	160740	Off Reports associated to business records
BusOrgs_Vehs	10	15219	Vehicles associated to business records
Cases	25	278723	Investigative case records
Charge	15	489983	Charges associated to arrest records
Citations	30	569884	Citation records
DSTATS	39	329912	Fire CAD incident records
DSTATS_Stations	5	551342	Stations associated to DSTAT records
DSTATS_Trucks	10	556987	Trucks associated to DSTAT records
DUI_Rpts	25	6939	DUI records
DUI_Persons	15	6958	Persons associated to DUI records
Employees	35	1155	Employee records
Evidence	45	183336	Evidence records
Evidence_Chain	10	344369	Evidence chain of custody records
Fire_Roster	15	80567	Fire shift roster records
Firs	23	20969	Field incident report records

Database Records			
Firs_Narr	2	20969	Narratives associated to field incident reports
Firs_Persons	2	23849	Persons associated to field incident reports
Firs_Vehs	2	6158	Vehicles associated to field incident reports
Gangmem	15	6942	Gang member records
Gangmem_Contacts	24	30012	Gang member contact records
Gangmem_Associates	6	44377	Gang member associate records
Hazmats	30	2929	Hazardous materials information
Hoses	22	1041	Fire hose inspection records
Hydrants	50	33755	Fire hydrant inspection records
Incidents	30	4062934	Police CAD incident records
Incidents_Backup_Ofcs	2	4842047	Backup officers associated to CAD incidents
Incidents_Notes	2	4062919	Notes associated to CAD incident records
Incidents_Unit_Times	11	6517057	Unit times associated to CAD incident records
Inspections	74	16251	Fire occupancy inspection records
Inventory	30	3537	Equipment inventory records
Narratives	2	672157	Offense report and gangmem contact narratives
NFIRS	200	115424	Fire incident report records
Off_Reports	40	642145	Offense report records
Off_Reports_Articles	15	894249	Articles associated to offense reports
Off_Reports_BusOrgs	10	162269	Businesses associated to offense reports
Off_Reports_Circumstance	2	214434	Circumstance codes associated to offense reports
Off_Reports_MO	2	261706	Method codes associated to offense reports
Off_Reports_Persons	14	1185798	Persons associated to offense reports
Off_Reports_UCR	8	634191	UCR codes associated to offense reports
Off_Reports_Vehs	5	4190115	Vehicles associated to offense reports
Off_Reports_Weapons	2	268737	Weapons associated to offense reports
Persons	61	628967	Master persons records
Persons_Alias	5	102251	Aliases associated to person records
Persons_Monikers	5	6161	Monikers associated to person records
Persons_MST	10	66847	MSTs associated to person records
Persons_Off_Reports	2	1170661	Offense reports associated to person records
Persons_Profiles	10	11541	Profiles associated to person records

Database Records			
Persons_Profiles_Reg_Hist	5	19266	Profile registration history
PTickets	15	3952	Parking ticket records from city hall system
SOR_Rpts	16	1191	Sex offender registration reports
Traffic_Stops	29	106707	Traffic stop records
TSTATS	21	557329	Fire truck time records associated to fire incidents
TSTATS_Onscene	10	555897	Fire truck on scene times
Vehs	29	482237	Master vehicle records
Vehs_Off_Reports	5	155518	Offense reports associated to vehicle records
Vehs_Persons	10	593391	Persons associated to vehicle records
Warrants	36	67085	Warrants records
Warrants_Statutes	5	86723	Statutes associated to warrant records
Dataset TBD 1	25	25000	Dataset to be determined
Dataset TBD 2	75	100000	Dataset to be determined
Dataset TBD 3	100	500000	Dataset to be determined
Dataset TBD 4	25	25000	Dataset to be determined
Dataset TBD 5	75	100000	Dataset to be determined
Dataset TBD 6	100	500000	Dataset to be determined
Dataset TBD 7	25	25000	Dataset to be determined
Dataset TBD 8	70	100000	Dataset to be determined
Dataset TBD 9	100	500000	Dataset to be determined

City of Aurora
ERP and CAD/RMS System Selection
Public Safety Functional Requirements List

9-Jun-14

FUNCTIONAL REQUIREMENTS TABLE OF CONTENTS

Listed below are the various section groupings of Functional Requirements.

Each area below has its own tab of Requirements in this document.

Click on the links below to skip directly to the associated tab.

Functional Area	Module	Number	Description	Critical Requirement (Ability to…)	Importance	Weight	Vendor Response				
							Out of the Box	Configurable	Customizion Required	Does Not Meet Requirement	Vendor Notes
						FBR-RMS					
Police Department	FBR-RMS	RMS-1	Audit History, Security	Ability to maintain a full audit history of all personnel who viewed or attempted to view a virtual case folder.	Mandatory	8					
Police Department	FBR-RMS	RMS-2	Audit History, Security	Ability to have pre-defined audit logs that track all activity including changes to the database by IT and users viewing/changing the data values.	Mandatory	8					
Police Department	FBR-RMS	RMS-3	Booking, Data Exchange	Ability to interface with TP 3800 & TP 3500 equipment by Identix and share subject demographics and charges and return subject biometric identifiers such as the SID.	Mandatory	7					
Police Department	FBR-RMS	RMS-4	Case Report	Ability for an Officer to create new agency report (incident report, supplemental report, etc.) regardless of whether the current MDT connection state without creating duplicate report numbers. When in an off-line mode, report should queue on the MDT until connectivity is reestablished.	Mandatory	7					
Police Department	FBR-RMS	RMS-5	Case Report	Ability to automatically apply an electronic, digital or imaged signature to any report including the incident report, supplemental report, etc. The electronic signature should be capable of being created through the MDC touch screen.	Mandatory	7					
Police Department	FBR-RMS	RMS-6	Case Report	Ability to use different formatting and report number range for Police Reports and Fire Reports	Important	6					
Police Department	FBR-RMS	RMS-7	Case Report	Ability to spell check agency specified field(s) in the incident report and have the system indicate words that may be misspelled	Important	5					
Police Department	FBR-RMS	RMS-8	Case Report	Ability to add words to the spell-check dictionary	Important	5					
Police Department	FBR-RMS	RMS-9	Case Report	Ability to create and utilize **one or more** narrative templates within a case report based on call nature codes. Appropriate fields within the template should be pre-populated based on data imported from the call for service. Remaining fields would be completed by the officer assigned to the report	Desirable	3					
Police Department	FBR-RMS	RMS-10	Case Report	Ability for an agency system administrator to update or create new reports within the system.	Important	6					
Police Department	FBR-RMS	RMS-11	Case Report	Ability to create separate incident summary of a limited text size within the incident report.	Desirable	3					
Police Department	FBR-RMS	RMS-12	Case Report	Ability to prevent use of a duplicate report number (either incident report or supplemental report) - regardless of whether system was on-line when report was created.	Mandatory	7					
Police Department	FBR-RMS	RMS-13	Case Report	Ability to provide a summary screen associated to a case that would provide access to all binary files (e.g., sound files, video, images) associated to a case.	Mandatory	8					
Police Department	FBR-RMS	RMS-14	Case Report	Ability to link non-offense reports to a police report.	Mandatory	9					
Police Department	FBR-RMS	RMS-15	Case Report, Audit History	Ability to create and update an audit trail for any case file indicating when any records associated to the case file has been viewed, edited, or printed. The audit trail should include the date/time that the action occurred, the action type (i.e., view, update, add), and the user ID that initiated the action, as well as what terminal initiated the action. System should be capable of generating a report with these details.	Mandatory	8					
Police Department	FBR-RMS	RMS-16	Case Report, Audit History	Ability to track the issuance of supplemental report numbers by requesting user ID number so that reports are able to be tracked down if not submitted.	Mandatory	8					

Police Department	FBR-RMS	RMS-17	Case Report, Complaint	Ability to extract specific elements from the Incident Report into one of four different Complaint Forms (one per court that Aurora PD files cases with). The format of the complaint will depend on the location of the incident since the format is different for each of the four Circuit Courts in Aurora PDs jurisdiction	Important	4				
Police Department	FBR-RMS	RMS-18	Case Report, Data Exchange	Ability to import fields from the CAD call for service into any report created within the RMS. The fields that are imported and how these fields are mapped to each report should be configurable by the agency. At a minimum the imported fields need to include: - Unit(s) Assigned - Personnel Assigned (indicate the primary officer) - Comments - Incident Number - Incident Date/Time - CFS Date/Time - Alarm Date/Time - Report Number - Initial Call Nature Code - Final Call Nature Code - Responding Station (Fire) - Responding Shift (Fire) - Incident Location (Using USPS/NIEM Structured Fields) - Location Type (e.g., School, Shopping Mall) - Property Type and Ownership - Associated Parties (e.g., complainant, witness, suspect) - Response Times for **Each** Responding Unit (e.g., Enroute, On-Scene, Fire Controlled Clear, Enroute to Hospital, Arrive Hospital, Clear) - Actions Taken	Mandatory	7				
Police Department	FBR-RMS	RMS-19	Case Report, Data Exchange	Ability to integrate with Lyetek Motor Vehicle Crash Reporting system. All elements related to a crash report should be imported as structured data into the RMS.	Important	4				
Police Department	FBR-RMS	RMS-20	Case Report, In Car Video	Ability to create a navigable hyperlink that would be included as part of the case report to the associated in-car video for that case (even if stored within a separate system).	Important	6				
Police Department	FBR-RMS	RMS-21	Case Report, Jail Booking	Ability to import the following information into any case report including the jail booking form: - Query Results (LEADS, CAD/RMS Query) - CAD Call for Service - Driver License Scan	Mandatory	7				
Police Department	FBR-RMS	RMS-22	Case Report, Jail Booking	Ability to complete booking report in field and electronically transmit to agency jail prior to arrival for further processing. Upon arrival, the booking form should appear in a jail work queue for further action. Processing of the booking document should NOT be dependent on the creation of the incident report.	Mandatory	7				
Police Department	FBR-RMS	RMS-23	Case Report, QA	The ability to automatically verify that **all required fields and forms** have been completed based on UCR or NIBRS code. These requirements should be configurable by an agency system administrator. For example, a domestic violence incident type would not only require an incident report but also the completion of victim notification forms. Any errors should be linked to the report allow the user to move directly to the form or field to correct the issue.	Mandatory	9				

Police Department	FBR-RMS	RMS-24	Case Report, QA	Ability for an agency system administrator to configure report field validation requirements based on values contained in other fields. For example, if a driver license number has been indicated, then the driver license state should become a required field. Likewise, a incident involving property crime should require that at least one piece of property be included in the incident report.	Mandatory	9				
Police Department	FBR-RMS	RMS-25	Case Report, QA	Ability to modify the report number on any case report without manual dcoument re-creation.	Important	6				
Police Department	FBR-RMS	RMS-26	Case Report, QA	Ability to indicate an expiration date on all dropdown code values (e.g., incident type, statute code, etc.). Once this date has passed, the system should prevent the code type from being used in any new records, without removing it from the system for use by legacy records.	Important	6				
Police Department	FBR-RMS	RMS-27	Case Report, QA	Ability to geo-code location information entered into any form in FBR/RMS.	Mandatory	9				
Police Department	FBR-RMS	RMS-28	Case Report, Records Retention	Ability to generate a retention report to identify records that are potential candidates for destruction. The system should be capable of merging or exporting these cases into a Secretary of State notification/approval letter.	Important	5				
Police Department	FBR-RMS	RMS-29	Case Report, Records Retention, Reporting	Ability to generate letter to Secretary of State to request authorization to purge records. The letter should include details about the case records proposed to be deleted including: - Case Number - Case Date - Case Type	Important	5				
Police Department	FBR-RMS	RMS-30	Case Report, Redaction, Master Person Index	Ability to flag people indicated within the incident report for special redaction treatment. These personnel will often be confidential informants or other parties that the agencies does not want to release information on.	Important	6				
Police Department	FBR-RMS	RMS-31	Case Report, Reporting	Ability to format reports on screen to mirror its printed appearance.	Mandatory	7				
Police Department	FBR-RMS	RMS-32	Case Report, Reporting	Ability to export/print all electronic reports entered for a case with a single function - rather than having to print out each report separately.	Important	6				
Police Department	FBR-RMS	RMS-33	Case Report, Security	Ability to limit creation and editing of a RMS report (i.e., Incident Report, Supplemental Report, Citation) to the primary officer assigned to a call for service.	Mandatory	9				
Police Department	FBR-RMS	RMS-34	se Report, Secu	Ability for authorized user (e.g., supervisor) to retrieve reports that are currently only stored on a MDC. This is in situations where the officer neglects to submit report for review/approval before the end of their shift.	Mandatory	8				
Police Department	FBR-RMS	RMS-35	Case Report, Security	Ability for the agency to configure the fields that are imported from the query response into a case report based on the person's role in the case. For example, law enforcement officers indicated as a witness or victim on the report should not pull in their associated address or phone numbers.	Important	6				
Police Department	FBR-RMS	RMS-36	Case Report, Supplemental Report	Ability for officers to create an unlimited number of supplemental reports for an incident.	Mandatory	9				
Police Department	FBR-RMS	RMS-37	Case Report, Workflow	Ability to allow submitting officer to determine who will review their report from a group (e.g., shift supervisors) or a specific individual.	Mandatory	7				
Police Department	FBR-RMS	RMS-38	Case Report, Workflow	Ability to submit/approve supplemental report before primary report has been either submitted or approved.	Mandatory	9				

Police Department	FBR-RMS	RMS-39	Case Report, Workflow	Ability to make a report available to any authorized personnel within the agency once report is submitted from an MDC. The report must include a watermark and header/footer that indicates the status as DRAFT.	Mandatory	7					
Police Department	FBR-RMS	RMS-40	Case Report, Workflow, Master Person Index, Master Vehicle Index	Ability to delay link to Master Person/Vehicle Index until after report has been approved by the Sergeant. People and vehicles identified in the case report are only be associated to identities in the Master Person Index once the link is reviewed and approved by Records personnel	Mandatory	8					
Police Department	FBR-RMS	RMS-41	Citation, Data Exchange	Ability to interface with an electronic citation product.	Mandatory	7					
Police Department	FBR-RMS	RMS-42	Citizen Reporting	Ability for public to complete citizen initiated reports through internet site.	Important	4					
Police Department	FBR-RMS	RMS-43	Citizen Reporting	Ability for Aurora PD personnel to import citizen initiated reports for review. If accepted, it should generate a new case within the RMS and pre-populate information based on the citizen report	Important	4					
Police Department	FBR-RMS	RMS-44	Citizen Reporting	Ability to reject a citizen initiated report. Rejecting the report should notify the citizen user and allow them to make any indicated changes and resubmit.	Important	4					
Police Department	FBR-RMS	RMS-45	Crime Analysis	Ability to group incident data from CAD and RMS based on any combination of the following criteria: - City Wide - Shift(s) - Area(s) - Part I Crimes - Overall Crimes	Important	6					
Police Department	FBR-RMS	RMS-46	Crime Analysis	Ability to post selected CFS with agency-specified call nature codes to a public site. Public should have the ability to filter based on crime type and incident date ranges and display matching incidents on a map.	Important	6					
Police Department	FBR-RMS	RMS-47	Crime Analysis	Ability for a crime analyst to create custom reports and save the report format and parameters so that command staff can execute the report on demand.	Mandatory	7					
Police Department	FBR-RMS	RMS-48	Crime Analysis	Ability to create a dashboard of the most commonly used reports. This dashboard should be configurable at the user or user role(s) level.	Mandatory	7					
Police Department	FBR-RMS	RMS-49	Crime Analysis	Ability to import incident information from CAD/RMS in real-time or near real-time.	Important	6					
Police Department	FBR-RMS	RMS-50	Crime Analysis	Ability to provide map of historical incidents to officers in the field	Important	6					
Police Department	FBR-RMS	RMS-51	Crime Analysis	Ability to add an infinite number of specialized layers to the crime analysis map. For example, location of known registered offenders or last known location for subjects of arrest warrants.	Important	6					
Police Department	FBR-RMS	RMS-52	Crime Analysis	Ability to create custom report using any user-defined geo-fenced area	Important	6					
Police Department	FBR-RMS	RMS-53	Crime Analysis, Master Person Index	Ability for system to automatically trigger a review of a subject profile after a specified number of days following agency contact with the subject.	Important	6					
Police Department	FBR-RMS	RMS-54	Crime Analysis, Master Person Index	Ability to provide graphical linkage charts for identified subject(s) and their known associates.	Important	6					
Police Department	FBR-RMS	RMS-55	Crime Analysis, Master Person Index, Profile	Ability to conduct profile specific mapping. If a subject is tagged with matching a profile e.g., burglar, gang member) then indicate their last known address within the map layer.	Important	6					
Police Department	FBR-RMS	RMS-56	Crime Analysis, Master Person Index, Profile	Ability to automatically indicate the status (e.g. active, inactive, associate) of an associated profile (e.g., burglar, gang) based on how recently they were connected to a similar incident.	Important	6					

Police Department	FBR-RMS	RMS-57	Customization	Ability for agency to update or create data entry forms within FBR/RMS without requiring outside assistance	Important	6				
Police Department	FBR-RMS	RMS-58	Customization	Ability to import data elements across multiple agency forms (i.e. incident report, booking report). Agency should be able to indicate mappings between forms (which data elements go where) without need to involve vendor	Mandatory	7				
Police Department	FBR-RMS	RMS-59	Data Exchange, NDEX	Ability to export reports using the latest version of the FBI NDEX NIEM Specification	Mandatory	7				
Police Department	FBR-RMS	RMS-60	Disposition, Data Exchange	Ability to import case disposition information from the court.	Important	5				
Police Department	FBR-RMS	RMS-61	Document Imaging, Data Exchange	Ability to interface with 1Mage document imaging for the automatic import and indexing of official police reports from field based reporting.	Important	6				
Police Department	FBR-RMS	RMS-62	Electronic Document Management	Ability to create virtual folders, organized by report number, that contains any forms, images, or other binary files associated with a case	Mandatory	7				
Police Department	FBR-RMS	RMS-63	Electronic Document Management	From within the case folder, the system shall indicate the document type (e.g., incident report, supplement report, evidence and property sheet) for each document associated to a case	Mandatory	7				
Police Department	FBR-RMS	RMS-64	Electronic Document Management	Ability to configure system to sort documents based on document type (e.g., incident report first, supplemental second, property sheet third, etc.) and/or based on information in the Time Occurred (when the report was prepared) field. This configuration should be available at an agency or individual level.	Important	6				
Police Department	FBR-RMS	RMS-65	Electronic Document Management	Ability for a user to manually reorder case documents and save this ordering. This ordering should be used when a user either views or prints the entire case.	Important	6				
Police Department	FBR-RMS	RMS-66	Electronic Document Management	Ability to configure and save the displayed columns in the virtual case folder at the agency or individual level.	Important	6				
Police Department	FBR-RMS	RMS-67	Electronic Document Management	Ability to define and save a sort order for each of the columns displayed in the virtual case folder (including the document type column)	Important	6				
Police Department	FBR-RMS	RMS-68	Electronic Document Management	Ability to double click on an item in the virtual case folder to retrieve and view the associated document (and photos).	Mandatory	7				
Police Department	FBR-RMS	RMS-69	EMS, Data Exchange	Ability to import data elements from a report created in the EMS (Evidence Management System) into an RMS case.	Mandatory	7				
Police Department	FBR-RMS	RMS-70	EMS, Data Exchange	Ability to trigger workflow for supervisory review of EMS report (based on receipt in data exchange) after it is imported into RMS system.	Mandatory	7				
Police Department	FBR-RMS	RMS-71	EMS, Security	Ability to limit access to EMS report to: - Person who wrote the report - Supervisor - Other personnel specifically granted access	Mandatory	7				
Police Department	FBR-RMS	RMS-72	Evidence	Ability for authorized users to view and edit attributes associated with evidence regardless of the status of the incident report.	Mandatory	8				
Police Department	FBR-RMS	RMS-73	Evidence	Ability to use bar coding to track evidence. System should support use of bar code scanners in lieu of manually entering evidence ID.	Mandatory	9				
Police Department	FBR-RMS	RMS-74	Evidence	Ability to use RFID to track evidence. System should support use of RFID scanners in lieu of manually entering evidence ID.	Important	5				
Police Department	FBR-RMS	RMS-75	Evidence	Ability to change the status and/or location of multiple pieces of evidence with a single system command. For example with drug burns, user might wish to change status of multiple pieces of evidence to be destroyed.	Mandatory	8				

Police Department	FBR-RMS	RMS-76	Evidence	Ability to submit evidence and associate evidence to a case at multiple points in a case lifecycle including following submission of initial evidence.	Mandatory	9					
Police Department	FBR-RMS	RMS-77	Evidence	Ability to associate a single piece of evidence to multiple cases.	Mandatory	7					
Police Department	FBR-RMS	RMS-78	Evidence, Case Report	Ability to allow officer to enter case property and evidence before incident report is filed. Entered evidence **must be immediately available** to evidence techs without first needing to go through any kind of supervisor or records validation.	Mandatory	9					
Police Department	FBR-RMS	RMS-79	Evidence, Case Report	Ability to associate multiple pieces of evidence with one or many cases	Mandatory	7					
Police Department	FBR-RMS	RMS-80	Evidence, Chain of Custody	Ability to capture complete chain of custody information including: - Employee Moving Evidence - Location Before and After - Date/Time of Custody Change - Date of Expected Return of Evidence	Mandatory	9					
Police Department	FBR-RMS	RMS-81		Ability to capture every movement of evidence from the crime scene until disposal and associate each transaction with a corresponding date/time and the person who initiated the movement. This includes the evidence technicians (ETs) who transport it to & from the crime lab, the officers who transport it to & from court, and the ETs who take it for destruction or return it to an owner. We want to track what happens to the piece of evidence and who was responsible for it during its lifetime with the agency.	Mandatory	9					
Police Department	FBR-RMS	RMS-82	Evidence, Chain of Custody	Ability to use RFID or bar code to check item out to a person.	Mandatory	9					
Police Department	FBR-RMS	RMS-83	Evidence, Chain of Custody	Ability to capture signature through signature pad during checkout of evidence.	Mandatory	8					
Police Department	FBR-RMS	RMS-84	Evidence, Chain of Custody	Ability to generate a comprehensive chain of custody report for a piece of evidence.	Mandatory	9					
Police Department	FBR-RMS	RMS-85	Evidence, Chain of Custody	Ability to indicate the 'due date' when checking out evidence and have evidence techs be automatically notified if the evidence is still indicated as checked out when that date is reached.	Important	6					
Police Department	FBR-RMS	RMS-86	Evidence, Evidence Location	Ability to associate each piece of evidence with an individual locker that the evidence was entered into.	Mandatory	9					
Police Department	FBR-RMS	RMS-87	Evidence, Evidence Location	Ability to indicate evidence location as the aisle and shelf and container for each piece of evidence. The aisle and shelf and container may be captured using a bar code associated with that location.	Mandatory	9					
Police Department	FBR-RMS	RMS-88	Evidence, Evidence Location	Ability to scan multiple pieces of evidence associated with a aisle and shelf and return report of discrepancies between actual location and the location indicated in the property and evidence sub-system	Mandatory	7					
Police Department	FBR-RMS	RMS-89	Evidence, Evidence Location	Ability to bar code an aisle and shelf and use that bar code to indicate the location for evidence. System should support a text description of this location such as "Aisle A" or "Shelf 12".	Mandatory	7					
Police Department	FBR-RMS	RMS-90	Evidence, Evidence Location	Ability to store multiple, individual pieces of evidence within a single, sealed container. Scanning the bar code/RFID on the sealed container automatically updates the chain of custody of all individual pieces of evidence stored within that container.	Mandatory	7					
Police Department	FBR-RMS	RMS-91	Evidence, Evidence Location	Ability to query system and retrieve evidence currently stored within a designated evidence locker	Mandatory	9					

Police Department	FBR-RMS	RMS-92	Evidence, Evidence Submission	Ability to capture the following information on all evidence: - Incident Report Number - Date/Time Evidence Submitted - Evidence ID Number (Unique for each piece of evidence, exported to bar code) - Evidence Description - Owner and Owner Address and Contact Information - Property/Evidence Type (Indicates whether an item is property or evidence in a case) - Locker Storage Number - Evidence Source - Officer Name/Badge Number - Forfeit/Ban Indicators	Mandatory	9					
Police Department	FBR-RMS	RMS-93	Evidence, Evidence Submission	Ability to capture the following additional fields on firearm evidence: - Manufacturer - Type: Rifle/Pistol - Barrel (single, double, other) - Serial Number - Action - Finish - Barrel Length - Importer - Country of Origin - Capacity - Caliber/Gauge - Model	Mandatory	9					
Police Department	FBR-RMS	RMS-94	Evidence, Evidence Submission	Ability to require additional data elements based on the type of evidence being submitted (e.g., bike, firearm, narcotics). These required fields should be configurable by the agency.	Mandatory	7					
Police Department	FBR-RMS	RMS-95	Evidence, Evidence Submission, Reporting	Ability for officer to export evidence ID number to a bar code printer so they can affix bar code to evidence.	Mandatory	9					
Police Department	FBR-RMS	RMS-96	Evidence, Forensic Examination	Ability to associate each processed piece of evidence with corresponding test results once examination is complete. The lab test results include: - Lab test report (PDF format) - Date/Time lab test results were received - Analyst completing testing	Mandatory	9					
Police Department	FBR-RMS	RMS-97	Evidence, Forensic Examination	Ability to assign examination/processing on one to many pieces of evidence to an individual analyst within the Aurora PD or an entity (e.g., County or ISP Crime Lab). Data elements include: - Offense Report Number - Test Type (should be a checkbox list where user can select multiple tests) - Suspect Name, Sex, Race, Date of Birth (multiple) - Victim Name, Sex, Race, Date of Birth - Request Date/Time - Priority - Completion Date	Mandatory	7					
Police Department	FBR-RMS	RMS-98	Evidence, Forensic Examination	Ability for the forensic examiner to indicate the current status as it is processed (e.g., assigned, examination started, examination completed, report completed). All parties (e.g., primary investigator) should be automatically notified when the status of an examination has changed.	Mandatory	7					
Police Department	FBR-RMS	RMS-99	Evidence, Forensic Examination	Ability to enter information into the system regarding a CODIS or AFIS 'hit' and automatically notify the assigned investigator and their supervisor.	Mandatory	7					

Police Department	FBR-RMS	RMS-100	Evidence, Forensic Examination, Data Exchange	Ability to implement the FIDEX specification which enables import of lab examination status and test results from Laboratory Information Management System directly into Records Management System	Important	6				
Police Department	FBR-RMS	RMS-101	Evidence, Forensic Examination, Data Exchange	Ability to interface with a 3rd party evidence system that will be named at a future time.	Important	6				
Police Department	FBR-RMS	RMS-102	Evidence, Notification	Ability to notify the evidence unit if evidence has been checked out and not returned within a designated period of time. This notification should be automatic and not require manual generation of a report.	Important	6				
Police Department	FBR-RMS	RMS-103	Evidence, Reporting	Ability to generate reports of evidence that are a candidate for return or destruction based on the statute of limitations on a case(s). The statute of limitations in a case(s) is determined based on the statute and the type of the crime. If evidence is linked to MULTIPLE cases, then the evidence must be retained until the statute of limitations has expired across all associated cases.	Important	6				
Police Department	FBR-RMS	RMS-104	Evidence, Reporting	Ability to generate a report of evidence that has been checked out but not returned within a certain number of days.	Important	6				
Police Department	FBR-RMS	RMS-105	Evidence, Reporting	Ability to automatically generate a report that compares stolen items with recovered items. For example, bikes in storage vs. bikes that were reported stolen through an incident report.	Important	5				
Police Department	FBR-RMS	RMS-106	Evidence, Reporting	Ability to generate a report of all stolen items based on the property type	Important	5				
Police Department	FBR-RMS	RMS-107	Expunge	Ability to remove a link between all records in a case folder and the master person index.	Mandatory	9				
Police Department	FBR-RMS	RMS-108	Expunge	Ability to permanently remove references to the person granted expungement from the text portions of a report. No user should be able to restore this information.	Mandatory	9				
Police Department	FBR-RMS	RMS-109	Investigative Case Management	Ability to assign cases to one to many personnel.	Mandatory	9				
Police Department	FBR-RMS	RMS-110	Investigative Case Management	Ability to mass update multiple cases and change the assigned case officer. This will often occur when someone transfers out of the investigations division.	Important	5				
Police Department	FBR-RMS	RMS-111	Investigative Case Management	Ability to calculate solvability factors based on information stored related to the case. The algorithm for calculating solvability should be customizable by the agency and can be different based on the case type. System should present a summary screen of solvability criteria with scoring across each category.	Mandatory	7				
Police Department	FBR-RMS	RMS-112	Investigative Case Management	Ability to upload information from case investigations to various log files.	Important	5				
Police Department	FBR-RMS	RMS-113	Investigative Case Management	Ability for investigative supervisor to have access to dashboard indicating the following information for each investigator assigned to supervisor: - Number of Cases Assigned - Role in Case (Primary, Assistant) - Cases Resolved in past XX Days - Weighted difficulty level of case (e.g., 1-10), so investigators working fewer but more challenging cases aren't unfairly compared to those working many simple cases.	Important	6				

Police Department	FBR-RMS	RMS-114	Investigative Case Management	Ability to drill into an individual investigator from the dashboard and view all cases assigned to that investigator (either as primary or assistant). Ability to drill further into case details by selecting one of the cases from the list.	Important	6					
Police Department	FBR-RMS	RMS-115	Investigative Case Management	Ability to generate multiple victim contact letters from RMS. Officer should be able to select one of the contact templates and have system complete information where possible (e.g., assigned detective and detective contact information) using information contained within the RMS.	Desirable	3					
Police Department	FBR-RMS	RMS-116	Investigative Case Management	Ability to create timers, based on the case type, that will notify the assigned detective and their supervisor if case activity has not occurred within the indicated period of time.	Important	5					
Police Department	FBR-RMS	RMS-117	Investigative Case Management	Ability for an authorized person to place an investigative hold on a subject currently detained in the jail. This investigative hold should prevent the subject from being released.	Important	4					
Police Department	FBR-RMS	RMS-118	Investigative Case Management, Audit Trail	Ability to limit edits to case notes to the person who originally created that case note. Any additions, updates or changes should be documented in an audit trail.	Important	5					
Police Department	FBR-RMS	RMS-119	Investigative Case Management, Notification	Ability to initiate a notification to the supervisor if a case has not been updated after a configured number of days. Note that the configured days should be based on the case type.	Important	5					
Police Department	FBR-RMS	RMS-120	Investigative Case Management, Security	Ability to manage case tips through the records management system. Access to these case tips should be tightly controlled and limited to specific user ids or user roles	Desirable	3					
Police Department	FBR-RMS	RMS-121	Master Location Index, Trespass Agreement	Ability to associate a specific address with Trespass Agreements. These agreements ban specific individuals from a property or business location. The system should capture the agreement date and specific characteristics of the agreement such as a list of banned people or a requirement that vehicles display a parking sticker.	Important	4					
Police Department	FBR-RMS	RMS-122	Master Location Index, Trespass Agreement	Ability to query existing trespass agreements and initiate a purge process on demand.	Important	4					
Police Department	FBR-RMS	RMS-123	Master Location Index, Trespass Agreement, Data Exchange	Ability to interface with the ERP system so that if the property is sold, a workflow within the agency is initiated to review the trespass agreements associated with former owner.	Important	4					
Police Department	FBR-RMS	RMS-124	Master Location Index, Trespass Agreement, Reporting	Ability to generate a form letter to property owners to inquire about the agreement status that would include the characteristics of the agreement. User should be able to filter generation based on the agreement date.	Important	4					
Police Department	FBR-RMS	RMS-125	Master Person Index	Ability for records to remove link between case report and master person index for expunged cases.	Mandatory	9					
Police Department	FBR-RMS	RMS-126	Master Person Index	Ability to query historical physical appearance for subject. Historical physical appearance data tied to arrest date & time should be available to internal and external tools for analysis and reporting.	Mandatory	8					
Police Department	FBR-RMS	RMS-127	Master Person Index	Ability to associate any number of binary files including images, videos, and documents to a master person record and to indicate the date of the binary file, the time it was added, by whom, and for what reason.	Important	6					

Police Department	FBR-RMS	RMS-128	Master Person Index	Ability to sort the primary person photograph displayed on a master person record based on chronological date of the picture.	Important	6					
Police Department	FBR-RMS	RMS-129	Master Person Index	Ability to retrieve the same person caution information that is available in CAD when viewing a master person record.	Mandatory	7					
Police Department	FBR-RMS	RMS-130	Master Person Index	Ability to list all associated binaries with a master person record and sort them based on a user defined order including binary type and binary date.	Desirable	2					
Police Department	FBR-RMS	RMS-131	Master Person Index	Ability to maintain historical information for the following fields associated with a master person identity, and, as described previously, to be able to search the historical information: - Date of Birth - Height - Weight - Residential Address & phone numbers - Hair Color - Eye Color	Mandatory	8					
Police Department	FBR-RMS	RMS-132	Master Person Index	Ability to merge master persons records – with the ability to specify how individual data fields get old valued, merged, deleted, etc. and/or store the old data in a way that it cannot continue to be linked to new events.	Mandatory	9					
Police Department	FBR-RMS	RMS-133	Master Person Index, Booking	Ability to integrate with Dynamic Imaging System Picture Link system and automatically import/associate photographs with master person record in RMS. The mug shot should be available from the mobile computer	Important	5					
Police Department	FBR-RMS	RMS-134	Master Person Index, Booking	Ability to import photographs of tattoos and other physical features from mug shot system into RMS and define using standard FBI physical feature descriptive code lists.	Important	6					
Police Department	FBR-RMS	RMS-135	Master Person Index, Expunge, Case Report	Ability to remove the link between a person identity and a report without completely removing report from the system.	Mandatory	9					
Police Department	FBR-RMS	RMS-136	Master Person Index, Master Vehicle Index	Ability to run a continuous report of the top number of names and plate numbers that were queried over a given number of days.	Desirable	3					
Police Department	FBR-RMS	RMS-137	Master Person Index, Notification	Ability to subscribe to a notification so user will be notified any time that a new document or event is associated with an identity in the master person index	Desirable	3					
Police Department	FBR-RMS	RMS-138	Master Person Index, QA	Ability to use an interactive identity management tool from within the RMS to identify potential duplicate identities. The algorithm for determining potential duplicates should be customizable by the agency.	Important	6					
Police Department	FBR-RMS	RMS-139	Master Person Index, QA	Ability to merge and unmerge person identities directly through the interactive identity management tool. When an identity is merged, the merged identity should become an alias of the primary identity. Records associated with the alias identity should continue to relate to the alias identity to support potential unmerging.	Mandatory	8					
Police Department	FBR-RMS	RMS-140	Personnel, Data Exchange	Ability to send & receive information from Human Resource's ERP system. Data elements exchanged include - Name and Demographics - Contact Information - Emergency Contact Information - Chain of Command - Current Assignment - Scheduling/Rostering Information	Important	4					
Police Department	FBR-RMS	RMS-141	Personnel, Data Exchange	Ability to view and navigate Aurora PD employee chain of command based on information received from ERP system (See Data Exchange)	Important	4					
Police Department	FBR-RMS	RMS-142	Personnel, Data Exchange	Ability to initiate communication directly from CAD or RMS based on contact information provided by ERP system.	Desirable	2					

Police Department	FBR-RMS	RMS-143	Personnel, Data Exchange, Security	Ability to utilize information imported from ERP to: - Report approval authority based on the officers chain of command - Access to records based on chain of command (e.g., EMS report access to supervisors) - Access to records based on role - Access to system functionality based on role	Desirable	3					
Police Department	FBR-RMS	RMS-144	Professional Standards	Ability to capture complaints against Aurora PD employees which would initiate a review protocol through supervisors	Important	6					
Police Department	FBR-RMS	RMS-145	Professional Standards	Ability to capture use of force/deadly force information for an incident	Important	6					
Police Department	FBR-RMS	RMS-146	Professional Standards	Ability to use statistical reporting for early identification of performance issues	Important	6					
Police Department	FBR-RMS	RMS-147	Professional Standards	Ability to capture firearms discharge reporting	Important	6					
Police Department	FBR-RMS	RMS-148	Professional Standards	Ability to fully document investigation and resolution of performance issues	Important	6					
Police Department	FBR-RMS	RMS-149	Professional Standards	Ability to track internal commendations	Important	6					
Police Department	FBR-RMS	RMS-150	Professional Standards	Track Summary Administrative Actions (SAA) for both good and bad actions. One page form with basic information (name, badge, date of incident, description of incident, good/bad incident). Outcome: (Oral reprimand, Shift Counseling)	Important	6					
Police Department	FBR-RMS	RMS-151	Query, Case Report	Ability to import query results directly into structured fields within any case report on a mobile computer or workstation to avoid re-entering existing data.	Mandatory	8					
Police Department	FBR-RMS	RMS-152	Records Request	Ability to document records requests and fulfillment of those requests with any necessary associated billing	Important	6					
Police Department	FBR-RMS	RMS-153	Redaction	Ability for agency system administrator to configure the fields that are automatically redacted from each document type. For example, in a public records release the system should automatically remove information contained within specified fields such as the driver license number or home address. Fields must be conditional based on agency-defined criteria such as adult vs. juvenile.	Mandatory	8					
Police Department	FBR-RMS	RMS-154	Redaction	Ability to export a 'redacted' version of every case document as a Flattened PDF and include as part of the case folder along with who the PDF was released to and date of release.	Mandatory	8					
Police Department	FBR-RMS	RMS-155	Redaction	Ability to manually redact any other information such as that contained within narrative fields. Note that the redacted version of the document should also incorporate these redactions.	Mandatory	8					
Police Department	FBR-RMS	RMS-156	Redaction	Ability to search for patterns throughout a case report (e.g., case narrative) to identify potential information for redaction. For example, the pattern of "###-####" would automatically scan for phrases that match this pattern (e.g., phone numbers) while the pattern of "###-##-####" would automatically scan for potential social security numbers.	Important	6					
Police Department	FBR-RMS	RMS-157	Reporting	Ability to automatically generate reports based on a pre-defined schedule and automatically route them to the specified users for review.	Mandatory	7					
Police Department	FBR-RMS	RMS-158	Reporting	Ability for system to automatically generate reports at specified points in a workflow and export to PDF with case indexing information to a shared directory for Document Management System. Examples are citations, crash reports and incident reports.	Mandatory	9					

Police Department	FBR-RMS	RMS-159	Reporting	Ability to export all reports into any of the following formats: - Comma Separated Values - PDF - Microsoft Word - Microsoft Excel	Mandatory	9				
Police Department	FBR-RMS	RMS-160	Reporting	Ability to export information from an incident report, regardless of the status of completion or approval, into a "Pass Along" summary report. This report includes basic narrative information about select cases. The shift supervisor will review incidents that occurred during the previous shift and select significant cases and generate this pass-along report for review by officers on the shift. This should be automated based on the UCR or NIBRS code.	Desirable	3				
Police Department	FBR-RMS	RMS-161	Reporting	Ability to select significant cases from previous shift and plot those to a map for review by the next shift. When clicking on an incident dot, the system should have the ability to show the details of the incident such as the location incident narrative summary.	Desirable	3				
Police Department	FBR-RMS	RMS-162	Reporting	Ability to publish data to a fillable pdf form that allows data to be entered in by the user such as for form letters, pressboards, DUI forms, charging documents, etc.) with the resulting PDF document being stored in RMS as a media file.	Desirable	3				
Police Department	FBR-RMS	RMS-163	Reporting	Ability to report the amount of time a unit spent on duty but was not assigned to a CFS.	Important	4				
Police Department	FBR-RMS	RMS-164	Reporting	Ability for the system to alert the dispatcher if a unit is not assigned to a CFS and has not moved for an configurable period of time.	Desirable	3				
Police Department	FBR-RMS	RMS-165	Reporting	Ability to generate 'year-to-date' reports at a district level to advise local commanders how they are doing from a UCR reporting status. This must also be configurable for NIBRS in case we are later mandated to change to that reporting system.	Mandatory	7				
Police Department	FBR-RMS	RMS-166	Reporting	Ability to execute all reports from within CAD, RMS or Mobile systems without requiring additional software.	Important	6				
Police Department	FBR-RMS	RMS-167	Reporting	Ability to limit access to reports based on user id or user role.	Mandatory	8				
Police Department	FBR-RMS	RMS-168	Reporting	Ability for the original reporting officer to change an incorrect report number without having to re-do the entire report.	Mandatory	7				
Police Department	FBR-RMS	RMS-169	Security	Ability to restrict access to a virtual case folder based on an individual user id or the role(s) that a user is assigned to	Mandatory	9				
Police Department	FBR-RMS	RMS-170	Security	Ability to restrict to individual documents within a virtual case folder based on an individual logins or user group(s).	Mandatory	9				
Police Department	FBR-RMS	RMS-171	Security	Ability to provide limited access to external users (i.e., courts) to permit them to retrieve permitted case documents. Ability to flag a case to indicate that new documents have been added to it, so state's attorney's can ensure they're getting the complete case as it stands to date.	Desirable	3				
Police Department	FBR-RMS	RMS-172	Security	Ability to provide limited, view only access to case information including evidence. Example is providing Assistant State's Attorney's with access to property and evidence associated with a case.	Desirable	3				
Police Department	FBR-RMS	RMS-173	Security	Ability to restrict access to a case folder or a record with the case folder to a specific user id or role	Mandatory	9				

Police Department	FBR-RMS	RMS-174	SOG, CAST	Ability to support intensive supervision of a juvenile that is sentenced to the CAST diversion program. System should capture contact notes with the juvenile and be able to capture prohibited activities and supervision period (from, to) from the court order.	Important	4				
Police Department	FBR-RMS	RMS-175	SOG, Gang	Ability to capture gang involvement information and associate to a master person identity including: - Associated Incident Number - Associated Contact Form Number - Association Date/Time - Gang Status (Active/Inactive) - Gang Name - LEADS Gang Entry Number - Gang Intelligence Notes	Mandatory	7				
Police Department	FBR-RMS	RMS-176	SOG, Gang	Ability to notify gang unit if gang status information is nearing expiration in our internal Gang File (12 months after last update to gang record)	Important	4				
Police Department	FBR-RMS	RMS-177	SOG, Gang, Reporting	Ability to generate the following reports: - All persons associated to an indicated gang including their current status - Number of people added to gang file over an indicated period of time	Important	6				
Police Department	FBR-RMS	RMS-178	SOG, Seizure	Ability to support accounting of seized funds including how those funds were disbursed.	Important	6				
Police Department	FBR-RMS	RMS-179	UCR	Ability to create an agency defined table that translates between state and local statutes and corresponding UCR/NIBRS code.	Mandatory	7				
Police Department	FBR-RMS	RMS-180	UCR	Ability to electronically transmit UCR/NIBRS reports to Illinois State Police.	Mandatory	7				
Police Department	FBR-RMS	RMS-181	Warrant, Data Exchange	Ability to enter an arrest warrant into system and have it automatically transmitted to Illinois LEADS system	Mandatory	7				
Police Department	FBR-RMS	RMS-182	Warrant, Data Exchange	Ability to receive arrest warrantsinformation from other entities using a NIEM-conformant schema from any of the four courts that have jurisdiction in the City of Aurora. These courts include both the Circuit Court and Municipal Courts.	Important	6				
Police Department	FBR-RMS	RMS-183	Warrant, Data Exchange	Ability to directly add, update, clear and cancel arrest warrants from the RMS directly into Illinois State Police (ISP) LEADS system with no duplicate data entry. Data and security must conform to the requirements of the ISP.	Mandatory	7				
Police Department	FBR-RMS	RMS-184	Warrant, Master Person Index	Ability to link the warrants with a person in the master person index.	Mandatory	9				
Police Department	FBR-RMS	RMS-185	Warrant, Master Person Index	Ability to create an Active Warrant field within the master person record that would automatically alert a viewer when an active warrant is linked to that person record	Mandatory	9				
Police Department	FBR-RMS	RMS-186	Workflow	Ability to define and implement FBR report work flow for report review, approval, rejection, all the way through the system. If a report is rejected at any point during or after the report approval process, any information added to the report or case file should be retained and not lost.	Mandatory	8				
Police Department	FBR-RMS	RMS-187	Workflow	Ability to use work queues available to an individual user or user role to receive workflow created tasks based on agency defined workflow. For example, an incident report might be reviewed by the 1st Shift Patrol Sergeants rather than the specific supervisor of the officer completing the report.	Mandatory	8				

Police Department	FBR-RMS	RMS-188	Workflow	Ability to define workflow and workflow steps that are triggered based on: - Passage of Time - Any CFS Event (e.g., initiation, assignment, clear) - Receipt of a Data Exchange from Any Interfaced System	Mandatory	7					
Police Department	FBR-RMS	RMS-189	Workflow	Ability for authorized users (e.g., supervisor) to review the pending reports queue for any officer to determine status of assigned reports: - Reports assigned and not started (including supplemental reports) - Reports assigned and started but not submitted - Reports assigned, completed, submitted and awaiting approval	Mandatory	9					
Police Department	FBR-RMS	RMS-190	Workflow	Ability to provide a comprehensive set of utilities that an authorized user can use to: - Force a document from a MDC or workstation into the workflow process. Will be used if an officer inadvertently neglects to submit their report in a timely manner.	Mandatory	9					
Police Department	FBR-RMS	RMS-191	Workflow	Ability for supervisor to begin their review from one computer and continue it on another without losing any information **Explain in detail how this task is met using your FBR/RMS System.**	Mandatory	9					
Police Department	FBR-RMS	RMS-192	Workflow, Approval	Ability to define custom workflow for agency with multiple approval steps in any electronically submitted report. The system should support multiple workflows based on the report type, information contained within report fields including clearance status, initial and final call nature code, charged statute(s) and UCR code.	Mandatory	8					
Police Department	FBR-RMS	RMS-193	Workflow, Approval	Ability to perform a final review of electronically submitted reports. If the report is rejected, the system should have the ability to return the report directly to the report originator and notify their supervisor.	Mandatory	7					
Police Department	FBR-RMS	RMS-194	Workflow, Approval	Ability for authorized user to reject a report. System should permit the user to indicate either through comments or by 'drawing' and annotating on top of the report the reason(s) for rejection. Upon rejection the report should be returned to the sending user work queue for further action.	Mandatory	9					
Police Department	FBR-RMS	RMS-195	Workflow, Audit History	Ability to view and possibly print out the workflow status and history of a document. Report should include the date and time that the workflow step was triggered and the event that triggered the workflow step (e.g., receipt of data exchange, submission of report, etc.) and the user that triggered the workflow (if applicable). If the workflow has not been completed, the report should indicate the pending step and the person/role that is responsible for completing that step.	Important	6					
Police Department	FBR-RMS	RMS-196	Workflow, Notification	Ability to notify a user if they have initiated a report (incident, supplemental or any other report) and have not completed or submitted the report for approval.	Mandatory	9					
Police Department	FBR-RMS	RMS-197	Workflow, Reporting	Ability to generate a report that indicates all case reports that have been started within a case (e.g., incident report, supplemental reports), the person who initiated that report and the status of the report (e.g., incomplete, awaiting approval, complete). Criteria for this report should the report number and an incident date range.	Mandatory	9					

Police Department	FBR-RMS	RMS-198	Workflow	Ability for RMS to automatically update new UCR/NIBRS codes when a detective reclassifies the status of an offense, and to update the status of a case based on its disposition code.	Important	6				
Police Department	FBR-RMS	RMS-199	Reporting	Ability to have pass-along file entries print as a single report rather than individual, single-page entries.	Desirable	3				
Police Department	FBR-RMS	RMS-200	Internal Files	Ability for RMS to have a module for Field Contact forms, the DUI File, the Gang File, Intelligence Files, Informant Files, Property/Article File, Inventory, Juvenile Database.	Mandatory	9				

Functional Area	Module	Number	Description	Critical Requirement (Ability to…)	Importance	Weight	Vendor Response				
							Out of the Box	Configurable	Customizion Required	Does Not Meet Requirement	Vendor Notes
CAD											
Police Department	CAD	CAD-1	Alarms	Ability to associate addresses with Alarm User Certificate Holders	Mandatory	9					
Police Department	CAD	CAD-2	Alarms	Ability to generate alarm billing from CAD for all CFS that are indicated as a false alarm based on city alarm ordinance.	Mandatory	7					
Police Department	CAD	CAD-3	Alarms	Ability to send out warning letters to Alarm User Certificate Holders	Important	6					
Police Department	CAD	CAD-4	Alarms	Ability (after designated number of warnings) to send bill to an Alarm User Certificate Holders and track payment of the invoice. Based on the City of Aurora alarm ordinance (Sec. 36-68)	Mandatory	7					
Police Department	CAD	CAD-5	Alarms	Ability to automatically adjust all alarm responses based on ongoing circumstances (i.e., storm mode)	Mandatory	7					
Police Department	CAD	CAD-6	Alarms, Data Exchange	Ability to interface with an external alarm billing product.	Important	6					
Police Department	CAD	CAD-7	Audit Trail	Ability to track complete audit trail of all modifications to a call for service record. Must capture the user id, and the date/time of modifications. The CFS history must be easily assessable from the CAD system.	Mandatory	9					
Police Department	CAD	CAD-8	BOLO	Ability to create a BOLO and send out to specific units, all units in an area (e.g., district 2), or all agency units. At a minimum, the system should capture the following fields related to a BOLO: - Vehicle info (structured) - Person info (structured) - Location/Address - Circumstances - Date/time range of incident - Start date - Expiration date - Associated incident number - Priority - Canceled date - Canceled by - BOLO Category (code list) - BOLO Reoccurring Notification Schedule	Mandatory	9					
Police Department	CAD	CAD-9	BOLO, Notification	Ability to transmit BOLOs to specified units on a recurring basis based on a pre-defined schedule established when the BOLO is created.	Mandatory	9					
Police Department	CAD	CAD-10	BOLO, Reporting	Ability to query BOLOS based on the fields indicated above and their current status (active/not active).	Important	6					
Police Department	CAD	CAD-11	Call Initiation	Ability for a entry screen that enables a dispatcher to enter an officer initiated incident and initiate a state query and keep another incident window active on same screen.	Mandatory	8					
Police Department	CAD	CAD-12	Call Initiation	Ability to support multiple open call for service entry screens on a single workstation simultaneously.	Mandatory	9					
Police Department	CAD	CAD-13	Call Initiation	Ability for CAD to automatically update the assigned Area and District information for the CFS after it has been geo-coded. The assignment information should be obtained from a mapping layer that describes the area of responsibility.	Mandatory	8					
Police Department	CAD	CAD-14	Call Initiation	Ability for Telephone Device for the Deaf (TDD) calls to be imported directly into system	Important	6					
Police Department	CAD	CAD-15	Call Initiation	Ability to indicate the CFS source (911, Wireless, Radio, Self-Initiate). If possible, the call source should be automatically set by the system	Mandatory	7					

Police Department	CAD	CAD-16	Call Initiation	Ability to abandon calls at any point prior to dispatch. System should have the ability to retrieve and report on calls that were abandoned.	Mandatory	7					
Police Department	CAD	CAD-17	Call Initiation	Ability to immediately post the CFS to the pending call queue and make available for dispatch once the nature code, priority and a valid (or bypassed) location are entered. Both call taker and dispatcher should then be able to view and enter info on the call for service.	Mandatory	9					
Police Department	CAD	CAD-18	Call Initiation	Ability for call taker to trigger import ANI/ALI information using a function key, menu item or command line	Mandatory	9					
Police Department	CAD	CAD-19	Call Initiation	Ability to import the following information from the MSAG Cassidian Patriot ANI/ALI System: - Registered owner (in structure format first, middle and last) - Street number - Street pre-directional - Street post-directional - Street name - Street type (e.g., lane, street) - Unit ID (specifically apartment number, suite number and building number) - Lat/Long (Wireless) - City - State - Postal code	Mandatory	9					
Police Department	CAD	CAD-20	Call Initiation	Ability to automatically assign a call priority based on the call type and sub-type. This automatically assigned priority must be able to be overwritten by a call taker or dispatcher.	Mandatory	9					
Police Department	CAD	CAD-21	Call Initiation	Ability to cross-reference calls for service with each other.	Mandatory	8					
Police Department	CAD	CAD-22	Call Initiation	Ability to create nature specific CFS entry screens. For example, a self-initiated traffic stop by an officer would only include fields specific to a traffic stop.	Mandatory	7					
Police Department	CAD	CAD-23	Call Initiation, Alarm	Ability to enter an alarm permit number in the CFS and have system retrieve: - Alarm response status (respond, do not respond) - Alarm location - Alarm type - Key holder Information	Mandatory	7					
Police Department	CAD	CAD-24	Call Initiation, Alarm	Ability to import alarm permit information including response status from the City of Aurora Alarm Permit System	Important	6					
Police Department	CAD	CAD-25	Call Initiation, Call Nature Code	Ability for the agency system administrator to create custom set of nature (incident) type codes.	Mandatory	9					
Police Department	CAD	CAD-26	Call Initiation, Call Nature Code	Ability to select incident type code by typing or selection from a dropdown on the CFS entry screen.	Mandatory	9					
Police Department	CAD	CAD-27	Call Initiation, Call Nature Code	Ability to create an alias for the incident type code. For example indicate either as Fight or as a UCR code of 10-10.	Mandatory	9					
Police Department	CAD	CAD-28	Call Initiation, Call Nature Code	Ability for authorized personnel to update nature codes in the CFS at all times, even after the CFS is closed. Note that this modification should be reflected in the audit logs.	Mandatory	9					
Police Department	CAD	CAD-29	Call Initiation, Call Nature Code	Ability to build incident type code (i.e., robbery has seven sub-types).	Mandatory	9					
Police Department	CAD	CAD-30	Call Initiation, Call Nature Code	Ability to indicate the call type (e.g., Robbery) and then the status of the call type (in progress, already happened)	Mandatory	9					
Police Department	CAD	CAD-31	Call Initiation, Call Nature Code	Ability to set default priority code based on call type and to override default when necessary.	Mandatory	9					

Police Department	CAD	CAD-32	Call Initiation, Duplicate Call Detection	Ability for CAD to automatically identify potential duplicate calls. After geo-coding the location, the system should prompt the call taker if there are other nearby incidents.	Important	6				
Police Department	CAD	CAD-33	Call Initiation, Duplicate Call Detection	Ability to merge calls by incorporating entered comments into the 'primary' CFS.	Mandatory	7				
Police Department	CAD	CAD-34	Call Initiation, Duplicate Call Detection	Ability to unmerge CFS that was inadvertently merged. This ability will be to unmerge and have all data elements including comments revert back to their originating CFS. Please explain how this is accomplished.	Mandatory	7				
Police Department	CAD	CAD-35	Call Initiation, Incident Location	Ability to geo-code an incident location.	Mandatory	9				
Police Department	CAD	CAD-36	Call Initiation, Incident Location	Ability to create one to many common place names for an address.	Mandatory	7				
Police Department	CAD	CAD-37	Call Initiation, Incident Location	Ability to populate the County Name based on the geo-coded address	Mandatory	9				
Police Department	CAD	CAD-38	Call Initiation, Incident Location	Ability to indicate street intersection as incident location. Intersection should be capable of being geo-coded. The system should not require particular ordering for street name entry.	Mandatory	9				
Police Department	CAD	CAD-39	Call Initiation, Incident Location	Ability to create an unlimited number of alias names for streets. For example Route 25 is also known as Broadway.	Mandatory	8				
Police Department	CAD	CAD-40	Call Initiation, Incident Location	Ability to automatically set the closest primary and secondary intersections to incident after Geo-Coding.	Mandatory	9				
Police Department	CAD	CAD-41	Call Initiation, Incident Location	Ability to easily copy the complainant location into the incident location fields.	Mandatory	8				
Police Department	CAD	CAD-42	Call Initiation, Incident Location	Ability to indicate a street number range for the incident location. The system should attempt to geo-code the range. If the range cannot be geo-coded then the system should indicate the valid high/low number range for that street.	Mandatory	9				
Police Department	CAD	CAD-43	Call Initiation, Incident Location	Ability to search for a street name using wildcards (e.g., *, %) and SOUNDEX algorithms.	Mandatory	8				
Police Department	CAD	CAD-44	Call Initiation, Incident Location	Ability to indicate the valid block ranges for the indicated street of a CFS, if the street number indicated is not valid.	Mandatory	8				
Police Department	CAD	CAD-45	Call Initiation, Incident Location	Ability to not require use of street pre-directional information when specifying the incident location. For example, an incident on North Lake St. would not require "N" or "North" to be entered prior to "Lake St."	Mandatory	8				
Police Department	CAD	CAD-46	Call Initiation, Incident Location	Ability to use truncated street names (e.g., first three characters) to specify an intersection.	Mandatory	7				
Police Department	CAD	CAD-47	Call Initiation, Incident Location, Geo Coding	Ability to geo-code the incident location as the call taker captures location information and indicate when the location corresponds to a geo-verified location.	Mandatory	8				
Police Department	CAD	CAD-48	Call Initiation, Incident Location, Geo Coding	Ability to convert from one coordinate system to the default coordinate system implemented by the CAD system (e.g., degrees to decimal-based) and link to an address.	Mandatory	7				
Police Department	CAD	CAD-49	Call Initiation, Incident Location, Geo Coding, Notification	Ability to override the validation error if a CFS cannot be geo-coded The supervisor should be automatically notified by the system each time personnel override a location validation error.	Mandatory	9				
Police Department	CAD	CAD-50	Call Initiation, Incident Location, Supplemental Information	Ability to capture complainant location (i.e., based on ANI/ALI) and incident location in separate fields in the CFS entry screen.	Mandatory	9				

Police Department	CAD	CAD-51	Call Initiation, NG911	Ability to import NG911 Data including text messages, images and other binary files	Mandatory	9				
Police Department	CAD	CAD-52	Call Initiation, Supplemental Information	Ability to import the location coordinates and associated registered owner information from mobile calls. The system should automatically convert coordinates into the closest street location. Coordinate information remain available to the user for specific mapping.	Mandatory	9				
Police Department	CAD	CAD-53	Case Report	Ability for officer to request a report number and any supplemental/follow-up report numbers from their MDC.	Mandatory	9				
Police Department	CAD	CAD-54	Case Report	Ability to assign 1 to many report numbers for a single call for service (i.e., one for fire, one for police)	Mandatory	9				
Police Department	CAD	CAD-55	Comments	Ability to add an unlimited number of comments to a CFS.	Mandatory	8				
Police Department	CAD	CAD-56	Comments	Ability for CAD to indicate if additional comments have been added.	Mandatory	9				
Police Department	CAD	CAD-57	Comments	Ability to clearly separate different comments within a single CFS.	Mandatory	9				
Police Department	CAD	CAD-58	Comments	Ability to configure max length of comments including setting to unlimited length.	Mandatory	8				
Police Department	CAD	CAD-59	Comments	Ability to append the initials of the person who created comment including if from call taker, dispatcher or officer.	Mandatory	9				
Police Department	CAD	CAD-60	Comments	Ability for CAD to capture the following information about each comment: - Date/Time Created - Source (Call Taker, Dispatcher, Officer, System) - Workstation ID - Employee Initials/ID - Comment Priority Whether this information is viewed in the active screen should be user configurable.	Mandatory	9				
Police Department	CAD	CAD-61	Comments	Ability to automatically refresh dispatch or call taker workstation CFS details (including comments, once the comment is completed by hitting the enter key).	Mandatory	9				
Police Department	CAD	CAD-62	Comments	Ability to assign a comment priority to visually alert the dispatcher or assigned officer of a high priority comment.	Mandatory	9				
Police Department	CAD	CAD-63	Comments	Ability to filter comments based on their source (e.g., system, dispatcher, call taker, officer)	Important	6				
Police Department	CAD	CAD-64	Comments	Ability to visually indicate if call for service comment has been read by the user (user will need to click on comment to change read status). For example, comments would appear in bold until they have been clicked.	Mandatory	8				
Police Department	CAD	CAD-65	Comments	Ability to configure and sort comments so most recent comment is added to top of comment list or bottom of comment list. Preference should be configurable by the user and either way, newly added comment should create an alert.	Mandatory	9				
Police Department	CAD	CAD-66	Comments, Audit Trail	Ability for dispatcher to determine if a comment has been read by any officer assigned to a particular call for service (officer will need to click on the comment to indicate). The system should capture the date/time that the comment has been read. Please explain how this information is captured within the Mobile or CAD and how it can be exported.	Mandatory	9				
Police Department	CAD	CAD-67	Contingency Planning	Ability to run CAD in a disconnected state if network or servers fail. Explain what capabilities will remain available in an off-line mode and what capabilities are no longer available.	Important	6				
Police Department	CAD	CAD-68	Contingency Planning	Ability to run CAD from a single-screen laptop (i.e., from the mobile command post)	Desirable	3				

Police Department	CAD	CAD-69	Dispatch	Ability to configure at an agency or individual user level the columns and column sorting in the pending calls, incident and unit status monitors	Mandatory	7					
Police Department	CAD	CAD-70	Dispatch	Ability to stack calls for service so that when a unit clears their current assignment, the new CFS is automatically assigned.	Mandatory	7					
Police Department	CAD	CAD-71	Dispatch	Ability to schedule a dispatch for the future and potentially on a recurring basis for a designated period of time (i.e., once per day during a specific date range)	Important	5					
Police Department	CAD	CAD-72	Dispatch	Ability to integrate Emergency Medical Dispatch Cards and User Defined Protocols (i.e., bomb threats) directly into CAD using the format and content specified by Aurora Fire and Police.	Mandatory	7					
Police Department	CAD	CAD-73	Dispatch	Ability for dispatcher to immediately see a CFS as it is entered to allow them to work same call simultaneously.	Mandatory	9					
Police Department	CAD	CAD-74	Dispatch	When the call taker and dispatcher are working a CFS simultaneously, the ability to visually indicate change to the CFS location, comments, or nature code.	Mandatory	9					
Police Department	CAD	CAD-75	Dispatch	Ability for multiple call takers and dispatchers to update a comment simultaneously.	Mandatory	9					
Police Department	CAD	CAD-76	Dispatch	Ability for dispatcher to "lock in" high priority calls so dispatcher can update the CFS quickly with additional comments	Mandatory	9					
Police Department	CAD	CAD-77	Dispatch	Ability to query units for available equipment (e.g., spike strip, ballistic shield). Officers should be able to enter/update this information when they log into the system by selecting equipment from a dropdown list.	Desirable	2					
Police Department	CAD	CAD-78	Dispatch	Ability to designate a unit as the primary officer in a CFS. The system should automatically deselect if designation changed to another officer.	Mandatory	9					
Police Department	CAD	CAD-79	Dispatch	Ability to quickly retrieve prior incidents at the CFS incident location Please describe how this is accomplished.	Mandatory	9					
Police Department	CAD	CAD-80	Dispatch, Call Swapping	Ability for the dispatcher to swap a currently assigned CFS for another, higher priority call. The dispatcher should have the option of *either* putting the call back on the pending calls queue or stacking the call for the officer.	Mandatory	9					
Police Department	CAD	CAD-81	Dispatch, Contracted Service	Ability to create a rotation schedule for any contracted service (e.g., tow company, board-up service).	Mandatory	7					
Police Department	CAD	CAD-82	Dispatch, Contracted Service	When a contracted service (i.e., tow rotation) is dispatched to a CFS, the system shall automatically move the company to the bottom of the contracted service list.	Mandatory	7					
Police Department	CAD	CAD-83	Dispatch, Contracted Service	If a dispatch for a contracted service (i.e., tow rotation) is cancelled, the ability to automatically return that service to the top of the rotation list.	Mandatory	7					
Police Department	CAD	CAD-84	Dispatch, Contracted Service	Ability to comment on the reason for a cancellation through a dropdown list and associate it with the original tow request. Tow company should be placed back at top of list.	Mandatory	7					
Police Department	CAD	CAD-85	Dispatch, Contracted Service	If multiple vehicles require a tow truck, the ability to associate a specific tow truck and company to a specific vehicle in a CFS.	Important	6					
Police Department	CAD	CAD-86	Dispatch, Contracted Service	If citizen indicates tow preference, ability to bypass the normal rotation schedule. The dispatcher should be prompted to explain the bypass with an explanation from a dropdown menu that it was based on a tow preference.	Mandatory	8					

Police Department	CAD	CAD-87	Dispatch, Data Exchange, Fire	Ability to transmit CFS information to Zetron fire station alerting system. The alert tone needs to indicate the unit type(s) that are assigned. The system also needs to auto-recommend and alert appropriate fire units via Fire Station Alerting interface, taking into account proper unit assignments based on move-ups, run cards, etc.	Mandatory	9					
Police Department	CAD	CAD-88	Dispatch, Data Exchange, Fire	Ability to receive information from Zetron alerting system to update when the vehicle goes in-route to the CFS.	Important	5					
Police Department	CAD	CAD-89	Dispatch, Disposition	Ability to capture the final call nature code based on information provided by the officer assigned to the incident. This final call nature code may or may not be the same as the original nature code reported by the complainant. The system must have the ability to search on this final nature code.	Mandatory	8					
Police Department	CAD	CAD-90	Dispatch, Fire	Ability to retrieve run cards for pre-defined response planning based on the location of the CFS.	Mandatory	9					
Police Department	CAD	CAD-91	Dispatch, Fire	Ability to automatically export CFS to a local or network printer when a unit is dispatched. If the dispatch involves Fire, the system should be able to print to the firehouse assigned to the CFS.	Mandatory	8					
Police Department	CAD	CAD-92	Dispatch, Incident Monitor	The following information should be available for the Active/Closed Incident Monitor: - Incident Number (CFS Event Number) - Call Date/Time - Common Place Name - Nature Code (Incident Type) - Call Taker Name/ID - Call Address - Call Priority (1-3) - Assigned Unit ID (s) - Estimated Time of Arrival (Calculated by System based on Incident Location and AVL) - Closest cross street information - Secondary cross street - Report Number	Mandatory	7					
Police Department	CAD	CAD-93	Dispatch, Incident Monitor	Ability to filter incident monitor based on dispatcher area of responsibility or specialty (fire vs. police). Must also have ability to see all incidents (no filter).	Mandatory	7					
Police Department	CAD	CAD-94	Dispatch, Incident Monitor	Ability to set up tabs/views that use different filters within the incident monitor	Mandatory	7					
Police Department	CAD	CAD-95	Dispatch, Mapping	Ability to dispatch from the map by dragging and dropping a unit onto a specified CFS location on the map.	Mandatory	7					
Police Department	CAD	CAD-96	Dispatch, Pending Calls Monitor	The following information should be available for the Calls Pending Monitor: - CFS Event Number - Call Date/Time - Initial Call Nature Code - Call Address - Call Priority - Call Pending Timer - Call Taker Name/ID - Call Priority	Mandatory	7					

Police Department	CAD	CAD-97	Dispatch, Person Caution	Ability to add a caution alert related to a person or a vehicle (based on vehicle registration information) to the system. When the caution is 'hit', the user who added the caution should be notified automatically. If multiple cautions are indicated for a person, the system should sort based on the severity indicated when creating the caution type. The caution details should include: - Caution Type (Aurora Configurable List with Severity for Ordering) - Caution Description - Caution Related Incident Number - Caution Added By User ID - Caution Add Date - Caution Expiration Date - User Adding Caution	Important	6					
Police Department	CAD	CAD-98	Dispatch, Person Caution, Person Hazards	Ability to permit authorized users (e.g., Officers, Dispatcher, other) to create premise hazards and person cautions							
Police Department	CAD	CAD-99	Dispatch, Premise Hazards	Ability to add a premise hazard related to a specific location to the system. When the caution is 'hit', the user who added the premise hazard should be notified automatically. If multiple cautions are indicated for the location, the system should sort based on the severity indicated when creating the caution type. The caution details should include: - Caution Type (Aurora Configurable List with Severity for Ordering) - Caution Description - Caution Related Incident Number - Caution Added By User ID - Caution Add Date - Caution Expiration Date - Users to be notified of "hit"	Important	6					
Police Department	CAD	CAD-100	Dispatch, Premise Hazards	The ability for users to receive automatic notification from the system if a CFS is either at a particular address OR within a certain mile radius of an address (i.e., critical infrastructure locations).	Important	6					
Police Department	CAD	CAD-101	Dispatch, Unit Recommendation	Ability to recommend the closest unit based on agency defined rules including accounting for any construction areas that are between the unit and the call for service	Mandatory	7					
Police Department	CAD	CAD-102	Dispatch, Unit Recommendation	Ability to modify unit recommendation plans based on operational needs (i.e., inclement weather response).	Mandatory	7					
Police Department	CAD	CAD-103	Dispatch, Unit Recommendation	Ability to create unit recommendations based on specific capabilities (e.g., HazMat, Water Rescue, Spanish Speaker).	Mandatory	7					
Police Department	CAD	CAD-104	Dispatch, Unit Recommendation, Fire	Ability to provide Enhanced Fire Unit Recommendations based on the assigned fire district, activity, station order, and activity code.	Mandatory	9					
Police Department	CAD	CAD-105	Dispatch, Unit Recommendation, Fire	Ability to complete fire department apparatus changes, which would in turn effect move-ups, station coverage, and recommendations.	Mandatory	9					
Police Department	CAD	CAD-106	Dispatch, Unit Status Monitor	Ability to indicate unit status based on color coding of unit information.	Mandatory	9					
Police Department	CAD	CAD-107	Dispatch, Unit Status Monitor	Ability to filter units based on dispatcher area of responsibility. Must also have ability to see all agency units (no filter).	Mandatory	7					
Police Department	CAD	CAD-108	Dispatch, Unit Status Monitor	Ability for dispatcher to be advised when a unit self-initiates. Describe how the system alerts the dispatcher of self-dispatch to avoid officer being on a call without dispatcher awareness.	Mandatory	9					

Police Department	CAD	CAD-109	Dispatch, Unit Status Monitor	Ability to display the following information in the Unit Status Monitor: - Unit ID - Current Location (Based on AVL) - Unit Comments (e.g., break, location details) - Unit Type (e.g., Sergeant, Watch Commander, Evidence Techs) - Unit Current Status (e.g., Available, Dispatched, Enroute, On Scene, Transporting, At Hospital) - Unit Time in Status - Incident Number - Report Number - Primary Unit Indicator (Y/N)	Mandatory	9				
Police Department	CAD	CAD-110	Dispatch, Unit Status Monitor	When a unit is on a call for service, the ability to visually and audibly indicate to the dispatcher the need to conduct a safety check after the configured period of time has elapsed. The period of time needs to be based on the incident type for the currently assigned CFS.	Mandatory	9				
Police Department	CAD	CAD-111	Dispatch, Unit Status Monitor	Ability for the dispatcher to reset the safety timer once officer status is confirmed through the Unit Status Monitor	Mandatory	9				
Police Department	CAD	CAD-112	Dispatch, Unit Status Monitor	Ability to configure the period of time for a safety check based on the incident type.	Important	6				
Police Department	CAD	CAD-113	Dispatch, Unit Status Monitor, Reporting	Ability to capture and report on off-duty codes including the time in the off-duty status.	Mandatory	9				
Police Department	CAD	CAD-114	EMS, Data Exchange	Ability to interface with APCO Meds EMD Protocol Reference System.	Mandatory	9				
Police Department	CAD	CAD-115	EMS, Data Exchange	Ability to interface call for service information to the EMS System, ESO Solutions. The data exchange should only be triggered when the CFS involved medical response. The exchanged fields should include: - Street Address (must conform to USPS/NIEM address standards where broken into components such as street number, street name, street direction, street type, etc.) - Unit response times (in-route to CFS, on scene, in-route to hospital, CFS clear) - Incident Number	Mandatory	7				
Police Department	CAD	CAD-116	GIS, Data Exchange	Ability to interface with external system to import information about road construction. Fields should include start and end date/time, geo-fenced location. Information should be imported into the CAD maps and update road closure information automatically.	Important	4				
Police Department	CAD	CAD-117	GUI Navigation	Ability to lock down each screen configuration function to specific user groups.	Mandatory	7				
Police Department	CAD	CAD-118	GUI Navigation	Ability to trigger the following types of actions through the command line: - Vehicle Plate Query - Person Query - Assign Unit(s)	Mandatory	9				
Police Department	CAD	CAD-119	GUI Navigation	Ability for agency to customize command line keywords and parameters.	Mandatory	9				
Police Department	CAD	CAD-120	GUI Navigation	Administrative configuration screens must be callable from command line so that modifications to operational data can be controlled through CAD application directly as well as through application interfaces.	Important	5				
Police Department	CAD	CAD-121	GUI Navigation	Ability to configure the field tab order when using the tab button to navigate through fields	Mandatory	7				

Police Department	CAD	CAD-122	GUI Navigation	Ability for agency to define hot keys (i.e., Alt-L) to jump to a specific field within a screen. At a minimum, hot keys should be defined to jump to the following fields: Address, Comment, Nature Code, Caller Name, Phone, and License Plate.	Mandatory	9				
Police Department	CAD	CAD-123	GUI Navigation	Ability to trigger functionality using the function keys. At a minimum, the following actions should be able to be triggered through the function key (both CAD and Mobile actions are included): Enroute, On-Scene, Available, Off-Duty, Open/Initiate Call, Command Line, Send Call to Other Agency (i.e., Police to Fire), Reset Timer, Enroute to Hospital, Available at Hospital, Out of Service	Mandatory	9				
Police Department	CAD	CAD-124	GUI Navigation	Ability to trigger all actions in CAD from function key, mouse, or command line	Mandatory	9				
Police Department	CAD	CAD-125	GUI Navigation	Ability to create aliases for command line statements and be able to continue using the current commands used by Aurora PD. A portion of the current command line capabilities include: create calls for service, initiate traffic stops, change unit status such as dispatch, enroute, on-scene, busy, busy available, lunch breaks, clear call, close call, enroute hospital, at hospital, training, maintenance, out of service, and timer resets etc.	Mandatory	9				
Police Department	CAD	CAD-126	Mapping	Ability to use ESRI-based mapping	Mandatory	9				
Police Department	CAD	CAD-127	Mapping	Ability to define an unlimited number of layers with ESRI-based maps	Mandatory	7				
Police Department	CAD	CAD-128	Mapping	Ability to schedule map rolls/updates to mobile computers	Mandatory	8				
Police Department	CAD	CAD-129	Mapping	Ability to only push delta changes in map layers to mobile computers (system should not require push of entire map layer)	Mandatory	7				
Police Department	CAD	CAD-130	Mapping	Based on the area of responsibility layer, system should advise the user if the call for service falls outside of the area of responsibility for the agency	Mandatory	7				
Police Department	CAD	CAD-131	Mapping	Ability to associate binary files such as building plans with an address. Lowest level of zoom should bring up the floor plan for that location (if associated).	Mandatory	7				
Police Department	CAD	CAD-132	Mapping	Ability to create and send messages to individual user login, ad-hoc distribution list, console ID, predefined groups or based on unit assignment (e.g., All District One Units).	Important	6				
Police Department	CAD	CAD-133	Mapping	Ability to visually indicate the unit's current location based on AVL on the map. The unit location should be automatically updated, based on a system-configurable time parameter.	Mandatory	9				
Police Department	CAD	CAD-134	Mapping	Scaling on map based on zooming. Font size should scale appropriately at all zoom levels so that text size does not increase as the user zooms into map.	Mandatory	8				
Police Department	CAD	CAD-135	Mapping	Ability to indicate the unit type or call type on the map based on a unique icon that the agency can configure.	Important	6				
Police Department	CAD	CAD-136	Mapping	Ability to indicate unit ID on the map over the icon	Mandatory	9				
Police Department	CAD	CAD-137	Mapping	Ability to provide driving directions from the unit current location to the assigned call for service, based on fastest route according to roadway conditions, road closures, traffic conditions, etc. The vendor should describe their algorithm for calculating the recommended unit and whether that algorithm is customizable for the agency.	Mandatory	9				

Police Department	CAD	CAD-138	Mapping	Ability to record vehicle movements through AVL. The ability to play back this information should be limited to authorized users and user roles.	Mandatory	7				
Police Department	CAD	CAD-139	Mapping	Ability for authorized user to query vehicle movement to indicate unit ID, start date/time and end date/time	Mandatory	7				
Police Department	CAD	CAD-140	Mapping	Ability to integrate with Google Street View (or another city or county maintained database) so that clicking on location will automatically take user to street level view of location, without jeopardizing the security of the CAD.	Desirable	2				
Police Department	CAD	CAD-141	Mapping	Ability to geo-fence an area and trigger notifications to a custom defined list of recipients when a unit enters the geo-fenced area	Important	4				
Police Department	CAD	CAD-142	Mapping	Ability to associate building plans (e.g., for a school) to a location on a map.	Mandatory	7				
Police Department	CAD	CAD-143	Mapping	Ability to incorporate maps from other jurisdictions (e.g., Sugar Grove, North Aurora) into system and update as each map is updated.	Important	5				
Police Department	CAD	CAD-144	Mapping	Ability to look up closest street address using GPS coordinates.	Mandatory	8				
Police Department	CAD	CAD-145	Mapping	Ability to update a geo-fenced area on map and add map-based annotations. For example lines down, flooded streets. These updates should be automatically pushed to Mobile computers without a manual map roll. These annotations must be able to be created and deleted by an authorized user and include an expiration date.	Important	6				
Police Department	CAD	CAD-146	Mapping	Ability to indicate incident location as an alley way and have system geo-code the location correctly and present on the map.	Desirable	3				
Police Department	CAD	CAD-147	Mapping, Radio, Data Exchange	Ability to interface with Harris Radio GPS Radio and map location of officer.	Mandatory	9				
Police Department	CAD	CAD-148	Mapping, Supplemental Information	Ability to add hyperlinks to a geo-mapped area for specific structures. Hyperlinks will take user to external locations and provide access to files such as building plans or security cameras.	Mandatory	8				
Police Department	CAD	CAD-149	Messaging	Ability to send a message to a user or group of users, an area and/or district, workstation or a pre-defined message group	Important	6				
Police Department	CAD	CAD-150	Messaging	Ability to create a message group based on specific ID's or user role(s) (e.g., watch commanders, sergeants, etc.).	Important	6				
Police Department	CAD	CAD-151	Messaging	Ability to indicate a message priority	Important	6				
Police Department	CAD	CAD-152	Messaging	Ability to sort the message based on priority or date/time sent	Important	6				
Police Department	CAD	CAD-153	Messaging	Ability to associate a message with a CFS. When viewing the CFS, the associated message should be available.	Desirable	3				
Police Department	CAD	CAD-154	Messaging	Ability to forward, reply or reply all to a message.	Important	6				
Police Department	CAD	CAD-155	Messaging	Ability to provide a designated queue on the CAD and Mobile systems for messages (e.g., system should not combine messages with query results).	Important	6				
Police Department	CAD	CAD-156	Messaging	Ability to attach a binary file to a message. Please describe how the system will protect CAD from potential infection when such files are attached.	Desirable	3				
Police Department	CAD	CAD-157	Messaging	Ability to easily look up contact information for any employee as well as their chain of command	Desirable	3				
Police Department	CAD	CAD-158	Messaging	Ability for an authorized user (based on user id or assigned role(s)) to query messages based on key words	Important	4				

Police Department	CAD	CAD-159	Messaging	Ability for supervisors to access messages initiated from either CAD or Mobile through the CAD GUI without needing to go to IT to request a report.	Important	4				
Police Department	CAD	CAD-160	Personnel, Data Exchange	Ability to automatically update unit capabilities based on information in personnel system and/or certification system (e.g. translator, negotiator, etc.)	Important	4				
Police Department	CAD	CAD-161	Radio, Data Exchange	Ability to link the Harris Radio Console to the CAD/Mobile system. When the emergency button on the radio is activated, the system should automatically create a CFS ticket and map the location of the unit.	Mandatory	7				
Police Department	CAD	CAD-162	Reporting	Ability to query calls for service using a wildcard search and any combination of fields. System should highlight the field(s) that match the query criteria. The query capabilities should also include a keyword search that would scan across all CFS fields. - From and To Date/Time - Unit ID - Officer badge number - CFS Nature Code (Both Initial and Final) - CFS Disposition Code - Street name - Block range - Grid - Response area - Zone - Building name - CFS comments - Complainant name - Telephone number - CFS Ticket Number - Case number - Vehicle Information - Case Party Information - Intersection - Abandoned Calls - Special Services Dispatched - Dispatcher/Caller ID - Geo-fenced area	Important	6				
Police Department	CAD	CAD-163	Reporting	Ability to capture and retrieve the following timestamps for a CFS: - Call Received - Call Sent to Dispatch - Unit Assigned (for each units assigned) - Unit Enroute (for each units assigned to incident) - Unit Arrived (on a per assigned unit basis) - Unit Clear (on a per assigned unit basis) - Any Other Unit Status Change (e.g., in-route to hospital, transport)	Mandatory	9				
Police Department	CAD	CAD-164	Reporting	Ability to query all fields in call for service record including comments. All data within the system should be available for query by an external system through a well-defined API and/or Web Service. Vendor should provide documentation for the API/Web-Service as part of their response.	Mandatory	7				
Police Department	CAD	CAD-165	Reporting	Ability to limit reporting execution or editing functionality based on user login and/or role	Mandatory	7				
Police Department	CAD	CAD-166	Reporting	Ability for authorized users to quickly & easily view and generate a status times report on either a specific CFS or on all CFSs based on the filter criteria indicated above for CFS queries.	Mandatory	7				

Police Department	CAD	CAD-167	Reporting	Ability to generate the following reports from within the CAD System: - Total calls for service during a given date range - Summary of daily activity based on location and disposition - Officer Activity (CFS grouped by Unit) - Officer Activity by Shift - Unit Activity - Unit History - Incident Summary	Mandatory	7				
Police Department	CAD	CAD-168	Reporting	Ability to generate report that indicates the number of times a particular agency/department has responded to a CFS at a given address over a user specific period of time	Mandatory	7				
Police Department	CAD	CAD-169	Reporting	Ability to generate a report that indicates the average response time. The query criteria may include the station ID, truck ID, unit ID, date range, and area/district	Mandatory	7				
Police Department	CAD	CAD-170	Reporting	Ability to generate a report that indicates the number of calls for service that involved the same complainant.	Mandatory	7				
Police Department	CAD	CAD-171	Reporting	Ability to generate a report that indicates the number of times over a given period that the EMS transported to each hospital.	Mandatory	7				
Police Department	CAD	CAD-172	Reporting	Ability to generate required information for the following types of agency logs: - Homicide Log: List of all homicides and whether the homicide involved a gang - Shooting Log: Lists all incidents involving a firearm and whether the incident involved a gang - CAST List: Report of all juveniles currently part of CAST diversion program - Graffiti Log: Report of all graffiti reported to Aurora PD. This information is from the city hall ACR application - Sexual Assaults: List of all unsolved sexual assaults	Mandatory	7				
Police Department	CAD	CAD-173	Scheduling	Ability to interface with OSL (Our Software Limited) software which is used by supervisors to create schedule. CAD must interface with OSL, and OSL must interface with Payroll. If all of these functions can be done within the overall ERP, the need for maintaining an interface with OSL could go away.	Mandatory	9				
Police Department	CAD	CAD-174	Scheduling	Ability for personnel to access the roster for police or fire and view or print out the personnel assigned to a particular shift. The report should have the ability to group fire personnel by the station and truck. The report might be filtered by: - District - Station - Shift - Date/Time Range - Unit ID - Personnel (Name or Personnel ID) - Special Qualification Desginators	Mandatory	9				
Police Department	CAD	CAD-175	Special Situations	Ability to add caution notes to a particular location and indicate information about health issues, threats made against personnel, unsafe building conditions and dangerous animal. The ability to indicate these threats should be restricted to designated personnel. Additionally, system should have the ability to restrict access to the situation based on the role of the user (e.g., only fire would have access to medical information, etc.)	Mandatory	9				

Police Department	CAD	CAD-176	Supplemental Information	Ability to capture the following information for person(s) involved in an incident: - Person Name - Person Physical Characteristics - Person Demographics - Role (Complaint, Suspect, Victim, Witness) - Contact Information (Address, phone number)	Mandatory	9					
Police Department	CAD	CAD-177	Supplemental Information	Ability to capture an unlimited number of people and vehicles associated with the CFS as structured information	Mandatory	9					
Police Department	CAD	CAD-178	Supplemental Information	Ability to capture the following information for vehicle(s) involved in an incident: - Vehicle Type - NCIC Make - NCIC Model - Vehicle Year - NCIC Vehicle Color	Mandatory	9					
Police Department	CAD	CAD-179	Supplemental Information	Ability to attach a binary file to any CFS and make available to dispatchers and assigned units.	Important	4					
Police Department	CAD	CAD-180	Supplemental Information, Query	Ability to automatically trigger a query of LEADS and the CAD/RMS system based on supplemental information entered regarding a person or vehicle	Mandatory	8					
Police Department	CAD	CAD-181	Testing, Fire	Ability to pre-define a daily/weekly test of Fire Station Alerting to verify all stations are working.	Mandatory	9					
Police Department	CAD	CAD-182	Incoming Calls for Service	If ASAP to PSAP is ever implemented, the ability to audibly alert a dispatcher that an auto-generated call for service (such as an alarm call) has come in other than through a phone call.	Desirable	3					
Police Department	CAD	CAD-183	Calls for Service	The ability to separate citizen-initated calls for service from officer-initiated calls for service, as well as to distinguish between officer-initiated calls for service vs. officer-generated or assigned administrative calls (bathroom breaks, meal breaks, etc.)	Mandatory	7					
Police Department	CAD	CAD-184	Case Report, Incident Report	When multiple units are assigned to a call for service, the ability to assign the primary officer on the call.	Mandatory	9					
Police Department	CAD	CAD-185	Case Report, Incident Report	When a single unit is assigned to a call for service, the ability to automatically make that unit the assigned officer.	Mandatory	9					
Police Department	CAD	CAD-186	Case Report, Incident Report	Ability for authorized user to change the primary officer for an incident.	Mandatory	9					

Functional Area	Module	Number	Description	Critical Requirement (Ability to…)	Importance	Weight	Vendor Response				
							Out of the Box	Configurable	Customizion Required	Does Not Meet Requirement	Vendor Notes
						Mobile					
Police Department	Mobile	M-1	Arrest Warrant	Ability to document service attempt information for an arrest warrant. Depending on the values indicated, this information about a service attempt may trigger workflow (i.e., if officer indicates that the warrant address is not a current address for the subject of the warrant	Important	6					
Police Department	Mobile	M-2	Assignment	Ability to configure at a user role level the ability to attach self to a call for service. For example, watch commanders and Sergeants might be able to self-attach while patrol officers would not be able to self-attach.	Desirable	1					
Police Department	Mobile	M-3	Attachment	Ability for authorized administrator to limit the size of a CFS attachment created by a MDC (done to minimize network traffic).	Important	6					
Police Department	Mobile	M-4	Attachment	Ability for dispatchers, officers (from their mobile), and jail personnel to retrieve booking photos associated with a master person records and send to MDCs with minimal steps.	Mandatory	7					
Police Department	Mobile	M-5	AVL	Ability to automatically capture vehicle mileage during a shift based on AVL tracking.	Desirable	1					
Police Department	Mobile	M-6	Chat Room	Ability to disable chat rooms	Important	5					
Police Department	Mobile	M-7	Citation	Ability to interface with citation system to import data elements from external system	Mandatory	9					
Police Department	Mobile	M-8	Citation	Ability to create a traffic citation that meets the data requirements of both Illinois and the City of Aurora from the mobile client.	Mandatory	9					
Police Department	Mobile	M-9	Citation, Driver License Swipe	Ability to import query information and driver license scan information and pre-populate the citation form.	Mandatory	9					
Police Department	Mobile	M-10	Comments	Ability to visually indicate if call for service comment has been read by the user (similarly to emails in Microsoft Office). For example, comments would appear in bold until they have been clicked.	Important	6					
Police Department	Mobile	M-11	Comments	Ability to automatically receive/view new comments without having to manually refresh the call for service	Mandatory	9					
Police Department	Mobile	M-12	Configuration	Ability to configure action buttons on MDT screen at an agency or individual level.	Mandatory	9					
Police Department	Mobile	M-13	Dispatch	When a call for service is assigned to a unit, the user should be notified of this assignment through audible and visual queues. Regardless of the application the user is currently using, the visual 'popup' notification should appear above any other windows currently open by the user.	Mandatory	9					
Police Department	Mobile	M-14	Disposition	Ability to indicate CFS disposition (e.g., unfounded, report taken) for each unit assigned to the call for service	Mandatory	9					
Police Department	Mobile	M-15	Disposition, Call Nature Code	Ability to document the final call nature type from within the MDC.	Mandatory	9					
Police Department	Mobile	M-16	GUI Navigation	Ability to launch third party software from within the mobile system	Mandatory	9					
Police Department	Mobile	M-17	GUI Navigation	Ability for officer to press a function key or monitor button and send out an officer in need of assistance notification. This notification should be highlighted on all dispatcher monitors, and remain active until acknowledged.	Mandatory	9					
Police Department	Mobile	M-18	GUI Navigation	Ability to require officers to log in with their Unit ID and their badge number and squad car number, including when multiple officers are assigned to a single unit.	Mandatory	9					

Police Department	Mobile	M-19	License Plate Reader, Data Exchange	Ability to integrate with License Plate Reader to conduct license plate queries. The query results should be available for import into a self-initiated traffic stop	Important	6					
Police Department	Mobile	M-20	Login	Ability for officer to review and update the list of equipment assigned to their unit at the start of their shift. Should be a checkbox list where the officer indicates which equipment the unit is currently equipped with.	Desirable	1					
Police Department	Mobile	M-21	Mapping	Ability for calls for service to automatically add on map when they are active and remove from map when the call is cleared by all units.	Mandatory	7					
Police Department	Mobile	M-22	Mapping	Ability to press a function key on the squad MDC to retrieve the current address based on AVL. This may be used by an officer to verify their current location.	Important	4					
Police Department	Mobile	M-23	Mapping	Ability to indicate the current unit status on the map based on color coding.	Desirable	3					
Police Department	Mobile	M-24	Mapping	Ability to indicate the unit type (i.e., Supervisor, Patrol, K-9, Tactical) on the map	Desirable	2					
Police Department	Mobile	M-25	Mapping	Ability to accurately indicate within 50 ft. the unit current location based on AVL on the map	Mandatory	9					
Police Department	Mobile	M-26	Mapping	Ability to provide shortest and quickest driving directions from the unit current location to the assigned call for service.	Mandatory	9					
Police Department	Mobile	M-27	Mapping	Ability for MDC to calculate routing while in a disconnected state.	Important	5					
Police Department	Mobile	M-28	Mapping	Ability to visually indicate location of units on map. User should be able to configure which units should be visible (i.e., only units in their district, all agency units, etc.)	Mandatory	9					
Police Department	Mobile	M-29	Mapping, Data Exchange	Ability to display current location of outside agency units on the map. These other agencies may be using the same system or a different system (unit location and status would be shared through data exchange)	Desirable	1					
Police Department	Mobile	M-30	Mapping, Unit Status	If the AVL location for a unit merges with an incident location, the ability to automatically indicate that the unit is on-scene (10-23)	Important	5					
Police Department	Mobile	M-31	Query	LEADS/NCIC auto form completion using RMS data for queries, submissions, etc. (example – enter a missing person or stolen property into LEADS/NCIC, run a license plate query from the vehicles file or citations file, etc.)	Important	4					
Police Department	Mobile	M-32	Query	Limit access to query results based on the user role, including in the comments of a combined police & fire call for service. For example, if the user is Fire personnel, then the user should not have access to LEADS/NCIC query results.	Mandatory	9					
Police Department	Mobile	M-33	Reporting	Ability to generate longitudinal reports for an individual officer listing the times they have gone out of service (on break) and calculating the period of time they were out of service.	Important	4					
Police Department	Mobile	M-34	Routing	Ability to provide audible directions to officer based on recommended routing	Desirable	2					
Police Department	Mobile	M-35	Security	After a configured period of time, ability to automatically log user out of their computer (both mobiles and desktops).	Mandatory	9					
Police Department	Mobile	M-36	Security	After automatic lock-out, ability to QUICKLY log back into system. Logging back in should take no more than 5 seconds once the user has entered their credentials, and should take the user back to their last state prior to the loci-out.	Important	6					
Police Department	Mobile	M-37	Security	Ability to log into system quickly at beginning of shift. Logging in should take no more than 10 seconds.	Important	6					
Police Department	Mobile	M-38	Self-Initiate	Ability to self initiate traffic stop from mobile computer with a single press of a button (either function key or a button on the touch-screen).	Mandatory	9					

Police Department	Mobile	M-39	Self-Initiate	When self-initiating, the system should capture the current location of the vehicle, translate this location to the corresponding street address, and automatically populate this information into the call for service record	Mandatory	9					
Police Department	Mobile	M-40	Self-Initiate	Ability to override GPS determined location if incident location is different than squad location.	Mandatory	9					
Police Department	Mobile	M-41	Self-Initiate	After self-initiating a traffic stop, the ability to import previous query results for a license plate query. The query results that should be imported include the vehicle make, model, model year, primary and secondary color(s), and vehicle style	Mandatory	9					
Police Department	Mobile	M-42	Unit Status	Ability to indicate when unit is going 'out of service' with a reason for the status change (i.e., meal break, etc.)	Mandatory	9					
Police Department	Mobile	M-43	Complaint	Ability for officer to select one or more complaint templates and complete blank information within template either automatically if information is contained with the RMS or manually.	Important	6					

Functional Area	Module	Number	Description	Critical Requirement (Ability to…)	Importance	Weight	Vendor Response				
							Out of the Box	Configurable	Customizion Required	Does Not Meet Requirement	Vendor Notes
						Jail					
Police Department	Jail	J-1	Billing	Ability to document the collection of an Administrative Booking Fee from a prisoner.	Mandatory	9					
Police Department	Jail	J-2	Bond	Ability for the system to automatically set bond on an arrest based on the highest arrest charge per statute	Desirable	2					
Police Department	Jail	J-3	Bond	Ability to indicate within the system the bond that was posted and associate to a specific subject and incident.	Mandatory	9					
Police Department	Jail	J-4	Booking	Ability to import information from the Incident Report into the Temporary Booking Sheet. Information should be capable of being imported into Booking Sheet while Incident Report is still in draft mode.	Mandatory	7					
Police Department	Jail	J-5	Booking	Ability to forward partially completed booking sheet from a MDT in the field to the Jail using electronic workflow	Mandatory	7					
Police Department	Jail	J-6	Booking, Booking Photo	Ability to capture booking photo from within the system. *This could be either native to the application, or via an API call.	Important	5					
Police Department	Jail	J-7	Booking, Data Exchange	Ability to interface JMS with TP 3800 & TP 3500 fingerprinting equipment by Identix	Mandatory	9					
Police Department	Jail	J-8	Booking, Data Exchange	Ability to interface JMS with Dynamic Imaging Systems NIST Repository application for arrestee digital fingerprint archival.	Important	6					
Police Department	Jail	J-9	Booking, Prosecution, Data Exchange	Ability to automatically transmit information about recently booked subjects that meet specific criteria to the State's Attorney's. Note that each of the four possible State's Attorney may utilize a unique interface to their case management system.	Desirable	3					
Police Department	Jail	J-10	Booking, Query	Upon initiation of the booking process, the ability to automatically query LEADS/NCIC for outstanding and active arrest warrants based on information contained in the booking sheet.	Important	6					
Police Department	Jail	J-11	Court	Ability to capture the next court date/time and location for the subject.	Desirable	3					
Police Department	Jail	J-12	Court, Data Exchange	Ability to automatically transmit recently booked subjects to court for scheduling for Bond Call. Note that each of the four possible Circuit Courts may utilize a unique interface to their case management system.	Desirable	3					
Police Department	Jail	J-13	Fingerprinting, Data Exchange	Ability to automatically receive and store the SID number associated with the subject from the LEADS/NCIC response generated by AFIS fingerprinting.	Important	5					
Police Department	Jail	J-14	Investigative Case Management, Notification	Ability to notify jail personnel if a hold has been placed on a person in custody.	Important	6					
Police Department	Jail	J-15	Jail Log	For each incarcerated subject, ability to indicate if they were: - injured while being arrested - killed while in custody - damaged the jail - self inflicted injuries	Mandatory	9					

Police Department	Jail	J-16	Jail Log	Ability to generate a comprehensive history of all incarcerations for an inmate. This report should include as query criteria the Name/DOB, SID, master person index number and a date/time range for the incarceration. *This should also include previously reported medical conditions, suicide statements, and actions taken during previous incarcerations. This information needs to be not only captured, but also automatically presented upon initiating a new medical screening.	Mandatory	9				
Police Department	Jail	J-17	Jail Log	Ability to capture inmate visitation and associate to the inmate record.	Mandatory	9				
Police Department	Jail	J-18	Jail Log	Ability to capture inmate required prescriptions and disbursement of those prescriptions to that inmate and associate that information to the inmate record.	Mandatory	9				
Police Department	Jail	J-19	Jail Log	Ability to capture the meals served and whether they were eaten and associate that information to the inmate record.	Mandatory	9				
Police Department	Jail	J-20	Jail Log	Ability to capture cell checks in an inmate log and associate that information to the inmate record.	Mandatory	9				
Police Department	Jail	J-21	Jail Log	Ability to record cell check by swiping employee ID card in a scanner or fingerprint in a biometric reader located near each cell. Swiping should be captured in the JMS as part of the jail log/cell check log.	Mandatory	9				
Police Department	Jail	J-22	Jail Log	Ability to generate inmate bracelet that includes their booking photo and other key information about the inmate. The inmate ID should be encoded on the bracelet using a bar code. The system should support using the bar code reader to capture and track the following information within the inmate log: - Inmate Movement - Cell Checks - Meals Served - Transportation	Mandatory	9				
Police Department	Jail	J-23	Jail Log	Ability to capture cell movement within the system and associate that information to the inmate record.	Mandatory	9				
Police Department	Jail	J-24	Jail Log	Ability to capture the following information about release and associate that information to the inmate record: - Bond Posted, Amount and associated Court - Disposition - Date/Time of Release - Automatically determine if an investigative hold exists for the subject and prevent release if one exists	Mandatory	9				
Police Department	Jail	J-25	Jail Log	Ability to generate the Illinois Jail Population Worksheet	Important	6				
Police Department	Jail	J-26	Jail Log, Data Exchange	Ability to transmit booking information (e.g., name, demographics, charges) to Dynamic Imaging Systems' PictureLink third-party photo capture system.	Mandatory	7				
Police Department	Jail	J-27	LiveScan	Ability to block juvenile ordinance violation prints from being transmitted to the State's Bureau of Identification for criminal history.	Important	4				
Police Department	Jail	J-28	Release, Query	Upon release, the ability to automatically query LEADS/NCIC for outstanding and active arrest warrants. The system should prevent the release of the subject until any active arrest warrants have been resolved. The result of the LEADS/NCIC check should be captured in the jail log.	Important	6				

Police Department	Jail	J-29	Reporting	Ability to generate a report of everyone who is going to court for any court hearing including bond call and subsequent hearings. Report should contain the subject information and demographics and charges	Desirable	3				
Police Department	Jail	J-30	Reporting	Ability to generate an inmate log that captures all subjects that are booked into the facility during a given date/time range.	Mandatory	9				
Police Department	Jail	J-31	Prisoner Identification	The ability to run a fingerprint against our own database to determine identity upon prisoner intake, and to have it return with a photo & record of the subject.	Important	5				
Police Department	Jail	J-32	Integration into RMS	The ability to have booking sheets automatically integrated into the RMS & the Document Imaging System, without the need to be scanned by Records personnel.	Mandatory	7				

Functional Area	Module	Number	Description	Critical Requirement (Ability to…)	Importance	Weight	Vendor Response				
							Out of the Box	Configurable	Customizion Required	Does Not Meet Requirement	Vendor Notes
						Fire					
Fire Department	Fire	Fire-1	Accounts Receivable	Ability to import billing information related to a call for service from the Aurora Fire 3rd Party Billing service. The billing information should be associated to the associated call for service and become available in the details for that call for service. Currently, billing services are completed by Andres Billing. However, the system should have the ability to operate with any 3rd party service if the city changes vendors in the future.	Desirable	1					
Fire Department	Fire	Fire-2	Data Exchange	Ability to send information to the CAD system and transmit daily roster from either the Fire RMS or a Workforce Management System of employees and the unit they are assigned to. The CAD must accept any changes to the roster through the end of that shift.	Mandatory	9					
Fire Department	Fire	Fire-3	Data Exchange	Ability to transmit completed report from EMS System into RMS System. This exchange should transmit the data elements associated with the EMS report (not just an image of the report)..	Desirable	3					
Fire Department	Fire	Fire-4	Data Exchange	Ability to export information to Illinois NEMESIS system	Desirable	1					
Fire Department	Fire	Fire-5	Data Exchange	Ability to interface with CertRight product for exchanging information about personnel training and certifications. The interface needs to ensure that both systems share a common unique person identifier to allow training and certifications to be updated correctly in the CAD/RMS personnel module based on information in CertRight.	Mandatory	9					
Fire Department	Fire	Fire-6	Data Exchange	Ability to export fire incident report information into the ATF BATS	Mandatory	9					
Fire Department	Fire	Fire-7	Data Exchange, ERP	Ability to interface with City of Aurora ERP payroll system. Fields include: Employee Name, Employee ID, Dates/Times Worked, Earnings Code (e.g. sick leave, vacation)	Mandatory	9					
Fire Department	Fire	Fire-8	Data Exchange, ERP	Ability to interface with City of Aurora ERP system to retrieve information about hazardous materials stored on a property.	Desirable	3					
Fire Department	Fire	Fire-9	Data Exchange, ERP	Ability to import building plans, details and occupancy information from City of Aurora ERP system	Mandatory	9					
Fire Department	Fire	Fire-10	Data Exchange, ERP	Ability to interface with City of Aurora ERP system and share the following information: - Building and Permit - Occupational Licenses - Code Enforcement - Land Information	Mandatory	8					
Fire Department	Fire	Fire-11	Data Exchange, ERP	Ability to interface with the City of Aurora ERP System and submit work orders for repair requests for defective hydrants.	Important	5					
Fire Department	Fire	Fire-12	EMS	Ability to export caution information entered into EMS system into CAD and RMS system for alert to fire personnel. *Ability for EMS personnel to enter caution notes into the CAD/RMS.	Mandatory	9					

Fire Department	Fire	Fire-13	Fire Inspections	Ability to capture current and schedule future building inspections, HazMat inspections, sprinkler/alarm systems and construction plan reviews including the following fields: - Personnel, Shift or Station Assigned - Date(s) of Inspection and status associated with inspection - Violation(s) - Property Ownership Information - Sprinkler System Details - Alarm System Details - HazMat Details	Mandatory	9					
Fire Department	Fire	Fire-14	Fire Inspections	Ability to capture inspection information using a tablet computer	Mandatory	8					
Fire Department	Fire	Fire-15	Inspections	Ability to schedule and capture hydrant inspection information	Mandatory	9					
Fire Department	Fire	Fire-16	Inspections	Ability for system to automatically assign personnel, shift or station based on geocoded location of property being inspected. There are four areas and inspectors are assigned to each area.	Desirable	3					
Fire Department	Fire	Fire-17	Personnel	Ability to indicate the position type (e.g., firefighter, medic) for each person in fire department.	Mandatory	9					
Fire Department	Fire	Fire-18	Personnel	Ability to maintain a centralized list of special skills that can be updated by designated personnel in the Fire Department.	Mandatory	9					
Fire Department	Fire	Fire-19	Personnel	Ability to export training and certification information into state marshal mandated report	Desirable	3					
Fire Department	Fire	Fire-20	Personnel	Ability to query certifications based on: - Assigned Station - Certification Type (e.g., Firefighter 3) - Specialty Team Membership	Desirable	3					
Fire Department	Fire	Fire-21	Personnel	For all personnel, the ability to track: - Training (both completed and upcoming) - Certifications - Continuing Education Hours - Certification Testing - Certification Hours - Specialty Team Membership (Water Rescue, HazMat)	Mandatory	8					
Fire Department	Fire	Fire-22	Quartermaster	Ability to generate a barcode that can be applied to turnout gear. The barcode should include information about the size and name.	Desirable	1					
Fire Department	Fire	Fire-23	Quartermaster	Ability to use existing barcoding on turnout gear to track issuance, return, etc.	Desirable	1					
Fire Department	Fire	Fire-24	Reporting	Ability to capture log book in system	Desirable	1					
Fire Department	Fire	Fire-25	Reporting	Ability to provide standard data reports for ISO review	Mandatory	9					
Fire Department	Fire	Fire-26	Reporting	Ability to provide standard data reports for ISO review. At a minimum, the system should be able to provide reports on hydrant test data, call/response data, training, and equipment inventory.	Mandatory	9					
Fire Department	Fire	Fire-27	Response Planning	Ability to create run cards at least 10 layers deep.	Mandatory	9					
Fire Department	Fire	Fire-28	Response Planning	Ability to use geo-layer to assign a fire grid number to a defined area. The area may cover a single building or multiple blocks.	Mandatory	9					

Fire Department	Fire	Fire-29	Response Planning	Ability to create a run card for each of the defined areas. The run card will indicate: - Response Type (Full, Special, BOX, STL). - Station(s) - Vehicle Type(s) (including Special apparatus and capabilities) - Specific Unit ID (i.e., E1, E5) - Alarm (1-X Where X is the contingency planning level) - Move: Units to backfill dispatched units - From and To Date/Time: Ability to define run cards based on a date/time for specialized buildings such as a school or hotel	Mandatory	9					
Fire Department	Fire	Fire-30	Response Planning	Ability to create a default run card that is applied to all fire defined areas that are not assigned a specific run card.	Mandatory	9					
Fire Department	Fire	Fire-31	Scheduling	Ability to create a centralized list of position types and update by designated personnel in the fire department	Important	6					
Fire Department	Fire	Fire-32	Scheduling	Ability to build a roster at least one year out and modify on an ongoing basis.	Mandatory	9					
Fire Department	Fire	Fire-33	Scheduling	Ability to indicate personnel that are available to backfill positions	Mandatory	9					
Fire Department	Fire	Fire-34	Scheduling	Ability to indicate earnings code (e.g., sick, vacation) for employees (e.g., straight pay, vacation, sick)	Mandatory	9					
Fire Department	Fire	Fire-35	Scheduling	Ability to automatically notify an employee via email when their schedule, station or assigned unit has changed. This notification needs to be based on parameters defined by the employee such as only for changes in the next 30 days.	Important	6					
Fire Department	Fire	Fire-36	Scheduling	Ability for a supervisor to produce a daily roster and generate a list of personnel assigned to all shifts during day. Report should be able to group personnel based on their station and assigned truck for that shift.	Mandatory	9					
Fire Department	Fire	Fire-37	Scheduling	Ability to display personnel roster for a given date range on a monitor within that station.	Mandatory	9					
Fire Department	Fire	Fire-38	Scheduling	Ability to associate personnel with special skills (e.g., Medic, arson investigator, technical rescue, dive team).	Important	6					
Fire Department	Fire	Fire-39	Scheduling	Ability to account for time off, over time, vacation days, and Kelly Days (which is an extra day off every 9th day)	Mandatory	9					
Fire Department	Fire	Fire-40	Scheduling	Ability to define default shift period (e.g., each shift is from 0800 to 0800) but override on an as needed basis.	Mandatory	9					
Fire Department	Fire	Fire-41	Scheduling	Ability to account for a trade in Kelly Days between personnel and ensure that the person who actually worked is the person that is actually paid for that shift.	Mandatory	9					
Fire Department	Fire	Fire-42	Scheduling, Data Exchange	Ability to interface with ExecuTime (scheduling software) and import roster information.	Mandatory	9					
Fire Department	Fire	Fire-43	General	Auto populate data fields in the EMS ESO application with data from the CAD system.	Mandatory	7					
Fire Department	Fire	Fire-44	General	Hose testing, inventory and tracking in the RMS system (Fields to include information such as Size, Length, pressure, purchase date, brand, vehicle assigned to, history of the hose testing, etc.)	Mandatory	9					
Fire Department	Fire	Fire-45	General	Hydrant tracking system in RMS for inspections, specifications of hydrants, service information and locations and flow test data, etc.	Mandatory	9					
Fire Department	Fire	Fire-46	General	Hydrant information must be presented to both the Fire Dispatcher and the Fire MDC during a Fire Dispatch	Mandatory	9					

Fire Department	Fire	Fire-47	Interface	Ability to interface the RMS Hydrants information with the City's Water and Sewer ERP system. The interface must support a data exchange of various hydrant fields such as flow rate tests, locations, etc. based on the existing common unique alpha numeric identifier used by the City for the hydrants currently assigned by the Water and Sewer Dept.	Mandatory	8				
Fire Department	Fire	Fire-48	Interface	Ability to import the base inventory information from the legacy hose and hydrant database from the current RMS system.	Mandatory	7				
Fire Department	Fire	Fire-49	General	Automatic page outs (sms text messages, e-mails, etc.) based on defined alarm levels in the CAD system.	Mandatory	9				
Fire Department	Fire	Fire-50	AVL	AVL for Fire units for locating vehicles in the CAD system for geographic based dispatching.	Important	5				
Fire Department	Fire	Fire-51	General	Internal messaging system for Fire Personnel to communicate separate from e-mail clients.	Desirable	2				
Fire Department	Fire	Fire-52	General	Ability to enter pre-plans for CAD system for occupancy database with information on every building. Should include affiliated persons and emergency contact information. Must be interconnected with inspection reporting module for capturing emergency contacts during an inspection.	Mandatory	8				
Fire Department	Fire	Fire-53	Reporting	Ability for a general user to quickly and intuitively generate adhoc reports on the fly and export to standard formats such as xls, pdf, text, comma delimited, etc.	Mandatory	9				
Fire Department	Fire	Fire-54	Interface	Ability to exchnage information with the current EMS reporting software.	Mandatory	10				
Fire Department	FBR-RMS	Fire-55	Fire, Case Report	Ability to create a different and distinct incident report for the fire department The system should support creation/implementation of a separate workflow for fire incident reports.	Mandatory	7				
Fire Department	FBR-RMS	Fire-56	Fire, Case Report	Ability to create work queue for company officers to complete fire incident report by end of shift/work day. Automatic trigger for workflow should be based on the creation and assignment of a CFS to that officer.	Important	6				
Fire Department	FBR-RMS	Fire-57	Fire, Case Report, Data Exchange	Ability to exchange key CFS data with Fire RMS.	Mandatory	9				
Fire Department	FBR-RMS	Fire-58	Fire, Data Exchange	Ability to export fire incident report to NFIRS. City desires a NIFRS approved Fire Reporting module that is fully integrated into the new RMS and MDC systems with common fields automatically populated from the CAD incident.	Mandatory	9				

Functional Area	Module	Number	Description	Critical Requirement (Ability to…)	Importance	Weight	Vendor Response				
							Out of the Box	Configurable	Customizion Required	Does Not Meet Requirement	Vendor Notes
						Queries					
All Public Safety	All	QU-1	Ad Hoc Query	Ability to query CAD/RMS using Boolean logic (OR/AND) between criteria. Vendor should provide screen shots and a detailed description of their ad hoc query functionality.	Mandatory	9					
All Public Safety	All	QU-2	Assigned Calls	From their mobile computer or workstation, officer should have the ability to query all calls for service they were assigned as the primary officer or back-up. This report should indicate whether a primary or supplemental report has been completed.	Important	6					
All Public Safety	All	QU-3	Cascading Query	After initiating a vehicle plate query, the ability to trigger a cascading query on the registered owner based on vehicle registration information. The system should also trigger a cascading query on FOID card/CCL status based on the DL response. Software provider should describe how queries will be configured for the agency and whether third party vendors will be involved in the process of receiving and/or transforming queries from LEADS/NCIC.	Mandatory	9					
All Public Safety	All	QU-4	Dispatch	Ability to associate a query with a Unit ID. The Unit ID will be used to report results back to requesting officer.	Mandatory	7					
All Public Safety	All	QU-5	Facial Recognition	Ability to integrate with a facial recognition system. System should allow the officer to take a picture with a camera phone, transmit that picture to a designated email address, and initiate a search across agency mug shots and other photos to attempt to make a match.	Important	6					
All Public Safety	All	QU-6	Federated Query	Ability to initiate a federated query to multiple interfaced internal (e.g., RMS, Jail, Gang, Legacy CAD/RMS Database) and external agency systems (SOS, LEADS, NCIC) with a single button press and have system asynchronously return responses. The query responses should indicate the query source and be sorted based on a percent likelihood of match as described in the RMS Query requirement described previously. If a query does not respond after a given period of time, the system should time out and indicate to the user that it could not query the external system.	Desirable	3					
All Public Safety	All	QU-7	Federated Query, Driver License Swipe	Ability to integrate with a driver license swipe system. Information contained within either the magnetic stripe or 3D bar code should be parsed and automatically populate the query form for a query to federated query systems (including Illinois LEADS and DMV)	Important	6					
All Public Safety	All	QU-8	Federated Query, Field Based Fingerprinting	Ability to integrate with field based fingerprinting device and initiate query to federated query systems based on biometric information from the device. These query results should be able to be imported into a call for service or incident report.	Important	6					
All Public Safety	All	QU-9	LEADS	Ability to query the Illinois LEADS/NCIC system. LEADS/NCIC query responses **must be parsed into structured fields** describing a person (i.e., first name, last name, address, sex, date of birth, etc.) to enable import into a call for service or other report.	Mandatory	9					
All Public Safety	All	QU-10	License Plate Query	Ability to query Canadian vehicles plates.	Mandatory	9					

All Public Safety	All	QU-11	License Plate Query	Ability to query plates from any other US state.	Mandatory	9					
All Public Safety	All	QU-12	Master Person Index, Percent Match	Ability to query the RMS master person index based on any combination of person characteristics or demographics using either AND/OR between query parameters. The system should query not only current characteristics but also historical characteristics (e.g., hair color, height, weight). This query should return results based on a percent likelihood of match. For name fields, this percent likelihood of match should be based on SOUNDEX technologies. Results that do not exactly match the specified other demographic criteria should NOT be excluded from the result set but receive a lower likelihood of match. ***Vendor must describe in detail how this capability is enabled in their software including the detailed algorithm for calculating the likelihood of match for a person.**	Mandatory	9					
All Public Safety	All	QU-13	Master Person Index, Percent Match	Ability to query legacy master person index information stored in a legacy SQL Server Database and return the person name, descriptors and associated records. Identities should be returned based on a weighted average described elsewhere in this requirements document.	Important	6					
All Public Safety	All	QU-14	Master Vehicle Index, Percent Match	Ability to query the RMS master vehicle index based on any combination of vehicle characteristics including partial plate number(s). This query should return results based on a percent likelihood of match. Results that do not exactly match the specified other criteria should NOT be excluded from the result set but receive a lower likelihood of match. **Vendor must describe in detail how this capability is enabled in their software including the detailed algorithm for calculating the likelihood of match for a vehicle.**	Mandatory	9					
All Public Safety	All	QU-15	Queries	Ability to view and edit the database search command to further refine complex query parameters.	Important	6					
All Public Safety	All	QU-16	Queries	Ability for the system user interface to enforce required fields when initiating query. This is to prevent the submission of queries to LEADS/NCIC that do not meet their query requirements. For example, if a user queries using name, they must enter the date of birth. The vendor should demonstrate their use of drop down lists in the query form(s).	Important	4					
All Public Safety	All	QU-17	Query Form	Ability to use a consistent user interface across all systems (CAD, RMS, JMS) for initiating queries.	Important	6					
All Public Safety	All	QU-18	Query Result Attachment	When a person or vehicle query is triggered from within a call for service, the query results should be automatically attached to the call for service record and available to dispatchers or units assigned to that call for service. Source of each query response should be clearly indicated on CFS record.	Mandatory	9					
All Public Safety	All	QU-19	Query Result Queue	Need to hold an unlimited number of LEADS/NCIC & local records query results and indicate if the query result has been read.	Mandatory	8					
All Public Safety	All	QU-20	Query Result Queue	Ability to configure system to either have LEADS/NCIC & local records query results return to the queue of the user initiating the query or to all users.	Mandatory	9					

All Public Safety	All	QU-21	Query Result Queue	Ability to send all LEADS/NCIC query results to a specified printer/log to meet LEADS audit requirements.	Important	6					
All Public Safety	All	QU-22	Query Result Queue	Ability to return LEADS/NCIC query results to user in a dedicated queue that only displays query results.	Mandatory	8					
All Public Safety	All	QU-23	Query Results	Ability for system to read LEADS/NCIC or local records query results back to the officer. This ability must be combined with the ability to parse query result fields so the agency can configure which query results are read to officer.	Desirable	3					
All Public Safety	All	QU-24	Query Security	Ability to limit access to specific query response information (i.e., from LEADS) based on the role of the user. Necessary to prevent access by fire personnel for LEA (Law Enforcement Agency)-only data from LEADS. Similarly, the ability to restrict police personnel from seeing HIPPA-protected data from a joint police/fire CFS.	Mandatory	9					
All Public Safety	All	QU-25	Secretary of State, Data Exchange	Ability to interface with the LEADS 2000 interface and retrieve DMV photos from the Secretary of State.	Desirable	3					
All Public Safety	All	QU-26	Training	Ad hoc query screen should use same labels and field names as data entry to minimize confusion and need to decipher field purpose	Important	6					
All Public Safety	All	QU-27	Vehicle Query, Command Line	Ability to query license plate from the command line	Mandatory	9					
All Public Safety	All	QU-28	Query	Ability for City to add or modify LEADS/NCIC entry formats to meet State and federal changes.	Mandatory	7					

Functional Area	Module	Number	Description	Critical Requirement (Ability to…)	Importance	Weight	Vendor Response				
							Out of the Box	Configurable	Customizion Required	Does Not Meet Requirement	Vendor Notes
				Non Functional							
All Public Safety	Nonfunctional	NF-1	Address Validation	Describe address verification process in detail using screen shots to demonstrate functionality. Additionally, describe how address data is stored in production and reporting database.	Mandatory	7					
All Public Safety	Nonfunctional	NF-2	Address Validation	Describe in detail how geo-validation is accomplished. Is geo-validation completed by internal software and capabilities or through external capabilities (e.g., ESRI)	Mandatory	7					
All Public Safety	Nonfunctional	NF-3	Architecture	Ability to maintain separate test, training and production environments with different maps for each.	Important	6					
All Public Safety	Nonfunctional	NF-4	Architecture	Ability for system to work within a virtualized hardware environment.	Mandatory	7					
All Public Safety	Nonfunctional	NF-5	Architecture	Ability for system to use Aurora PD SAN storage hardware (NetApp 2240 HA).	Desirable	3					
All Public Safety	Nonfunctional	NF-6	Architecture	Vendor should provide a system architecture diagram with RFP response.	Important	5					
All Public Safety	Nonfunctional	NF-7	Archival	Describe mechanism for archiving records from production database while making them available for reporting and to meet records retention requirements.	Important	6					
All Public Safety	Nonfunctional	NF-8	Archival	Ability for software vendor to provide a tool that will automatically archive information based on specified criteria. This is done to ensure adequate performance.	Desirable	3					
All Public Safety	Nonfunctional	NF-9	Contingency Planning	Describe process of re-synchronizing CAD system after outage and how paper tickets might be manually entered. Are consoles capable of running disconnected during an outage? Vendor to describe how data is synchronized once system comes back on-line.	Important	4					
All Public Safety	Nonfunctional	NF-10	Contingency Planning	In situation where mobile networking is not functional, the ability to export reports to a CD or Flash Drive and manually upload report into system through a hard-wired workstation.	Mandatory	7					
All Public Safety	Nonfunctional	NF-11	Contingency Planning	Ability to run CAD in a disconnected state if network or servers fail. Please describe functionality available while system is in this disconnected state.	Desirable	3					
All Public Safety	Nonfunctional	NF-12	Customization	Ability to disable and remove fields on any screen that is not needed by the city.	Important	6					
All Public Safety	Nonfunctional	NF-13	Data Exchange	For each RMS module, indicate the following: - Whether it is part of the minimum, core portion of the system - Cost of the module - When the module was first made available for use by agencies - 3 to 5 Agencies of a comparable size to Aurora PD that are currently using the module - How software was integrated with the other modules	Mandatory	7					
All Public Safety	Nonfunctional	NF-14	Data Exchange	All data exchanges are to be completed through the use of NIEM-conformant XML Schema. The IEPD used by the vendor will be considered the property of the City of Aurora unless it is already in the public domain. The vendor specifically authorizes the City of Aurora to reuse or alter the schema based on business needs so long as they do not attempt to separately license or sell the schema.	Mandatory	7					
All Public Safety	Nonfunctional	NF-15	Data Exchange	Specify at what point CFS information is exported to the RMS. Indicate if there are any secondary, updated transactions to the RMS.	Important	5					

All Public Safety	Nonfunctional	NF-16	Data Migration	The City is looking for data from our legacy systems to be imported into the new system. Describe how legacy data import is accomplished with your product, the number of hours of data conversion support included with your proposal, and your hourly cost for importing information from the legacy system in excess of proposal included hours.	Mandatory	9					
All Public Safety	Nonfunctional	NF-17	Functionality	Ability to access full functionality of RMS from a Mobile Computer regardless of the method of connection (e.g., broadband, wireless, LAN).	Mandatory	7					
All Public Safety	Nonfunctional	NF-18	Functionality	Ability to launch external applications from within the CAD/RMS	Important	4					
All Public Safety	Nonfunctional	NF-19	General RFP Provisions	Vendors to only specify features that are currently available for products actively being sold and deployed. Separate section should be provided for vendors to indicate "future" features with projected availability and confidence level of actual delivery.	Mandatory	8					
All Public Safety	Nonfunctional	NF-20	Hardware	Proposal should include the following hardware: - Bar Code Readers for Jail (3), Evidence (3) and the Evidence Submission Room (3) - Driver License mag stripe readers for all agency vehicles plus 10 in reserve.	Mandatory	7					
All Public Safety	Nonfunctional	NF-21	Hardware	Describe the screen size requirements for FBR and Mobile. Can FBR/Mobile be used on a tablet device?	Mandatory	7					
All Public Safety	Nonfunctional	NF-22	Hardware, Operating Systems	Indicate which tablets and operating systems (including OS version) are compatible with the system.	Mandatory	7					
All Public Safety	Nonfunctional	NF-23	Log In, Data Exchange	System should utilize a single sign-on capability which gives access to authorized functions across CAD, Mobile, FBR, RMS and JMS without having to log into each new module. Aurora currently uses Impravata for single sign-on and two-factor authentication, and would prefer that the vendor interface to this. *Interface with Impravata is not necessary if the vendor has another solution for two-factor authentication.	Mandatory	7					
All Public Safety	Nonfunctional	NF-24	Mapping	Vendor should describe process for pushing maps and map updates to units in the field. Vendor should include a detailed description of the utility used to push new maps and map updates to mobile computers.	Mandatory	8					
All Public Safety	Nonfunctional	NF-25	Master Person Index	Vendors to explain how person validation is completed in the various modules by the various work groups (e.g., in the field by officers, in the jail by CDTs) to avoid duplication of master records.	Mandatory	9					
All Public Safety	Nonfunctional	NF-26	Multi-Jurisdictional	Multi-jurisdictional systems – define the level to which the different jurisdictions can be separated in CAD and RMS with respect to how they are allowed to differentiate their needs and secure their own data from one another if desired	Mandatory	8					
All Public Safety	Nonfunctional	NF-27	Multi-Jurisdictional	From a multi-jurisdictional perspective, ability to segment all system functions and configurations and data so that jurisdictions can configure based on their own requirements.	Mandatory	8					
All Public Safety	Nonfunctional	NF-28	Multi-Jurisdictional	Need to describe multi-jurisdictional nature of CAD/RMS: full separation of data between agencies, ability to generate billing reports, full security separation, ability to share/not share information between agencies. System must be designed for a multi-jurisdictional agency, not added as an afterthought.	Mandatory	8					
All Public Safety	Nonfunctional	NF-29	Organizational Structure	Vendor to Describe how the organizational structure is captured within the system.	Mandatory	7					

All Public Safety	Nonfunctional	NF-30	Performance	System Login must be LDAP compliant	Important	6					
All Public Safety	Nonfunctional	NF-31	Performance	For testing, vendor should pre-populate data with information to ensure performance testing is done in a realistic environment (not with an empty database).	Important	6					
All Public Safety	Nonfunctional	NF-32	Performance	Performance testing should be completed using automated test scripts. Vendor should describe in detail the functionality tested by their test scripts.	Important	6					
All Public Safety	Nonfunctional	NF-33	Pricing	When indicating pricing for integration, itemize cost of software (e.g., middleware) and vendor custom software development services, and integration custom software development services..	Desirable	3					
All Public Safety	Nonfunctional	NF-34	Pricing	Describe the license pricing model including how the number of reports, citizen population, agency size, number of users might impact pricing.	Mandatory	7					
All Public Safety	Nonfunctional	NF-35	Pricing	Describe how the cost of maintenance is calculated, and provide historical indication of annual increases over the past 10 years.	Mandatory	7					
All Public Safety	Nonfunctional	NF-36	Quality Assurance	Ability to create mask edits (e.g., ###-###-#### for phone number) to ensure accurate formatting.	Mandatory	9					
All Public Safety	Nonfunctional	NF-37	Reporting	The system architecture should include a reporting data warehouse to handle all statistical and research reporting	Desirable	3					
All Public Safety	Nonfunctional	NF-38	Reporting	Provide a list and examples for each of the canned reports available from each module in the CAD, FBR, RMS and JMS system	Mandatory	7					
All Public Safety	Nonfunctional	NF-39	Reporting	Indicate the number of agency-customized reports included in your proposal.	Mandatory	7					
All Public Safety	Nonfunctional	NF-40	Run Cards	Describe the method of defining and managing Run Cards & Move Ups	Mandatory	8					
All Public Safety	Nonfunctional	NF-41	Security	Two factor authentication must be enforced for all queries to State systems (LEADS, NCIC)	Mandatory	7					
All Public Safety	Nonfunctional	NF-42	Security	All data stored locally within a database on laptops and workstations should be encrypted. Vendor to describe how "data at rest" is protected.	Mandatory	7					
All Public Safety	Nonfunctional	NF-43	Security	All data traveling on network (either LAN/WAN or broadband) should be encrypted	Mandatory	7					
All Public Safety	Nonfunctional	NF-44	Security	Ability to manage access to each system configuration screen at a user id or user role(s) level. For example, the screens to manage response plans may have different access privileges as those for management of alerts. The software provider should describe each of the administrative functions and whether security is able to be independently configured.	Mandatory	7					
All Public Safety	Nonfunctional	NF-45	Security, Quality Assurance	Describe your process for storing and retrieving system logs when changes are made through the user interface, or through other tools including direct access to the system/database by system administrators.	Mandatory	7					
All Public Safety	Nonfunctional	NF-46	Signatures	Ability to electronically sign any report or document from a touch screen. Note that required use of a signature pad is not desired.	Mandatory	8					
All Public Safety	Nonfunctional	NF-47	Testing	Vendor should provide an initial test plan for each system.	Important	5					
All Public Safety	Nonfunctional	NF-48	Training	Training Requirements; Prefer direct training approach. Vendor should provide samples of their training materials and describe their role in preparing training materials for agency.	Mandatory	8					
All Public Safety	Nonfunctional	NF-49	Training	Include in the RFP no less than 4 days of training for each operator on new CAD system, and no less than 48 hours of on-site presence during go-live. Currently Aurora Police are authorized 45 telecommunications positions.	Mandatory	8					

All Public Safety	Nonfunctional	NF-50	Updates	Vendor should describe process of pushing configuration changes (including form additions and changes and screen layouts) to mobile computers in the field.	Mandatory	9				
City Wide ERP	Nonfunctional	NF-51	Miscellaneous Modules	The ability to have certain modules maintained in a single City-wide location accessible to defined users, or tightly interfaced between the City ERP system and the public safety RMS, such as: Squad Damage Log, Employee File, Training File, Department Equipment Inventory File. If the public safety and City-wide enterprise systems don't go on-line at the same time, we need to determine how this information can be stored until it can be incorporated into the enterprise system.	Mandatory	7				

Plan Introduction

In A███████████████████████████████egan the Hexagon WebRMS implementation. In coming months, there will be a number of required APD tasks and work sessions to provide Hexagon with the necessary information to implement the WebRMS product. To help manage this workload, APD will schedule a series of regular, iterative meetings with required ████ divisions throughout the implementation process.

This following pages detail the framework and necessary information for this iterative meeting process.

Iteration Process

The Hexagon WebRMS work will involve participation from the following APD divisions:

• Records	• Traffic	• SOG
• Evidence	• Patrol	• OPS/Training
• Investigations	• Booking/Jail	• Crime Analysis

In order to separate this work into manageable tasks, provide sufficient time for task completion, and provide users with the necessary system information, APD is scheduling a series of meetings with each division.

Specifically, these meetings are grouped into six iterations:

Iteration 1	Introduction to the WebRMS implementation iteration based process
Iteration 2	Review and confirm existing business processes
Iteration 3	Determine needed WebRMS configurations for each division
Iteration 4	Revise business processes based on WebRMS system functionality
Iteration 5	Establish use cases for testing and create test plans
Iteration 6	Perform system testing

Each iteration will last two weeks. During each of the two week iterations, the IT Department will have one meeting with each of the nine different divisions on the tasks at hand. Therefore, within a single two week iteration, all divisions will receive all necessary information or will be able to provide required deliverables. Similarly, this two-week iterative format will also be used to review information or produce work products (i.e., test cases).

The following pages outline the timeline, objectives, and overall iteration plan for each of the six specified iterations.

9.   Sustainability Statement

Environmental Sustainability Commitment and Goals

Our firm promotes an environmentally conscientious workplace through education, awareness, and partnerships, thereby creating eco-friendly practices. We continually research ways to increase and promote our green efforts, which establishes a culture of environmental stewardship. Through this effort, each of our locations is making substantial grassroots contributions toward environmental sustainability. Our firm continuously strives to incorporate environmental accountability and thoughtfulness throughout our culture and business practices.

Crowe was one of the founding Advisory Partners to the Sustainability Accounting Standards Board (SASB), providing subject matter expertise in disclosure reporting, risk management, internal audit, fraud and ethics, security and privacy, and regulatory compliance. Crowe, with membership in organizations including the Corporate Responsibility Association (CRA) and the Boston College Center for Corporate Citizenship, promotes the practice and profession of corporate responsibility in service of ethical, sustainable business. Through our memberships, Crowe supports these organizations in their advocacy for accountability in environmental policy, establishing ratings and rankings, protecting brand and reputation, encouraging diversity and inclusion in business, and developing responsible corporate principles.

Our Mission

To promote an environmentally conscientious workplace through education, awareness, and partnerships thereby creating eco-friendly practices in which all individuals are able to contribute in ways that make a difference at work, at home, and within the community.

We are able to leverage their passion for the environment to continually research ways to increase and promote our green efforts, which creates a culture of environmental stewardship in our local offices. Through this effort, each of our 30 locations is making substantial grassroots contributions towards environmental sustainability. We seek continual improvement and look for additional opportunities in every facet of our business.

Our Core Business Operations

We carefully consider the environment as we manage our business operations and processes, our approach to meetings, and our use of office equipment and break-room supplies.

The Manner in which We Conduct Business and Meetings

Many components of our business are conducted in our office locations, reducing the need to travel to our client's location. This places less strain on our client resources, reducing the need to provide workspaces and associated requirements such as power, HVAC, lights, etc.

Many meetings can be conducted via video conference or teleconference. By utilizing these technologies, we are able to reduce travel and our carbon footprint. We also utilize content sharing tools and have invested in audio and video equipment to support virtual collaboration across the firm.

Flexible work arrangements allow some of our people to be productive from any off-site location. This decreases the impact on the environment by avoiding unnecessary commutes and reducing the number of workspaces needed.

Alternative Officing is a program that provides a productive work environment for our staff while reducing our real estate footprint and utility usage. Staff who frequent client locations are not assigned a permanent workspace in their home office. Instead, staff make a workspace reservation when planning to visit an office. Our comprehensive program creates a welcoming and pleasant experience for our people while effectively managing our carbon footprint.

Crowe offers rideshare opportunities through its Carpool database. If travel to another Crowe location is necessary, individuals can consult the Carpool database to identify potential rideshare opportunities to reduce the number of ground travel instances.

Virtual and e-learning training classes are another component of our business we utilize to reduce our environmental impact. By offering classes virtually, we eliminate the need for travel thereby reducing emissions associated with air and ground transportation.

Required Forms

We have provided these required forms on the following pages:

- Proposal Price Sheet *(provided in Section 7: Price Proposal)*
- General Information Sheet
- References *(provided in Section 5: Client References)*
- Sustainability Statement *(additional information provided in Section 9: Sustainability Statement)*
- Addendum Acknowledgement
- Vendor Disclosure Statement

Due to varying file type, these pages will not be reflected on our Table of Contents.

AUTHORIZED NEGOTIATORS:

Name:	Phone:	Email Address:
Name:	Phone:	Email Address:

RECEIPT OF ADDENDA: The receipt of the following addenda is hereby acknowledged:

Addendum No._____, Dated_____

Addendum No._____, Dated_____

Addendum No._____, Dated_____

In submitting this proposal, it is understood that the Lake County reserves the right to reject any or all Proposals, to accept an alternate Proposal, and to waive any informalities in any Proposal.

BUSINESS ORGANIZATION: (check one only)

_____   Sole Proprietor: An individual whose signature is affixed to this proposal.

_____   Partnership: State full names, titles, and addresses of all responsible principals and/or partners on attached sheet.

_____   Corporation: State of incorporation: _____

_____   Non-profit Corporation

_____   501c3-- U.S. Internal Revenue Code

By signing this proposal document, the Proposer hereby certifies that it is not barred from responding on this Contract as a result of a violation of either Section 33E-3 or 33E-4 of the Illinois Criminal Code of 1961, as amended.

_____
Business Name

_____   _____
Signature   Print or Type Name

_____   _____
Title   Date

List below other similar size clients for whom you have provided these services:

Agency Name: _____
Address   _____
City, State, Zip Code   _____
Telephone Number   _____
Contact Person and Email Address   _____
Dates of Service   _____
# of Employees   _____

Agency Name: _____
Address   _____
City, State, Zip Code   _____
Telephone Number   _____
Contact Person and Email Address   _____
Dates of Service   _____
# of Employees   _____

Agency Name: _____
Address   _____
City, State, Zip Code   _____
Telephone Number   _____
Contact Person and Email Address   _____
Dates of Service   _____
# of Employees   _____

Agency Name: _____
Address   _____
City, State, Zip Code   _____
Telephone Number   _____
Contact Person and Email Address   _____
Dates of Service   _____
# of Employees   _____

Agency Name: _____
Address   _____
City, State, Zip Code   _____
Telephone Number   _____
Contact Person and Email Address   _____
Dates of Service   _____
# of Employees   _____

The County of Lake is committed to green and sustainable practices and good environmental stewardship. Consequently, we are asking Proposers to provide a Statement of Sustainability to ensure our Proposers are also incorporating sustainability into their firms' practices.

INSTRUCTIONS

On the following Sustainability Statement form, provide a clear description of your firm's sustainable practices, policies, or procedures. These practices may include, but may not be limited to, the following categories and examples:

Waste Minimization within your office or facilities, such as recycling programs, double-sided copying, electronic internal communications, use of recycled-content materials and reusable cups, limiting printing, electronic document management, instituting green purchasing policies, using green cleaning supplies and practices, or reducing packaging in materials you procure or supply.

Energy Efficiency within your office, facilities, or firm, such as lighting retrofits, photo-sensor switches for lighting, effective use of daytime lighting, using Energy Star rated appliances or equipment, using an alternative fuel or having efficient fleet policies, an anti-idling policy, or indoor temperature management (i.e. turning the thermostat up in the summer and down in the winter).

Water Efficiency within the office, facilities, or firm, such as faucet or fixture retrofits, switching from individual bottled water to office water coolers or drinking fountains, and installing drought-tolerant landscaping.

Staff encouraged to adopt sustainable practices and supported by your firm through public transit benefits, bicycle accommodations, telecommuting options, support for green seminar attendance, becoming US Green Building Council LEED accredited, or creating an internal "green team."

Education of your staff about green practices, education of your business peers about your green accomplishments, education of your community by your sustainability, or notice of any environmental awards your firm has achieved.

CONTINUE TO NEXT PAGE

SUSTAINABILITY STATEMENT

Attach additional sheets if necessary.

Waste Minimization

_____

_____

_____

Energy Efficiency

_____

_____

_____

Water Efficiency

_____

_____

_____

Staff

_____

_____

_____

Education

_____

_____

_____

Addendum Acknowledgement RFP #19119

The undersigned acknowledges receipt of the following addendum(s):

ADDENDUM #	SIGNATURE

I have examined and carefully prepared the submittal documentation in detail before submitting my response to Lake County.

Submittal Number: 16193

Company Name: _____

Authorized Representative: _____
Signature

Authorized Representative: _____
Print

Date: _____

It is the vendor's responsibility to check for addendums, posted on the website at http://lakecountypurchasingportal.com prior to the submittal due date. No notification will be sent when addendums are posted unless there is an addendum within three business days of the submittal due date.

If the submittal has already been received by Lake County, vendors are required to acknowledge receipt of addendum via email to purchasing@lakecountyil.gov prior to the due date.

Submittals that do not acknowledge addendums may be rejected.

All responses are to be submitted in a sealed envelope. Envelopes are to be clearly marked with required submittal information.

VENDOR DISCLOSURE STATEMENT

Vendor Name:	
Address:	
Contact Person:	Contact Phone #:
Bid/RFP/SOI/Contract/Renewal:	RFP # 19119

Vendors wishing to contract with Lake County for goods and services in an amount greater than $30,000 shall submit this form in advance of award. Vendors shall disclose:

- A familial relationship <u>between</u> a Lake County elected official, department director, deputy director and manager <u>and</u> owners, principals, or officers of the vendor's company. Familial relationship is defined as a spouse (including civil partner), child, stepchild, parent, stepparent, grandparent, in-laws (including parent, grandparent, sibling, or child), relatives and non-relatives living in the same residence, and offspring born to any aforementioned person.

- All political campaign contributions made by the vendor or an owner, principal, officer, manager, lobbyist, agent, consultant, counsel, subcontractor or corporate entity under the control of the vendor to any county board member, county board chair, or countywide elected official as well as contributions to any political action committees within the last five years.

FAMILIAL RELATIONSHIPS

List below the names and departments/agencies of Lake County employees or public officials with whom owners, principals, or officers of the vendor's company have a familial relationship and the nature of the relationship. Please attach additional pages as necessary.

Name and Department/Agency of Lake County Employee/Public Official	Familial Relationship

CAMPAIGN CONTRIBUTIONS

List below the campaign contributions that have been made within the last five years. Please attach additional pages as necessary.

Recipient	Donor	Description (e.g., cash, type of item, in-kind service, etc.)	Amount/Value	Date Made

Continuing disclosure is required if information changes. This Vendor Disclosure Statement form is available at www.lakecountyil.gov. The full text of the County's Ethics and Procurement policies and ordinances are available at www.lakecountyil.gov.

I hereby acknowledge that the information above is accurate and complete, that I am an authorized signer on behalf of the vendor, that I have read and understand these disclosure requirements, and that I agree to update this information if there are any related changes by submitting a new Vendor Disclosure Statement.

Authorized Signature:	*[signature]*	Title:	
Printed Name:		Date:	

Failure to complete and return this Disclosure may result in delay or cancellation of the County's Contractual Obligation.

Appendix A: Resumes

We have provided resumes for the proposed engagement team on the following pages.

Alicia L. Antonetti-Tricker
PMP– Principal (Partner)
Crowe LLP

Direct 317.208.2469
alicia.antonetti@crowe.com
www.crowe.com

Profile

Alicia Antonetti-Tricker is a principal (partner) at Crowe and leads Crowe's local government consulting practice, which includes Crowe's justice and public safety practice. She provides finance, management and information technology consulting services to state, local and quasi- government organizations. She is an experienced engagement executive who oversees municipal finance, system implementations, process improvement, program management and procurement support engagements for our public sector clients. Alicia has experience working with public sector entities focused in finance, information technology, public safety, homeland security, justice, law enforcement, education, health and human services, economic development, community development and airports.

Alicia is a certified Project Manager, having earned her Project Management Professional (PMP) designation from the Project Management Institute. Alicia is also a Municipal Advisor Representative, having earned her Series 50 license from the Municipal Securities Rulemaking Board. Moreover, Alicia is certified in the Justice Information Exchange Model (JIEM) by SEARCH for business process modeling for justice information exchanges and is experienced with national data sharing models including the National Information Exchange Model (NIEM).

Education and Certifications

- Master of Public Affairs, Policy Analysis, Indiana University, Indiana
- Bachelor of Arts, Political Science and Sociology, University of California, Davis, California
- Project Management Professional (PMP) Certification
- Justice Information Exchange Model (JIEM) Certification

Client Focus:

Services:

- Process Improvement
- Business Process Redesign
- Emergency Management Planning & Exercise
- RFP Development
- Strategic Planning
- Financial Analysis
- Case Management Systems
- Microsoft Dynamics CRM
- Enterprise Resource Planning (ERP), including Microsoft Dynamics AX and PeopleSoft
- Custom Development Applications

Industries:

- Administration/Finance
- Criminal Justice
- Public Safety
- Homeland Security
- Law Enforcement
- Education
- Health and Human Services
- Economic Development
- Community Development
- Airports
- Not-for-Profit

Community Involvement:

- Noblesville Youth Assistance, Inc.
- D.A.R.E Indiana
- IJIS Institute Information Sharing Architecture Committee

Relevant Speaking Engagements & Publications

- *Pre-RFP Toolkit, Third Edition* (2013), IJIS Institute (Publication)
- *Business First Approach to Information Exchange: A Case Study,* Illinois Criminal Justice Information Authority Symposium, 2013 (Presentation)
- *Business First Approach to Information Exchange: A Case Study,* Microsoft Worldwide Public Safety Symposium, March 2012 (Presentation)
- *Business First Approach to Information Exchange: Indiana Data Exchange Case Study,* NIEM National Training Event, August 2011 (Presentation)
- *Business First Approach to Information Sharing: Indiana Data Exchange Case Study,* IJIS Institute Summer Briefing, July 2011 (Presentation)
- *Quest Case Management System: Overview and Demonstration*, Ohio Court Technology Conference, May 2010 (Presentation)
- *"The No Guessing Approach to Requirements Gathering,"* International Institute of Business Analysis – Central Indiana Chapter, November 2007 (Presentation)
- *"Shared Services,"* Indiana Digital Government Summit, June 2006 (Presentation)
- *"Probation Process Review and Redesign: One Court's Experience – Marion Superior Court Probation Department,"* American Correctional Association, July 2004 (Presentation)
- *"Better, Cheaper, Faster – Applying Business Process Redesign to Probation,"* Perspectives, the Journal of American Probation and Parole Association, Fall 2004 (Article)

Relevant Engagement Experience

Alicia has nearly 20 years of experience consulting with criminal justice and public safety agencies. Below is an overview of her experience.

Indiana Department of Revenue – Collection Agency Procurement Support

December 2018 – present; Engagement Principal

District of Columbia Courts – CMS Procurement Project Management
April 2018 – present; Engagement Principal

Franklin County, Ohio – CMS Procurement and Implementation
November 2017 – present; Engagement Principal

City of Indianapolis/Marion County, Indiana - Criminal Justice Information Sharing – Part II
December 2016 – present; Engagement Principal

Lake County Administrator – Integrated Case Management System RFP Development
2017; Engagement Principal

Clerk of the Circuit Court of Cook County – Case Management System Needs Analysis
Subject Matter Expert

Indiana Supreme Court - Public Defender Information System Development
July 2014 – 2017, Engagement Principal/Project Executive
City of Indianapolis/Marion County, Indiana - Criminal Justice Information Sharing
December 2013 – July 2014; Project Executive

Indiana Public Defender Council - Public Defender Information System Development
February 2012 – June 2014, Project Manager

Consultant to draft and support RFP for shared, scalable, integrated enterprise CAD, mobile data, RMS, and JMS

Lake County

Indiana Prosecuting Attorneys Council - ProsLink Review/IV&V
2012, Project Manager

Indiana Department of Homeland Security - Public Safety Data Interoperability and Integration Planning, Architecture and Proof-of-Concept Implementation
August 2010 – September 2011, Program Manager

Miami-Dade County Juvenile Services Department - Quest Case Management System Implementation and Analytics
December 2008 – May 2010, Project Manager

Indiana Department of Homeland Security - State/Regional Emergency Operations Center Feasibility Study
January – July 2009, Project Manager

Judicial Technology and Automation Committee, Indiana Supreme Court - State-wide Court Case Management System Implementation and Support
April 2007 – December 2008 - Project Manager and Project Management Support

Waukesha County, Wisconsin, Prisoner Movement Analysis
April 2007 – June 2007, Subject Matter Expert and Project Management Support

Lake County Sherriff, Indiana, Jail Oversight Committee, Phase 3
February 2007 – June 2007, Subject Matter Expert

Marion County Justice Agency (Marion County, Indiana) - Criminal and Juvenile Justice Strategic Plan
November 2003 – August 2004, Lead Analyst

Marion County Probation Department (Marion County, Indiana), Process Improvement and Implementation Services
March 2003 – April 2004, Project Manager and Lead Analyst

Indiana Judicial Center (Marion County, Indiana), Court Alcohol and Drug Program Curriculum Services
November 2003 – October 2004, Project Manager

Marion Superior Court (Marion County, Indiana), Process Improvement Services for D-Felony, Domestic Violence, Civil and Traffic Court Divisions
January 2002 – April 2004, Lead Analyst

Marion County Justice Agency (Marion County, Indiana), Conditional Release (Pretrial) Process Improvement and Implementation Services
March 2002 – July 2002; April 2003 – October 2003, Lead Analyst

Susannah R.K. Heitger
PMP, ACP – Senior Manager

Direct 312.899.5316
Fax 312.899.5300
susannah.heitger@crowe.com
www.crowe.com

Profile

Ms. Heitger is a government specialist with over 15 years of professional experience working within and consulting to state and local government across a variety of business and technology efforts. Ms. Heitger is an experienced project manager in Crowe's Public Sector Performance Improvement Practice, specializing in managing large projects for governmental organizations with many public and private sector stakeholders, and working with public sector agencies to improve and redesign their processes to achieve measurable goals.

Publications (Government Advantage Publication)

- "11 Simple Steps for Justice, Public Safety, and Emergency Management Agencies Getting Started with Social Media"
- "Fiscal Accountability for County Jails"
- "Running government from the cloud: Tips for implementation teams"
- "Clearing the Hurdles to Effective Decision Making Through Predictive Analytics"
- "Taking a Customer-Centric Approach to Managing and Monitoring Grants"
- "Web 2.0 and Accessibility: How you can (and should) have both"
- "Smart Growth Provides a Wiser Approach to Development"

Education & Certifications

- Master of Public Affairs, Economic Development, Public Management
- Bachelor of Science, Public Management
  - Indiana University | Bloomington, Indiana
- Project Management Professional (PMP) – Project Management Institute
- Agile Certified Professional (ACP) - Project Management Institute
- Justice Information Exchange Model (JIEM)
- Homeland Security Exercise and Evaluation Program (HSEEP)

Client Focus:

Services:

- Public Sector Consulting
- Strategic Planning
- Business Analysis, Process Reengineering
- Training Development and Delivery
- Organizational Change Management
- Financial Analysis
- System Selection Studies/RFP Development
- Case Management Systems
- Microsoft Dynamics CRM / 365 / XRM
- Enterprise Resource Planning (ERP), including Microsoft Dynamics AX and GP
- Custom Development Applications
- Web Content Management systems
- Grants Management

Industries:

- State and Local Government
- Education – K12 and Higher Ed
- Administration/Finance
- Public Sector IT
- Emergency Management/Homeland Security Agencies
- Criminal Justice
- Public Safety
- Law Enforcement and Corrections
- Economic Development/Public-Private Partnerships
- Airports and Transit
- Not-for-Profit
- Ethics Oversight Boards
- Housing
- Public Works/Sewer Management

Consultant to draft and support RFP for shared, scalable, integrated enterprise CAD, mobile data, RMS, and JMS

Lake County · **51**

Project Experience Highlights

City of Aurora, IL – CAD/RMS, ERP System Needs Assessment, Procurement Support, Implementation Project Management, and Organizational Change Management
Project Manager and Process Analyst
Project Manager of a comprehensive Needs Analysis project in City of Aurora in preparation for the city to implement an integrated, city-wide enterprise resource planning (ERP) and computer aided dispatch and record management system (CAD-RMS). Included performing SWOT analyses for each of the city's fourteen (14) departments and developing functional, technical, and implementation requirements. Currently serving as Project Manager on behalf of the City to implement its CAD/RMS public safety systems, including providing business process improvement and organizational change management services.

Indiana Department of Homeland Security – Fuel Needs Assessment
Project Manager
Project manager and lead for assessment of Indiana's fuel needs in accordance with its statewide Energy Assurance Plan. Led team in research, development of best practices, interviews of over 15 agencies across public, private, and nonprofit sectors, and development of findings including disaster related vulnerabilities and new recommendations to strengthen Indiana's Energy Assurance program as it pertains to fuel (petroleum, natural gas, coal, nuclear, and renewables).

Indiana Department of Homeland Security - Disaster Housing & Emergency Services Plan
Project Manager
Project Manager for creation of statewide Disaster Housing and Emergency Services Plan for the state of Indiana, including working with 13 agency stakeholders, managing subcontractor researchers, and leading all aspects of the project and team.

Indiana Department of Homeland Security – District Level Disaster Housing Plans
Subject Matter Expert and Analyst
Researched, assembled information, and facilitated data gathering with Indiana's established Homeland Security Districts to create District-level specific Disaster Housing Plans in line with the statewide framework (another earlier project I managed). Led and authored two districts and assisted staff in the others.

Lake County, IL – Integrated Court Case Management System Review
Program Manager
Oversight over the review of an existing Integrated Court Case Management System RFP and development of revised RFP, convened justice system stakeholders to revise requirements, applied system-wide best practices to promote larger participation in the competitive bidding process, and facilitated stakeholder discussion to gain team consensus on future IT vision for integrated justice.

Clerk of the Circuit Court of Cook County (IL) – Case Management System Needs Analysis
Project Manager, Subject Matter Expert
Led a needs analysis with the Clerk of the Circuit Court of Cook County ("CCC") in replacing their Case Management System (CMS). Conducted comprehensives needs assessment of CCC's current environment and providing detailed functional requirements, technical requirements, and recommendations for a new integrated case management solution that will encompass all facets of CCC court operations. Includes working with over 32 distinct stakeholder groups that encompass bureaus, departments, divisions, committees, suburban district courts, branch courts, and more. CCC's $100M annual budget and large staff make it one of the largest, most comprehensive County Clerk of the Circuit Courts in the country, rivaling some states in size and scope. Recommended future improvements to streamline operations in the new system.

Clerk of the Circuit Court of Cook County – Project Management for Criminal Justice Information Data Exchanges
Program Manager
Assisted Clerk of the Circuit Court of Cook County and its justice partners (State's Attorney, Chief Judge's Office, Public Defender, Bureau of Technology, and Sheriff) in managing policies, procedures, protocols, and prioritization of data exchanges to be developed and managed on a countywide Enterprise Service Bus.

Lake County (Illinois) Department of Public Works - Utilities Revenue Internal Audit
Project Manager and Process Analyst
Project Manager for internal audit on behalf of the County Public Works Department; managed audit of 18 Villages and other wholesale customer entities, and their water / sewer treatment Intergovernmental Agreements with the County. Assisted in conducting interviews and leading process mapping for tracking customer payments to local municipalities and the municipality revenue payments back to the governing County providing utility services. Provided additional consulting services to recommend process improvements and strengthen internal controls.

Lake County (Illinois) Department of Public Works – Finance Department Process Assessment / Business Process Improvement
Project Manager and Lead Process Analyst
Assisted the Lake County Department of Public Works in streamlining and improving its finance related functions to better coordinate with the County departments, save funds, increase revenue, and more effectively manage its wholesale sewer customers. Led business process reengineering activities and process design efforts.

Lake County (Indiana) Sheriff - Southlake Medical Contract Audit (4 Phases)

Assisted forensic accounting investigation breach of contract dispute. Gathered and reviewed documentation related to a third-party jail medical services provider. Conducted and documented interviews, tours, and compliance research. Tracked budget and coordinated project activities. Supervised project intern. Managed onsite tasks. Drafted final reports to prepare client for litigation.

DuPage County (Illinois), County Sheriff- Jail Fiscal Analysis
Fiscal / Process Analyst
Performed fiscal analysis, trend reporting, cost analysis, and best practice research to assist County in determining jail options for housing federal prisoners within current space compared to building a new structure. Performed comparisons and scenarios related to collecting federal per diem fees for housing federal inmates.

Cook County Department of Corrections - Financial System Process Improvement
Collaborated with financial staff in Department of Corrections to document current processes and redesign new procedures to maximize staff resources, eliminate fraud, and comply with applicable auditing standards and correct previous audit findings. Designed processes to improve performance efficiency of inmate discharge, commissary transactions, inmate trust accounts, and inmate payroll and timekeeping.

Peoria County (Illinois) Sheriff's Department - Jail Management Information System
Project Manager, Business Analyst
Gathered and documented jail business process requirements and assisted facilitation of technical requirements. Developed training materials and assisted in onsite training, testing, and process improvement. Facilitated client communication and served as liaison between prime vendor (Digital Solutions, Inc.) and Peoria. Tracked budget, developed project management materials for the vendor.

Cook County Disproportionate Minority in Confinement Committee Business Process Analysis & Redesign

Facilitated and supported process mapping activities with Cook County Criminal Division Judges, State's Attorney's Office, and Office of the Public Defender to document and analyze processes in the County criminal justice system in order to identify and redesign decision points in the system that may result in the disproportionate confinement of people of color.

Chicago Public Schools – Financial Transformation, Risk Assessment, and Organizational Cost Savings Projects

Program Manager

Program Manager and PMO lead, leading teams in conducting a risk assessment and supported / advised Central Office on cost savings and revenue enhancing measures to help close a $1.1B CPS budget gap. Advised and assisted CPS through Central Office Reorganization (personnel savings), budget reduction proposals, strengthening of internal audit processes, strengthening of internal controls, identification of finance/accounting issues, and identification of potential expanded revenue streams to be explored in new projects (i.e. grant maximization, Medicaid, etc.) Crowe has then led execution of projects across the District, including providing continued analysis, design, development, implementation, and coordination of projects to assist CPS in executing cost saving projects that reduce budget, increase revenues, and realize savings. Also managed staff that supported CPS Internal audit, strengthen internal controls, and transform CPS's finance and accounting departments by implementing process improvements and mitigating audit findings. Multi-year, multi-stakeholder program with many project work streams.

Lake County (Indiana) Sheriff's Department - Jail Management Project (Phase 6): Implementation of Inmate Population Controls

Project Manager, Subject Matter Expert, Process Consultant

Conducted budget and cost analysis to calculate inmate jail costs and design low-cost programming that will produce budgetary savings, including a Book and Release Protocol and an electronic monitoring program for inmates. Assisted in facilitating justice stakeholders to design a County program and gain consensus. Assisted County in implementation Book & Release Protocol and implementing a third-party electronic monitoring program for low-risk offenders, including monitoring and response protocol.

Lake County (Indiana) Sheriff's Department - Jail Operational Assessment

Subject Matter Expert, Process Consultant

Coordinated a six-part project, including analysis of Jail Booking and Release Processes, assessment of billing procedures between the County Jail and the U.S. Marshal Service, coordination of data needs and requirements of the Spillman jail management system, staffing assessment of Correctional Officer overtime, evaluation of the jail's Emergency and Evacuation Plan, and a comprehensive Inmate Issue Analysis to evaluate suicides, morale, and officer/inmate interactions. Facilitated process mapping sessions, procedural redesigns to enhance performance, and managed a successful and collaborative complex client relationship.

Lake County (Indiana) Sheriff's Department - Jail Management Project (Phases 1, 2, and 3)

Business Analyst, Process Consultant

Analyzed daily jail population data for judges to assist in reducing the jail overcrowding problem; assisted in set-up of additional Court session and coordinated analysis and implementation planning of recommendations. Assisted in convening of Countywide criminal justice stakeholders, including judges, public defenders, prosecutors, clerks, jail warden staff, jail records personnel, and city/town jurisdiction representatives. The three-phased project resulted in justice system recommendations of incarceration alternatives and performance improvements countywide, many of which have been implemented.

Richard ("Rick") Dzik
PMP - Manager

Direct 614.365.2227
rick.dzik@crowe.com
www.crowe.com

Profile

Rick is a Manager with Crowe's Consulting, Public Sector, Local Government Team. He has extensive experience in technology solutions, procurement and implementations with specialization in public safety. He also has experience in organizational change management and strategic planning with local governments.

Professional and Industry Experience

Rick's work experience includes:

- Knox County, Ohio | 9-1-1 Director | Mount Vernon, Ohio (2011-2016)
- Knox County, Ohio | EMA Director | Mount Vernon, Ohio (2012)
- College Township Fire Department | Captain | Gambier, Ohio (2001-2016)

Publications

Rick's publications include:

- "How will Ohio's 9-1-1 system keep pace with emerging technologies?" *In Command*. A Publication of the Ohio Fire Chief's Association. April-June 2012.

Education & Certifications

- Master of Arts, Public Policy and Management
  - o The Ohio State University | Columbus, Ohio
- Bachelor of Arts, Psychology
  - o Kenyon College | Gambier, Ohio
- Bachelor of Arts, English
  - o Kenyon College | Gambier, Ohio
- Certified Project Management Professional (PMI-PMP)
- Justice Information Exchange Model (JIEM)
- Emergency Medical Technician (Paramedic)
- Firefighter Level II

Client Focus

Services:
- Change Management
- Financial Analysis
- Grants Administration
- IT Consulting
- Labor Relations
- Procurement Support
- Project Management
- Public Safety Consulting
- Public Sector Consulting
- Strategic Planning
- Criminal Justice IT

Industries:
- Government
- Public Safety
- Emergency Management
- Homeland Security
- Education
- Healthcare
- Economic Development
- Public Sector IT
- Telecommunications

Client Listing

Indiana Department of Revenue (Indianapolis, Indiana)
Role: Project Manager | Date: December, 2018 – Present
Provide procurement support for the selection of a new outside collections agency for collection of state tax debt. Includes requirements gathering, RFP development, vendor selection support and contract negotiation support.

Franklin County Courts (Columbus, Ohio)
Role: Project Manager | Date: April, 2018 – Present
Provide project management services and assist with the development of a PMO for the selection (procurement support) and implementation of a new Court Case Management System. Assist the five participating courts with proposal review and negotiations. Coordinate and streamline stakeholder communications with the vendor and other jurisdictions for information sharing. Research and facilitate the comparison of hosting solutions for the chosen product.

Aurora Police Department (Aurora, Illinois)
Role: Project Manager | Date: January, 2018 – Present
Assisted with project management for the implementation of public safety CAD and RMS solutions. This includes performance of an operational impact assessment related to the deployment of CAD prior to the implementation of RMS. This included identifying affected business services, identifying workarounds and documenting findings.

Indiana Economic Development Corporation (Indianapolis, Indiana)
Roles: Project Manager and Analyst | Date: December, 2016 – Present
Management of ongoing support and maintenance of the Crowe Common Point 360 economic development solution built on the Microsoft CRM platform. Services include project management and oversight, requirements gathering and needs assessment, and helpdesk services.
Analysis and development of the annual jobs realization report required by Indiana legislative code. Requires analysis of job creation promises by incentive recipients against actual job creation as well as the impact of incentives on average wages.

Indiana Integrated Public Safety Commission (Indianapolis, Indiana)
Role: Business Analyst | Date: December, 2016 – Present
Provided support to the IPSC and oversight of the federal FirstNet State and Local Implementation Grant Program (SLIGP). FirstNet is intended to provide nationwide preferred mobile broadband service to all public safety entities. Assisted the State of Indiana in decision to opt-in to federal FirstNet with partner AT&T. Provided outreach to local public safety representatives to understand needs and concerns. Held statewide conferences to educate first responders about the program.

Chicago Public Schools (Chicago, Illinois)
Role: Project Manager | Date: September, 2017 – November, 2017
Provided crash project management support for the deployment of a new web portal open enrollment solution. This included business process documentation, development of workaround procedures to address software shortfalls and documentation of detailed solution requirements. Ensured project success thus enabling launch of the application portal and laid foundation to ensure successful ongoing product development.

American StructurePoint Engineering (Indianapolis, Indiana)
Role: Project Manager | Date: August 2017 – November, 2017
Produced a Benefit-Cost Analysis (BCA) on behalf of StructurePoint's clients, Boone and Hendricks counties in central Indiana. Submitted as part of $30M+ USDOT Infrastructure for Rebuilding America (INFRA) grant for the expansion of the Ronald Reagan Parkway. BCA illustrated the $125M societal benefit of the project over the next 20 years.

City of Indiana and Marion County Information Services Agency (Indianapolis, Indiana)

Roles: Project Manager and Analyst | Date: January, 2017 – August, 2017
Performed business analysis and requirements gathering for the complete redesign of the indy.gov website. Provided project management support with project progress and process documentation. Also performed research into the current state of indy.gov and government website best practices. Managed needs assessment and implementation plan update for ISA's criminal justice information sharing solution. This involved meetings with criminal justice agencies to assess data needs, evaluation of project progress, data exchange prioritization and plan updates.

Health and Hospital Corporation of Marion County (Indianapolis, Indiana)
Role: Project Manager | Date: October, 2016 – September, 2017
Assisted the Health and Hospital Corporation in development of an RFP for the procurement of a vital records information management solution. This included gathering of functional and technical requirements, business process analysis and documentation, RFP development and assisting the client with vendor selection.

Indiana Department of Corrections (Indianapolis, Indiana)
Role: Project Manager | Date: June, 2017 – August, 2017
Provided vendor selection support for project to implement a tablet based system of delivering digital content and electronic services to offenders in correctional facilities. Stepped in following the development and release of RFP to evaluate the business case and revenue projections of each proposer.

Kforce Government Solutions, Inc. (Fairfax, Virginia)
Role: Business Analyst | Date: June, 2017 – July, 2017
Provided analyst support to project manager for the software quality assurance assessment of the Daniel K Inouye Solar Telescope (DKIST). This included detailed review of project materials and documentation of followed project management principles. Supported PM in gap analysis of real project activities versus PMI project management principles.

Indiana Department of Child Services (Indianapolis, Indiana)
Role: Business Analyst | Date: November, 2016 – May, 2017
Assisted with the implementation of a redesigned travel reimbursement policy. Developed employee training literature and employee training videos for over 1500 DCS employees to ensure familiarity with new system. Developed and analyzed survey of employees to understand the impact of the organizational changes and feedback of staff.

Knox County, Ohio (Mount Vernon, Ohio)
Role: 9-1-1 Director | Date: July, 2011 – September, 2016
Performed business analysis and feasibility study for consolidation of county 9-1-1/dispatch centers. Developed RFP, reviewed responses and selected vendors. Served as project manager and realized project to completion. Served as System Administrator for county-wide CAD and police/fire RMS system including database management, run card development, user management and reporting. Performed business analysis, feasibility study and implementation plan for county-wide migration to Ohio's Multi-Agency Regional Communications System (MARCS). Secured $500,000 in grant funds for $1.35 million total project budget. Developed RFP, reviewed responses and selected vendors.

Performed IT procurement and implementation as follows:

- Instituted first email system for 9-1-1 agency (2011).
- Implemented FCC mandated narrow-banding of county VHF radio system (2012).
- Upgraded 9-1-1 emergency and administrative call-taking system (2012).
- Core team member for implementation of wireless emergency notification system (2013).
- Procured SaaS performance management software for 9-1-1 agency (2014).
- Procured electronic policy and document management system (2015).

- Procured online talent acquisition and pre-hire testing platform (2016).
- Planning, evaluation and implementation of county-wide security improvements (2014-2016).
- Core team member for evaluation and implementation of IP phone system for county Commissioners and county Sheriff (2015-2016).

Mike Fisher
MBA, PMP, CSM

Fax 317.635.6127
mike.fisher@crowe.com
www.crowe.com

Profile

Mike Fisher is a manager with Crowe's Consulting practice. Mike has 20+ years of experience in consulting and project management in both public and private sectors. For the past 10 years, Mike has been immersed in helping organizations build high performing Agile organizations by coaching them to become mindful to 'be' Agile, empower teams, and focus on culture and value delivery.

Professional and Industry Experience

Mike helps public and private organizations across varied industries build the RIGHT software RIGHT at speed-to-market, achieve accelerated growth at a sustainable pace, and create cultures that respond to constant fluid states of change by coaching to disrupt, experiment, observe, learn, eliminate waist, respond quickly, continuously improve, and fail forward - all within quick, continuous, sustainable, and adaptable methods at maximum performance. Mike consults, coaches, trains, and mentors organizations on Agile Product Delivery, Business Agility, and traditional project management including Agile Transformations.

Professional Affiliations

- Project Management Institute
- Scrum Alliance
- Scrum.org

Education & Certifications

- MBA, Applied Management – IWU, Indianapolis
- BS, Computer Information Systems – IWU, Indianapolis
- Project Management Professional (PMP)
- Certified Agile Coach
- Scrum Master Certified
- Scrum Product Owner Certified
- Scrum Developer Certified
- Scrum Trainer Certified
- SAFe Agilist (SA) Certified
- Certified Collaboration Architect – Innovation Games
- Blackbelt Certified in Project Portfolio Management
- Microsoft Certified Professional (MCP)
- Microsoft Certified Technology Specialist (MCTS)
- Microsoft Certified Sales Specialist (MCSS)

Client Focus

Services:
- Advisory Consulting
- Enterprise Agile Coaching
- Speaking & Training
- PMO Consultancy Services
- Strategic Planning + Execution
- Software Development Process
- Enterprise Solutions
- Project Program Management (PPM)
- Training Development & Delivery
- Business Analysis
- Process Improvement
- Organization Change Management
- IT Operations and Infrastructure
- Microsoft Project Server PPM
- Microsoft Dynamics CRM
- Atlassian Jira
- Web Content Management Systems
- Web Design & Development

Industries:
- Public Sector
- State and Local Government
- Emergency Management
- Healthcare & Insurance
- Life Sciences
- Medical Devices
- Pharmaceuticals
- Information Technology
- Criminal Justice
- Higher Education
- Public Safety
- Law Enforcement
- Public Works
- Manufacturing
- Not-for-Profit

Community Involvement:
- Protection Services, Local Churches
- Board of Directors, PMI Central IN

Client Listing

Staten Island Counseling Services: YMCA of Greater New York – New York City, NY
Project Manager
Lead the development of a comprehensive Request for Proposal (RFP) and a competitive evaluation of a Health Information Management software system. Facilitate requirements validation, elicitation, and prioritization sessions with stakeholders. Assess functional and non-functional requirements. Support the creation of RFP document, project plans, procurement timelines, vendor response templates, and communications.

City of Indianapolis/Marion County Indiana Municipal Government – Indy.gov
Role: Agile Coach/Program Manager | Date: December 2017 – January 2019
The City of Indianapolis/Marion County desires a new public-facing website that will be a true Digital City Hall that allows all constituents throughout Indianapolis and Marion County to access information, data or services, complete activities and transactions, in a user-friendly and flexible way that works for them on whatever device they have available. This initiative is a long-term, modernization project to drive government service forward. It makes city and county government more accessible and efficient through the all-new my.indy.gov. Mike served in an advisory consultant role as an Agile Coach, Chief Scrum Master, and Program Manager. From project initiation, Mike coached, trained, and mentored government staff and all contracted vendors on the Agile mindset, Scrum development framework, rapid value-driven software development practices, quality assurance, and DevOps. He implemented, configured, trained, and administered the project's Atlassian Jira environment to support Agile product development. Mike was responsible for the overarching program management of all knowledge areas across all process groups. He was responsible for vendor management of all contracted vendors for the project. As Chief Scrum Master, he facilitated all Scrum meetings, Scrum-of-Scrum meetings in addition product visioning sessions, product road mapping, user story refinement, and organizational change management efforts. The result was the delivery of potential shippable working software at the end of each Sprint, software released into production at least monthly at my.indy.gov, and successful cutover to Indy.gov in January 2019 where the website can be viewed today.

National Science Foundation (NSF) Program Management Office (PMO) – DKIST Solar Telescope
Role: Project Management Subject Matter Expert | Date: February 2017 – August 2017
The National Science Foundation (NSF) Program Management Office (PMO) had a need to conduct a Software Quality Assurance (SQA) Assessment of the Daniel K. Inouye Solar Telescope (DKIST) Project formerly named the Advanced Technology Solar Telescope (ATST). DKIST is the world's largest ground-based solar telescope facility currently under construction by the National Solar Observatory near the summit of the Haleakala volcano on the Hawaiian island of Maui. Mike served in an advisory consultant role to the NSF PMO, NSF Large Facilities Office (LFO), and the NSF oversight team. Mike led a project team to conduct a SQA Assessment for the nineteen custom developed software applications to be integrated for the DKIST Major Research and Construction Project (MREFC). The assessment included evaluating adherence to industry standard project management methodologies and frameworks, Agile software development practices, software quality assurance practices, cybersecurity risk assessment, and project financial and budget accounting practices. Mike was responsible for assessing and submitting all observations, concerns, and recommendations from the review activities to the NSF oversight team. As an expert in the project management field, Mike personally evaluated the adherence to industry project management methodologies and Agile software development practices efforts. The result was successful completion of the Assessment within schedule and budget and led to improvements and recommendations for the construction of the telescope. Mike found it an honor to be part of such an innovative and ground-breaking global research project.

Indiana Farm Bureau
Role: Agile Coach Consultant | Date: May, 2016 – November, 2016
Indiana Farm Bureau insurance had a business need to increase its market position and service footprint by offering mobile applications and rebranding their corporate website. They also desired the

ability for a content management system (CMS) that would allow role-based approvers and authors to update their corporate website content on demand in response to rapidly changing market factors. The vision of this large enterprise system implementation was to replace its current corporate website with a CMS, modernize its design & branding to align with its new marketing promotional strategy, make it mobile responsive, and create a scalable architecture to support their mobile app strategy. Serving in an advisory consultant role as an Enterprise Agile Coach, Mike facilitated, mentored, trained, and coached the product development teams new to the Scrum development process.

He also collaborated on their corporate Agile Transformation initiative by consulting with their Project Management Office (PMO) on best PMO service practices to transition from a strictly traditional Waterfall methodology to a Hybrid PMO integrating an Agile framework for managing projects, programs, and portfolios. The successful product result can be viewed at their corporate website www.infarmbureau.com.

Eli Lilly & Company
Role: Agile Coach and Chief Scrum Master Consultant | Date: 2015 - 2016
Lilly had a business need to streamline and modernize their exceedingly complex Medicines Development Unit (MDU) clinical trial process. The vision of this large enterprise system implementation was to develop a new custom software product that integrates several back-end micro-services into a single role-based user interface surfacing features only that are needed based on user role while developing an innovative architectural runway. Serving in an advisory consultant role as an Agile Coach and Chief Scrum Master, Mike facilitated, mentored, trained, and coached Scrum Teams new to the Scrum development process and facilitated product visioning, product road mapping, and organizational change management. The result was successful project initiation, planning, and execution using Scrum and supporting toolsets within a highly regulatory environment that has never managed projects outside of traditional waterfall processes.

United Healthcare
Role: Agile Coach Consultant | Date: December 2014 – October 2016
United Healthcare had a business need to deliver product value to market faster, more efficiently, and consistently in response to a rapidly changing market environment because of the Affordable Care Act (ACA) commonly nicknamed Obamacare. Serving in an advisory consultant role as an Enterprise Agile Coach to support the organization's Agile Transformation away from traditional Waterfall project management practices to Agile product development to deliver on their large enterprise system implementation of new insurance products. This included organizational change management, training development and delivery, and Microsoft TFS implementation, configuration, customization, and integrations. Mike was also instrumental in securing resources to support their Lean Start-up initiative.

Liberty Mutual Insurance
Role: Program Manager Consultant | Date: January 2013 – August 2014
Liberty Mutual Insurance had a business need to reduce enterprise-wide recurring software and infrastructure licensing and support costs and modernize its datacenter. The project vision was to migrate and consolidate multiple systems from dispersed datacenters into a single datacenter on new servers with the latest windows server version. Serving as a consultant Program Manager, Mike lead this effort resulting in successful migration and consolidation of systems and reduction in significant enterprise software licensing and infrastructure support costs.

Global Consulting Firm
Role: Enterprise Agile Coach / Agile Practice Lead / Managing Consultant | Date: 2013 – 2016
A global consulting firm had a business need to expand their customer-facing service offerings and expand the capabilities of their internal PMO services. Mike developed and advanced their PMO services, internal practices, and external service offerings. He create many processes and templates that standardized the foundation for their project management approach. Mike held a leadership position that managed all of their project managers. Mike also created a new end-to-end Project Portfolio Management (PPM) service offering based on Microsoft Project from sales to post-implementation training including managed service support and maintenance. During this period, Mike earned his

Microsoft certification as a Microsoft Sales Consultant. He instructed the business development management and sales team on how to sell Microsoft PPM products and services. Mike also started and led their new Agile PMO services practice that provided Agile Coaching services and Agile practices in project management to their large enterprise clients.

Hearst Business Media
Role: Enterprise Application Lead | Date: January 2008 – January 2013
Hearst Business Media, a division of Hearst Corporation, had a business need for executives to analyze the operational and financial performance of dispersed international subsidiary companies into a single, rolled-up business intelligence dashboard application while streamlining and improving project, program, and portfolio management (PPM) processes across all subsidiaries. Serving in an advisory consultant role as an Enterprise Application Lead, Mike consulted with subsidiary companies including Zynx Health, First Databank, First Databank UK, MOTOR Information Systems, and Black Book to develop and mature PPM and Project Management Office (PMO) PMO service, best practices, methodologies, frameworks, tools, and techniques focused on improving business processes and making them consistent and efficient. Mike successfully led the installation, configuration, customization, and implementation of enterprise-wide applications including Microsoft Project PPM and Salesforce. Mike facilitated collaborative strategy work-sessions to elicit business problems so that key performance indicators (KPIs) were developed into business intelligence (BI) dashboards in support of continuous improvement processes and data-driven strategic, operational, and financial decision making.

InstantLabs
Role: Project Manager | January 2013 – December 2014
InstantLabs was developing an innovative, desktop medical device used for automatic, real-time PCR testing of foodborne pathogens. Serving in an advisory consult role as project manager, Mike lead the entire software development lifecycle including quality testing resulting in successful product release to market within time and budget.

QIAGEN
Role: Project Manager | January 2013 – September 2013
QIAGEN, a leading global provider of DNA/RNA sample extraction to insights solutions transforming biological materials into valuable molecular insights, had a business need to submit their QIAsymphony SP automated, high throughput vitro diagnostic (IVD) medical device to the FDA for market approval. Serving in an advisory consult role as project manager, Mike lead the highly regulated software development process through the entire SDLC from design, to quality assurance and testing resulting in successful FDA approval within time and budget. The medical device is currently FDA approved and in use globally.

Municipal and Federal DoD Government Agencies
Role: Project Manager | Date: January, 2008 – June, 2008
Consulted with multi-jurisdictional public safety agencies to manage large enterprise system implementations from post-sales to post-implementation support and training of "Reverse 911" Emergency Management communications systems. Responsibilities included product roadmapping, cost/schedule/scope management, system delivery, training development, and transition to post-implementation warranty maintenance and support. Large multi-jurisdictional agencies included but not limited to: Miami-Dade County, FL Police Department, Quebec Province, Canada Police Department, Riverside County, CA Fire & EMS Departments, Ventura County, CA Fire & EMS Departments, Department of Defense (DoD), US Military Installations.

City of Westfield, Indiana Municipal Government
Role: CIO | Date: January, 2002 – January, 2008
As one of the fastest growing cities in the country, Westfield has a business need to leverage technology to support economic development. The existing IT infrastructure was limited to desktop form factor servers sitting on the floors in closets throughout the city connected by slow ISDN lines experiencing

frequent outages and network security issues. New systems could not be added due to limitations of the current IT network and infrastructure. Public Safety departments has the need to move to mobile computing to increase safety and reduce response time to critical incidents. The police department had no relational case or records management system. Serving as Director of Information Technology, Mike created and executed on a five-year strategic plan to create the City's first Department of Information Technology from the ground up. Mike lead of all aspects of the IT department including hiring staff and setting the short and long-term goals, objectives, strategies, tactics, and measures.

He defined the architecture, design, management and controls that assured the security of the government's IT environment. Mike created RFPs, performed vendor, and materials procurement management. He developed a complex, fault-tolerant, and a highly available network resulting in 99.99% reliability level. He successfully implemented multiple, simultaneous, city-wide mission-critical technology initiatives from the ground up including:

- Development of a citizen-focused eGovernment website including online payment processing
- Creation of a datacenter and network monitoring situational room
- Establishment of off-site hot and cold colocation facilities to ensure continuity of operations
- Installation of redundant power to critical buildings
- Virtualized server infrastructure
- Layered network security
- Disaster recovery and business continuity plan
- Help desk support system including self-service knowledge base
- Enterprise application management, device imaging, and unattended remote application installs
- Hardware and desktop life-cycle management
- CCTV surveillance & access control systems at government buildings and public parks
- Integration of Tyler Technologies New World Systems Records Management System (RMS)
- Implementation of SunGuard's OSSI Police Records Management System (RMS)
- Implementation of FireHouse Records Management System (RMS) for the Fire Department
- Installation of in-vehicle laptops for mobile reporting and printing with pervasive network connectivity
- Construction of redundant, fault-tolerant fiber-optic network throughout the City
- AV presentation systems for public-government council meetings and conference rooms
- Financial, accounting, and utility billing system for Public Works
- Public Works billing/printing/mailing system
- Implementation of ESRI GIS system

AARON GORRELL
Aaron@waterholeconsulting.com ·
719.243.2568

WATERHOLE
JUSTICE CONSULTING

EXECUTIVE PROFILE
Mr. Gorrell is a leading provider of technology consulting services to justice organizations around the country. His experience spans the entire criminal justice process and he brings an in-depth understanding of the key role technology plays in the criminal justice process. Mr. Gorrell has expertise in law enforcement and justice technology consulting, software development, system integration, and project management. He is able to blend a deep understanding of police operations with technical expertise-serving as a bridge between each and as an advocate for both. He is regularly sought to provide technical assistance to national not-for-profit, local, state and federal justice systems projects and participates in a number of national initiatives including the IACP Law Enforcement Information Technology Standards Committee (LEITSC), NIEM XML Standards Task Force (XSTF) and the NIEM Child, Youth and Family Services Governance Committee which focuses on applying technology to juvenile justice and dependency and neglect cases.

PROFESSIONAL EXPERIENCE
President & CEO
Waterhole Justice Consulting

Waterhole Justice Consulting is a law enforcement technology consulting firm that specializes in helping law enforcement agencies make strategic decisions about the procurement and implementation of technology and information sharing systems used in business practices. Mr. Gorrell's expertise includes strategic planning, system integration, performing needs assessments, and RFI/RFP development and system procurement oversight. Waterhole's clients span the public safety spectrum and include the federal, state and local arenas and include:

- **International Association of Chiefs of Police (IACP):** Multiple projects including:
  - **Training and Technical Assistance Program (TTAP):** Provided training in 11 jurisdictions to over 250 law enforcement personnel on project management for CAD and RMS implementations.
  - **Project Managers Guide to RMS/CAD Software Systems Acquisition:** Developed this guide for law enforcement project managers on how to procure and implement complex law enforcement software systems. This guide was used as the basis for the TTAP training program conducted in 11 cities.
  - **LEITSC CAD and RMS Functional Specifications:** Worked with law enforcement and dispatch professionals to document key functional requirements of Law Enforcement Computer Aided Dispatch (CAD) and Records Management Systems (RMS)
- **Palm Beach County Sheriff (PBSO):** Provided project management, systems analysis and guidance through all phases of software procurement for the agency's $14 Million MANTA project that involved the agency CAD, RMS, Crime Analysis, Civil Order Document Management, Alarm Management and Jail Management Systems.
- **Mesa, Arizona Police Department:** Provided NIEM XML expertise for determining how to export information from their CAD/RMS system into Firehouse.
- **National Center for State Courts (NCSC)**: Multiple projects including:
  - *Trinidad and Tobago Court Case Management System*: Mr. Gorrell is working with the NCSC International Division and is the primary technology project manager and software engineer for development of a Court Case Management System for Trinidad and Tobago. The user interface is being developed in Angular while the database interaction server is written in Java.

- o *Conservatorship Accountability*: Mr. Gorrell worked with Minnesota and NCSC staff to develop an implementation guide for Minnesota's MMC (MyMNConservator) software that can be used by state and local jurisdictions for conservator reporting.
- o *NIEM-Based Standards Development*: Over the past 11 years, Mr. Gorrell worked with the NCSCs federal, state and local partners to develop many national standards based on the National Information Exchange Model (NIEM). The supported data exchanges involve information sharing between justice organizations related to child welfare, child support, drug court reporting, drug testing, mental health, juvenile justice, crash reporting, and privacy metadata information. Mr. Gorrell is also a founding member of the Child, Youth and Family Services (CYFS) domain of the National Information Exchange Model (NIEM). The data elements in this model were developed by decomposing data requirements for Child Dependency and Neglect cases and culminated into this national, standardized data model for child protection organizations to use for when sharing information between systems.
- **Arizona Criminal Justice Commission (ACJC)**: Multiple project management and systems analysis projects including:
  - o *National Instant Criminal Background Check System (NICS) Task Force*: Mr. Gorrell has served as a systems analyst to the ACJC NICS Task Force since 2012. In this role. he provides guidance to ACJC management and other Arizona justice partners on technology and recommendations for new legislation, court rules and agency policies to improve the quality of criminal history records.
  - o *Conditions of Release*: As a systems analyst, Mr. Gorrell conducted a statewide assessment to identify requirements and encourage the adoption of new legislation and court rules to facilitate electronic sharing of court ordered, pre-trial conditions of release.
  - o *Orders of Protection*: Mr. Gorrell is leading a team of law enforcement and victim advocate experts to identify ways to improve the current Arizona Order of Protection business process and technology. The team has identified 67 recommendations for changes to systems and processes and worked with the ACJC to codify a number of these recommendations through legislation which was signed into law in 2018.
- **Arizona Administrative Office of the Courts (AOC)**: Multiple projects including:
  - o *Statewide Electronic Arrest Warrant System*: Mr. Gorrell served as a systems analyst for the AOC to implement a prototype, statewide electronic arrest warrant system that seamlessly shares information between law enforcement, courts and the NCIC. This system was successfully implemented in Coconino County in 2016.
  - o *Criminal eFiling*: Mr. Gorrell served as a systems analyst to develop statewide technical specifications for submission of criminal cases through an eFiling System. The specifications were Global Reference Architecture (GRA) compliant and built on the Electronic Court Filing (ECF) standards. He also supported implementation of a prototype system in 2017.
- **National Forensic Science and Technology Center (NFSTC):**
  Forensic Information Data Exchange (FIDEX): Mr. Gorrell developed many standards for the NFSTC including those related to sharing forensic request and analysis information. Mr. Gorrell also implemented a prototype system for sharing information between law enforcement and forensic crime labs which was implemented with the Boston Police Department and Phoenix Crime Lab.
- **American Bar Association (ABA)**:
  Collateral Consequences of Conviction: Mr. Gorrell worked with the ABA to develop the Collateral Consequences of Conviction toolkit, an on-line system to capture and search collateral consequences of conviction. During this project, Mr. Gorrell work with the Project Manager and other personnel to identify system and data requirements.

He used these discussions to develop a SharePoint based system for entry of the consequences. Data and system requirements were then codified into an on-line system using Microsoft SQL Server database and Java to allow the justice community, especially the defense bar, to explore consequences applicable to laws in their state.

Principal Consultant/Co-Founder
URL Integration

While with URL, Mr. Gorrell became an nationally recognized expert in developing GJXDM-based IEPD's for local, state and national jurisdictions and organizations. Over a period of four years, developed more national reference IEPD's than any other person to date. The clients for these IEPD's include the National Center for State Courts (NCSC), the International Association of Chiefs of Police (IACP), the US Department of Social Services, and the IJIS Institute.

During this period, he facilitated over 100 requirements development sessions with subject matter experts from a wide variety of backgrounds. These meetings were used to identify and document functional, non-functional and data requirements. A number of these requirements have since evolved into national standards and are indicated as grant special requirements for organizations receiving grant funds from either the Department of Justice or Homeland Security.

- Responsible for the design and development of a comprehensive requirements definition methodology and the software products that support it. Although the methodology is similar to the Rational Unified Process, it differs in that it focuses on ensuring that the artifacts developed are first and foremost understandable by subject matter experts and can be analyzed to identify information gaps.

- Lead architect and project manager on an effort that developed a privacy portal for Maricopa County, AZ. The portal imports object models developed using the products above and permits users to apply additional metadata tags that indicate the privacy of specific data objects. These privacy settings are exposed using a web-service which is called by a middleware engine.

- Lead architect and project manager that successfully implemented a Service Oriented Architecture (SOA)-based solution in Lake County, IL to electronically transmit traffic citations from law enforcement to the County Court. This implementation saves the County over 1,700 FTE-days per year and has greatly improved the consistency and accuracy of data.

- Served as a member of the OASIS LegalXML Committee. The committee seeks to establish national standards for justice information systems. This committee focuses on developing common XML structures that enable transmission of justice related documents between various organizations.

- Served as a member of the IJIS Institute XML Committee, a federally funded effort which provides technical guidance to the Department of Justice, Homeland Security, and other private organizations on integration technologies.

Justice Information Systems Specialist
SEARCH Group, The National Consortium for Justice Information and Statistics

While with SEARCH, Mr. Gorrell was a key member of the team that developed the Justice Information Exchange Model (JIEM), a methodology which provides a framework for modeling interactions between organizational units. He was responsible for codifying the concepts designated in the methodology into the first version of the JIEM web-enabled software. The methodology has been embraced by Department of Justice and is often included as special grant requirement.

- Software designer and developer of the Justice Information Exchange Model. The software, and the methodology it implements, has been designated by the US Department of Justice as a national standard and is required use for organizations seeking government grants for integration projects.

The model provides a framework by which jurisdictions can capture use cases that describe interactions between justice agencies. The software was written using Java and the J2EE framework.

- Participated in Technical Assistance for many jurisdictions by providing training sessions with users on both the software and the methodology. This training included acting as a facilitator in a number of joint application development sessions.

WAYNE JONES
Wayne@waterholeconsulting.com
719.322.1825

WATERHOLE
JUSTICE CONSULTING

EXECUTIVE PROFILE

Mr. Jones is a skilled and experienced IT Director and Project Manager with expertise in directing complex IT global initiatives and projects for multiple FORTUNE 100 Companies. He is recognized for bridging the gaps between Operations and IT and has shown an innate understanding of how technology solutions impact and support operational requirements. His Law Enforcement experience includes 15-plus years working with U.S. Gov't and Foreign Government Customs Clearance Agencies and 7-plus years implementing CAD and Mobile solutions with U.S. Law Enforcement Agencies. His most recent CAD/Mobile implementation resulted in %100 availability during the cutover window (60 days) with a minimum amount of reported issues.

Areas of Expertise:

- Enterprise Application Implementation

- Project Management & Tracking

- Risk, Issue, & Opportunity Management

- Requirements Change Management

- Business Analysis Fundamentals

- Schedule Development & Tracking

- Organization and Project Process Definition

- Program Management & Strategic Planning

PROFESSIONAL EXPERIENCE

Director - Project Management
WATERHOLE JUSTICE CONSULTING
Developed and executed project management plans for implementing CAD, Mobile, JMS, Crime Analysis, and RMS law enforcement solutions for an agency with over 4,000 employees and $14M project budget. Developed and maintained vendor management plans, schedules, milestones, resource plans, training plans (1500 deputies), detailed implementation plans, and risk management plans for multi-phase, cross-platform projects. The CAD/Mobile implementation resulted in minimal issues and 100% availability during implementation/cutover. Consulted on developing 'Product Management' teams to assist the agency with long term product control and vendor relationships. Developed project management processes and best-practice guidelines based on PMM SDLC guidelines.

Senior Project Management
WESCOM RESOURCES GROUP
Developed and executed project management plans for implementing member-facing banking applications for financial institutions with multi-billion dollars in assets. Managed Online Banking and Mobile Banking (iOS, Droid) implementation efforts for largest WRG clients (based on billed revenue). Developed and maintained schedules, milestones, resource plans, and risk management plans for multi-phase, cross-platform projects.
Developed project management processes and best-practice guidelines based on standard PMM SDLC guidelines. Specialized as client manager for high-profile and highest revenue credit union clients.

Senior Project Management
ARICENT / VERIZON
Project manager of global telecom billing system conversion projects. Projects supported corporate initiative of $20M annual savings through billing application consolidation. Project management process followed Verizon Business internal processes and procedures based on standard PMM SDLC guidelines. Within 3 months responsibility grew from 1 project assigned to 5 concurrent projects assigned.

Project Management Principal
FEDEX TECHNOLOGY SERVICES
Developed and executed IT project and program management plans supporting multiple strategic international business areas (Clearance, Customer Automation, Global Service Providers, Freight Booking).

- Enabled FedEx regional IT teams to react to local business requests in a faster and localized manner by implementing Regional Information Hub (RIH) program. Developed and championed global strategy to implement TIBCO solution as the RIH in global locations supporting global clearance, customer automation, freight booking, and customer billing functionality. PM processes for RIH efforts based on PMM guidelines. 18-month duration, 45-person resource project schedule managed via Primavera. Awarded FedEx 5 Star award for taking initiative and leading the global team. Managed RIH development budget in excess of $2.5M.
- Enabled FedEx Asia/Pacific region to realize $5M ROI via implementing new business models and more efficient freight booking suite of applications. Simultaneously served as Program and Project manager for FedEx freight booking environment, managing vendor development and maintenance efforts on global freight booking products and applications. PM processes based on corporate SDLC which was standardized on PMM guidelines. Managed program budget in excess of $2M.
- Program manager for Global Service Provider (GSP) FedEx applications. Streamlined and simplified GSP FedEx applications by establishing program view focused on managing the diverse suite of applications and requirements involved in the GSP environment. Implemented Primavera as standard project management tool.
- Created and executed budget acquisition plan in excess of $2.5 million for expanding Asia/Pacific freight booking application into global usage. The global plan included developing business process changes to take advantage of the expertise and efficiency provided in the new application.

Senior Technical Advisor
FEDEX TECHNOLOGY SERVICES
Senior Business Analyst and Technical Lead for FedEx customs clearance applications development and support teams. Collaborated with business partners to establish clearance tools directions and usage. Directed development teams on analysis, design, development, testing, training, and support tasks for multiple global clearance applications.

- Selected as regional representative to Asia Pacific and Latin America FedEx business regions for strategizing customs clearance applications direction. Role was created to better coordinate global tools and applications versus each FedEx region developing their own toolsets. Championed use of corporate clearance scanning applications in Asia Pacific region.
- Reduced international export manifest discrepancy issues via creation and deployment of export freight scanning application, implementing first use of RF technology in FedEx clearance facilities. Developed operational changes to clearance sort to take advantage of scanning solutions. The solution resulted in decrease of fines and shipment detainments into Canadian clearance locations. Directed team on analysis, design, development, testing, and deployment of Unix-based, Tuxedo, C++, N-tier, Sybase application.
- Member of team instrumental in gaining SEI Capability Maturity Model (CMM) level 2 rating for organization.

- Assigned as Technical Lead to interface FedEx clearance applications with US government AMS clearance environment, giving FedEx a competitive edge over carriers that had not made the connection.

EDUCATION
- **Colorado Technical University,** MS Project Management – in progress
- **Westminster College,** Bachelor of Science, Computer Science
- **Snow College,** Associates of Science, Computer Science

PROFESSIONAL DEVELOPMENT
- Criminal Justice Information System (CJIS) Level 3 Security
- NCUA / Credit Union Security certification
- Software Security certification – ASPECT Security
- Project Management Institute (PMI) membership
- Project Management Institute advisory sessions (CCS/FedEx Internal)
- Advanced Project Management certification and class conducting

Renae A. Peden
MPA – Staff

Direct 312.632.6963
renae.peden@crowe.com
www.crowe.com

Profile

Ms. Peden is a government specialist with three years of professional experience working with public sector and not-for-profit clients.

Professional and Industry Experience

Ms. Peden is a Sr. Staff member in Crowe's Public Sector Consulting Practice. She specializes in RFP development and system selection, technology requirements elicitation, vendor support, business process analysis and redesign, process improvement, and data analysis and visualization– all for public sector clients in the government, not-for-profit, and education sub-sectors.

Education & Certifications

- Master of Public Affairs (MPA), Policy Analysis
  - o Indiana University School of Public Environmental Affairs (SPEA) | Bloomington, Indiana
- Bachelor of Arts, Political Science
  - o Indiana University College of Arts and Sciences | Bloomington, Indiana
- Certified Associate in Project Management (CAPM)
  - o Project Management Institute (PMI)

Client Focus

Services:
- Public Sector Consulting
- Stakeholder Facilitation
- Public Sector Procurement
- Requirements Elicitation
- Financial Analysis
- Budget Analysis
- Process Reengineering
- Process Documentation
- Data Analysis
- RFP Development
- Internal Audit
- Risk Assessment

Industries:
- Public Sector

Client Listing

City of Aurora – Aurora, IL
Lead Business Analyst
Support the City of Aurora in project management, business process documentation, and business process improvement activities to prepare for the implementation of (1) Computer aided dispatch (CAD), (2) Record management system (RMS), and (3) FOIA request management software.

Staten Island Counseling Services: YMCA of Greater New York – New York City, NY
Lead Business Analyst
Support the development of a comprehensive Request for Proposal (RFP) and a competitive evaluation of a Health Information Management software system. Facilitate requirements validation, elicitation, and prioritization sessions with stakeholders. Assess functional and non-functional requirements. Support the creation of RFP document, project plans, procurement timelines, vendor response templates, and communications.

Lake County – Waukegan, IL
Business Analyst
Support Lake County's criminal justice working group in the assessment and redesign of RFP for an integrated case management system. Project activities include assessment, support and development of an improved RFP that meets the needs of all stakeholders; total cost of ownership analysis for system implementation.

American Academy of Pediatrics | Itasca, Illinois
Business Analyst
Support the selection of a new financial ERP system for the organization. Facilitate the validation of functional requirements, vendor research, support onsite vendor demos, and implementation support.

Connecticut Conference of Municipalities | New Haven, Connecticut
Business Analyst
Support the assessment of the organization's current CRM system. Assessment includes review of the system utilization, identification of strengths, weaknesses and challenges. Assessment culminates in a series of recommendations for optimal CRM usage, including system improvements, process improvements and organization change management strategies.

YMCA of Greater New York – New York City, NY
Lead Business Analyst
Provide project management support to the YMCA of Greater New York as part of their ongoing CRM implementation. Project activities include an enterprise-wide capacity assessment (stakeholder interviews, survey design and analysis); program charter design; status report consolidation; risk/issue management and identification, and other project management support.

City of Aurora – Aurora, IL
Business Analyst
Support the City of Aurora's efforts to develop an Information Technology Strategic Plan. Project activities include survey design and analysis, stakeholder interview facilitation, heat map analysis, and best practice research. Coordinate with various citywide stakeholders to assess IT priorities, long and short-term goals, and implementation strategies.

Chicago Public Schools – Chicago, IL
Lead Business Analyst
Serve as business analyst on multiple initiatives for the Office of the CEO, Office of Management and Budget, and Office of Internal Audit and Compliance. Projects include data analysis and validation for CPS budget taskforce; data analysis and survey design of an organizational readiness assessment for high school graduation requirements; findings validation, data analysis and final draft editing support for Parking Benefits program audit.

California Department of Resources Recycling and Recovery – Sacramento, CA
Analyst
Provide supporting analysis of CalRecycle data for presentation to federal and state regulatory agencies. Created a series of data visualizations outlining historical trends and key data points