


Office of the City Manager

MEMORANDUM

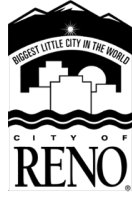
DATE: February 6, 2023
TO: Mayor and City Council
THROUGH: Doug Thornley, City Manager **Approved Electronically**
FROM: JW Hodge, Assistant City Manager 
SUBJECT: Request for additional information related to the regional working group on fire, emergency medical services, and 911 dispatch.

This memo serves as a follow-up to the memo provided to Council on January 24, 2023 that outlined the efforts being made by the regional working group addressing regional opportunities for fire, emergency medical services, and 911 dispatch.

The documents related to the request for proposal process, the response from the selected facilitator, and the agreement outlining the work being provided by Federal Engineering are attached for review as requested.

Attachments

- 1 – Request for Proposal
- 2 – Federal Engineering Response to Request
- 3 – Federal Engineering Agreement



Request for Proposal (RFP)

A regional collaboration working group led by the managers for the City of Reno, the City of Sparks, and Washoe County are requesting proposals from vendors to provide facilitation of regional collaboration opportunities for Fire, EMS, and Dispatch services including, but not limited to, enhanced protocols for the dispatch of emergency services using 911 system based on factors such as deployment of nearest resources to emergency calls and other joint opportunities. The facilitator will be expected to provide services in four core areas:

Governance: how will the service be governed and how will policy decisions be made

Foundation: operational considerations including configuration, shifts, station standards, etc.

Organization: what is included in the service, dispatch, fire, EMS

Funding: how will the organization be funded and what will the impact be to jurisdictions

The selected vendor will be offered a contract to help achieve the desired end result of designing a dispatch and regional 911-call process that serves the community by prioritizing the user experience and the appropriate deployment of resources through a reduction in duplicated processes, improved use of technology and resources, and simplified governance.

This solicitation does not commit any governing body of this working group to award a contract, to pay any costs incurred in preparation of a proposal, nor to procure any services that may be offered.

RFP Submission Information

RFP Title: Facilitation of the Regional Collaboration Working Group for the City of Reno, the City of Sparks, and Washoe County for Regional Opportunities for Fire, EMS, and Dispatch Services

RFP Requirements:

Executive summary	Proposed solutions
Company profile	Implementation approach
Relevant experience	Project plan/timeline
Scope of work	Project management approach
Pricing	Deliverables

RFP Submission Deadline: September 30th, 2022 at 5:00 pm PDT

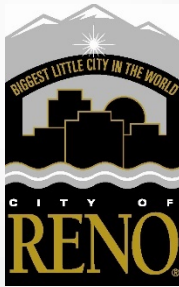
*Proposals submitted after the due date will not be considered.

Submit Proposals via email to:

JW Hodge, Assistant City Manager, City of Reno: hodgejw@reno.gov
Eric Brown, Manager, Washoe County: epricebrown@washoecounty.gov
Neil Krutz, Manager, City of Sparks: nkrutz@cityofsparks.us

Request for Proposal Contact Person:

Krysti Smith, Management Analyst, City of Reno: smithk@reno.gov



“Unleashing the Power of Technology”

Proposal for:

Facilitation of the Regional Collaboration Working Group for the City of Reno, the City of Sparks, and Washoe County for Regional Opportunities for Fire, EMS, and Dispatch Services

September 30, 2022



**Federal
Engineering®**





"Unleashing the Power of Technology"

**Federal
Engineering®**

Federal Engineering, Inc.

10560 Arrowhead Drive, Suite 100

Fairfax, VA 22030

703-359-8200

September 30, 2022

Submitted via email: hodgejw@reno.gov; epricebrown@washoecounty.gov; nkrutz@cityofsparks.us

Mr. J.W. Hodge
Assistant City Manager
City of Reno
1 E. First Street, P.O. Box 1900
Reno, NV 89505

Mr. Eric Brown
Manager
Washoe County
1001 E. Ninth Street
Reno, NV 89512

Mr. Neil Krutz, ICMA-CM
City Manager
City of Sparks
431 Prater Way
Sparks, NV 89431

Dear Mr. Hodge, Mr. Brown, and Mr. Krutz:

Federal Engineering, Inc. (**FE**) is pleased to submit this proposal for the City of Reno, the City of Sparks, and Washoe County, Nevada to facilitate regional collaboration opportunities for Fire, EMS, and Dispatch Services. **FE** values this opportunity to serve you and the opportunity to address your specific requirements. We are committed to helping you with your ongoing efforts to meet the unique needs of your Fire, EMS, and Dispatch Services departments. Our proposal details how we will perform the required tasks as defined in your Request for Proposal.

The Region will benefit from the experience **FE** has gained over the past three years working on multiple projects with the County and Cities. We will come up to speed and be productive immediately. Additionally, **FE** has successfully completed over 2,500 projects covering all facets of emergency communications for a multitude of government agencies. Our experience includes consulting services for law enforcement records management systems (LE RMS), fire RMS, computer aided dispatch, jail management systems, Next Generation 911, geographic information systems (CAD, JMS, NG911, GIS), and all facets of land mobile radio (LMR) systems. **FE** has completed many large statewide projects and as such, we are well versed in dealing with the sensitivities when multiple jurisdictions participate in a project.

FE's experts will work closely with your designated stakeholders to achieve your project objectives. Our senior management team will be actively involved in your project, providing both technical and operational guidance and executive management.

As the founder of **FE**, I authorize the submission of this proposal and will participate in the contract negotiations upon our selection. By my signature below, I commit Federal Engineering, Inc. to our proposal's terms for 60 days from the due date. If you have any questions regarding our proposal, please continue to reach out to Jeffrey Paré, Director of Business Development, at 530-263-8541 or via email to jpare@fedeng.com.

Federal Engineering looks forward to continuing our work with the Cities of Reno and Sparks and Washoe County on this critically important project.

Sincerely,

Ronald F. Bosco
President and Chief Executive Officer
Federal Engineering, Inc.



Table of Contents

1 EXECUTIVE SUMMARY 1

2 FEDERAL ENGINEERING PROFILE 3

 2.1 Corporate Overview 3

 2.2 FE’s Qualifications and Experience..... 4

3 PROPOSED PROJECT TEAM 8

4 PROJECT REFERENCES 14

5 SCOPE OF WORK..... 22

 5.1 Proposed Solutions22

 5.2 Implementation Approach.....23

 5.3 Project Plan/Timeline28

 5.4 Project Management Approach30

 5.5 Deliverables.....31

6 PRICING 33

 6.1 Firm Fixed Price33

 6.2 Hourly Rates.....33

 6.3 Basis of Our Proposal34

Table of Exhibits

Exhibit 1—Federal Engineering’s Corporate Structure 3

Exhibit 2—Project Team Organizational Chart..... 8

Exhibit 3—Quality Assurance Review Board.....31



1 EXECUTIVE SUMMARY

FE understands the purpose of your RFP is for the City of Reno, the City of Sparks, and Washoe County, Nevada to retain a consultant to provide facilitation of regional collaboration opportunities for the Fire, EMS, and Dispatch Services including, but not limited to, enhanced protocols for the dispatch of emergency services using 911 system based on factors such as deployment of nearest resources to emergency calls and other joint opportunities. Within this proposal, we provide detailed information on how *FE* proposes to provide these services in four core areas: Governance, Organization, Foundation, and Funding.

FE's previous performance has earned us a reputation as the premier public safety consulting firm. This reputation is based upon our long public safety heritage; our consultants have been assisting clients with public safety communications since our inception in 1983. We offer demonstrated knowledge and practical performance focused on assisting our customers in successfully and affordably attaining their emergency dispatch and 911 call answering goals.

FE has completed two projects in Washoe County within the last two years, and we are currently engaged in a project to help the County and Cities replace their dispatch, law enforcement records, and County jail records systems. When *FE* began the solution replacement project in 2021, during our project initiation meeting it became clear to our project manager that the agencies needed a clear, defined, and agreed upon governance structure. We worked with stakeholders to make the governance task the highest priority. As with any new regional shared solution agency, buy-in to a governance model that is equitable, complete, and survivable makes the entire project less stressful on the participants. *FE* would be very pleased to continue our work in this area and mediate your meetings, offer subject matter experts that are familiar with your agencies, and help with change management as you move forward with your dispatch modernization projects.

FE has developed the tools, skillsets, and methodologies necessary to deliver practical, affordable solutions that most effectively meet the needs of first responders. We offer a unique combination of subject matter expertise and hands-on experience in call answering and dispatch operations, emergency response technology upgrades, staffing and facility analyses, project management, and implementation services. Federal Engineering provides consulting services for the full lifecycle of public safety technology system projects, as highlighted below.



<i>FE Consulting Services</i>	
• PSAP regionalization/efficiency studies	• PSAP design, site planning and selection
• Business process analysis	• Strategic planning
• Governance and policy analysis	• Disaster recovery planning
• Organizational change management	• Continuity of operations (COOP) planning
• Regional information sharing	• CAD/RMS
• Interoperability and data integration	• Priority medical dispatch systems
• NG911 and E911 operations	• External systems and interfaces
• ESInet design and deployment	• GIS and CAD mapping
• Voice logging	• Mobile applications
• Radio systems	• Justice system assessment
• P25 technology	• Interoperability assessment
• Spectrum planning and licensing	• Funding assessment and planning
• FCC licensing applications	• Project management
• Field surveys and reporting	• Needs assessment and analysis
• Networks / mobile infrastructure	• Gap identification and analysis
• Mobile hardware and infrastructure	• Requirements gathering
• Crime analysis and data analytics	• RFQ/RFP development and specifications
• Video systems	• Procurement support
• Networks and storage systems	• Vendor evaluation
• In-vehicle video systems	• Vendor contract negotiations
• Body-worn cameras and CCTV surveillance	• Implementation management
• Cybersecurity	• Independent validation / verification

"Our engagement with Federal Engineering was great. Their professionalism and flexibility to adjust was appreciated. The end product was professional and produced within agreed upon timelines. Thank you."

*~Daniel Johnson, Chief Technology Officer
Douglas County, Nevada*



2 FEDERAL ENGINEERING PROFILE

2.1 Corporate Overview

Federal Engineering was founded 39 years ago and has a rich history of providing system analysis and design for public safety organizations. Our founder, Ronald F. Bosco, a former first responder and degreed engineer, continues to lead the firm and has kept his vision steady to improve the functionality and cost-effectiveness of public safety communications. This consistency in ownership translates into consistency in performance as evidenced by the fact that our earliest government clients remain clients today, over a third of a century later.

FE's philosophy to "exceed client expectations to retain that client for life" has resulted in client retention and repeat business since the firm's inception.

FE's expertise consistently delivers low-risk projects, and we will deliver high user satisfaction for the Region and its public safety end users. We have worked with many jurisdictions and agencies to facilitate enhanced, protocol-based regional dispatch solutions. Our subject matter experts have the skills and experience to lead your regional collaboration working group through its discussions to achieve consensus on the best path forward. This will be done by including best-in-class industry benchmarks and proven change management techniques.

Corporate Organization

Exhibit 1 below shows FE's corporate structure and areas of focus/competencies.

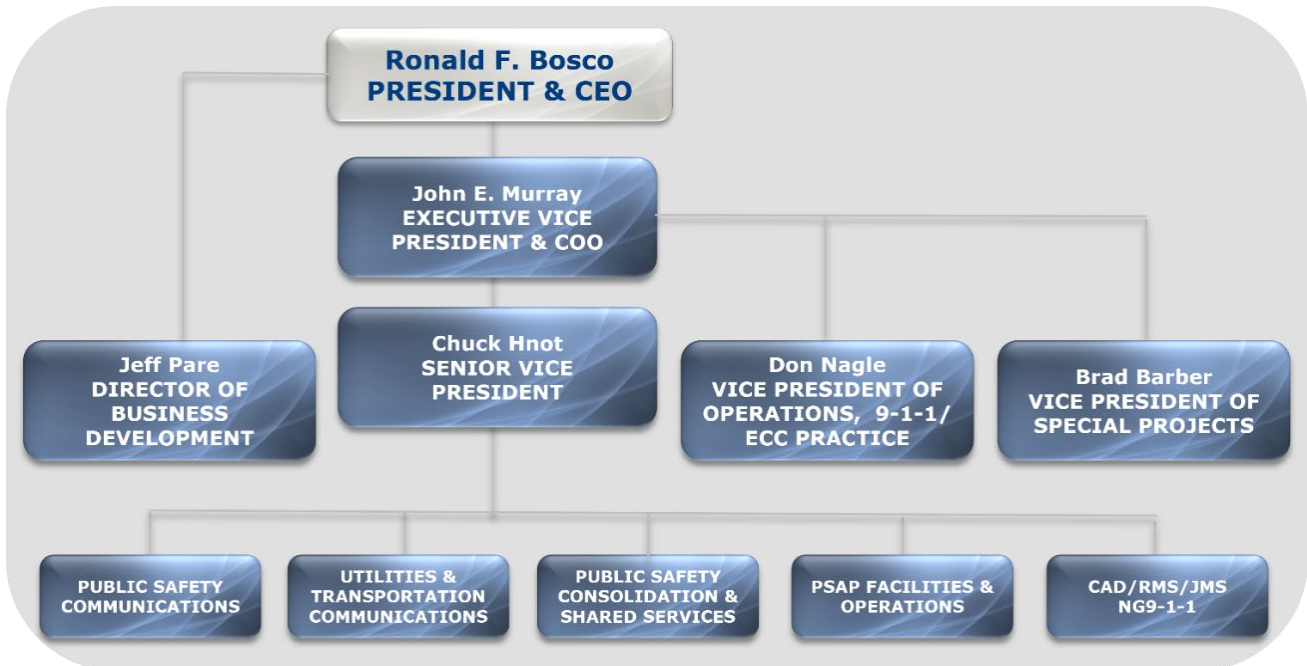
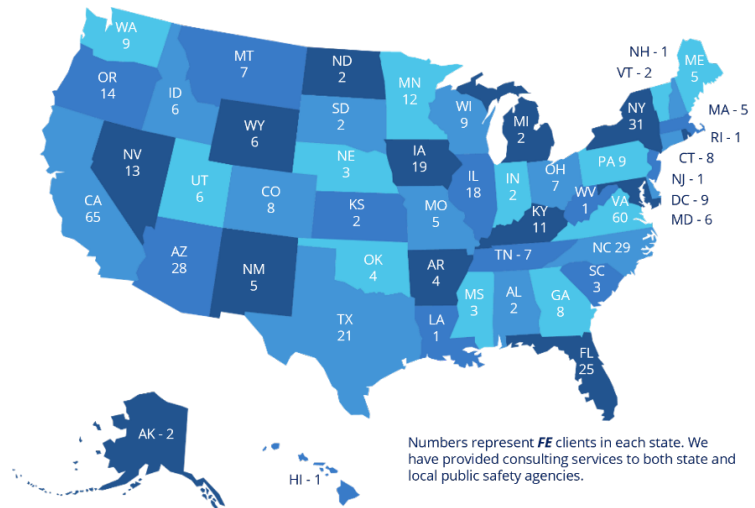


Exhibit 1—Federal Engineering’s Corporate Structure

*FE's private ownership provides a distinct advantage to the Region; corporate decisions are not impacted by outside investors or venture capital firms. Our principals, Mr. Bosco and Mr. Murray, care deeply about their clients and the reputation of the company they have built from the ground up. They are heavily invested in the success of this and all other projects involving FE. As a result, the Cities of Reno and Sparks and Washoe County can count on their direct, personal involvement in every aspect of this critical assessment project. As they have done for all projects, they will be active in overseeing this project, cementing a strong consulting relationship bent on accomplishing your goals. **Our principals are fully available to provide support as needed throughout the project, at no additional cost.***

National Presence

As a national firm, *FE* brings the experiences and best practices of many other jurisdictions to your project. The adjacent map highlights our nationwide presence. In addition to our headquarters in Fairfax, Virginia, we have regional offices in California, Iowa, Arizona, Texas, Pennsylvania, and Florida. *FE* has a distributed workforce with consultants located in 11 states, supporting an efficient response to our clients.



Independence Guarantee

*FE's certified independence guarantees that the Region will receive totally objective analyses, free from the influences of hardware vendors, software suppliers, and service providers. Our firm has never worked for any manufacturer or software supplier. We do not have software products to design into our client recommendations. **Our recommendations are unbiased toward any technology, product, approach, or vendor.***

*FE is not engaged in nor associated with the business of selling, servicing, providing managed services or leasing radio communications, computer aided dispatch (CAD), records management systems (RMS), data integration solutions, telephony, 911/NG911, mobile computer, map/GIS, cybersecurity, or any other public safety systems, hardware, or software. **We are truly the Region's independent, trusted advisor.***

2.2 FE's Qualifications and Experience

*FE understands the requirements that are unique to the Cities of Reno and Sparks and Washoe County and the Region's goal and objectives. **Through our experience with the Region, we have developed an in-depth understanding of your unique environment.***

FE's consultants are experts in all facets of public safety communications. Emergency communications professionals work in a fast-paced, complex, and interdependent operating environment. Our team understands the ever-increasing demands for situational awareness,



information sharing, and effective interoperability. Call takers, dispatchers, and first responders are the human interface between public safety technology and the public. Effective and efficient policies, procedures, and training for these essential public servants is vital to the success of their mission.

FE subject matter experts contribute to industry best practices and are active in many industry standards development organizations, including the following:

- Association of Public-Safety Communications Officials (APCO)
- National Emergency Number Association (NENA)
- National Association of State Telecommunications Directors (NASTD)
- Project 25 Technology Interest Group (PTIG)
- P25 Phase 2 Industry Roundtables
- PSAP Best Practices Workshops
- CAD integration standards
- National Fire Protection Association (NFPA)
- Alliance for Telecommunication Industry Solutions-Emergency Service Interconnection Forum (ATIS-ESIF)
- Telecommunications Industry Association (TIA) and standards bodies
- Internet Engineering Task Force (IETF)
- National Public Safety Telecommunications Council (NPSTC)
- Federal Partnership for Interoperable Communications (FPIC)

We are heavily invested in public safety organizations that develop public safety operational and technological standards, such as APCO, NENA, NFPA, and the International Academies of Emergency Dispatch (IAED). **FE** consultants regularly speak at NENA, APCO, IWCE, and other leading conferences. We are respected members of the public safety community, chair national committees, and have had papers published by professional organizations. Most **FE** consultants are former first responders and several key members of our proposed team have served as 911/PSAP managers.

"FE and its staff exceeded performance in project management, technical expertise, adherence to schedule and budget, communications, and responsiveness. FE was prompt and thorough in all requests for information or explanation. FE helped Oakland Police Department prepare thorough and compelling documentation to support budget and staffing requests. FE provided regional and national insight into best practices. FE was uniquely familiar with strategies on how to best transition to our new CAD system—the largest and most complex IT project in OPD's history. Their participation has already helped us make better decisions and crucial project junctures."

~Virginia Gleason, Former Deputy Director, Oakland Police Department

Dispatch Studies for Similarly Sized Clients

FE has delivered projects to thousands of public safety agencies, assisting agencies with communications and technology projects since our inception in 1983 and with dispatch and records software projects since 1994. As highlighted below, our team has experience in the analysis of organizational issues, technology, costs and benefits, and planning alternatives for service delivery improvements, technology upgrades, and effective education for community and government leaders prior to and during communication center service delivery change initiatives.



Cities of Reno and Sparks and Washoe County, Nevada

Regional Fire, EMS, and Dispatch Consulting Services

Our consultants offer a deep understanding of public safety organizations, regulatory guidance, and the political and cultural frameworks inherent in the Region's project.

<i>Year</i>	<i>Public Safety Agency</i>	<i>Description</i>
2022–present	City of Naperville, Illinois	CAD/RMS needs assessment, analysis, and requirements definition; action plan development; RFP development, vendor evaluation and selection support; contract negotiation support
2021–present	City of Palm Beach Gardens, Florida	Dispatch and communications operations feasibility study; inventory technology; perform site surveys; operations assessment; capital/operational costs evaluations; governance assessment; alternatives analyses
2021–2022	Valley Emergency Communications Center/Utah Communications Authority	PSAP audit and assessment study; VECC assessment; business process analysis; staffing study; facility/infrastructure and technology evaluation; governance review; financial analysis; continuity of dispatch operations assessment
2019–2020	Redwood Empire Dispatch Communications Authority, California	Fire and EMS dispatch consolidation study; feasibility analysis; model restructuring of JPA and governance; provide cost estimates; public safety radio interoperability assessment; identify legal barriers and solutions
2019–2020	State of Idaho	NG911 consulting; review existing plan; perform technology analysis; funding model research recommend updates and changes; RFP development; procurement support, implementation management
2018	Town of Westport and City of Fairfield, Connecticut	ECC relocation and consolidation; existing systems assessment; feasibility study; financial analysis; governance review; implementation plan
2018	City of Sugar Land, Texas	Assess PSAP; business process analysis; staffing study; onsite evaluation of facility/infrastructure and technology; governance review; financial analysis; continuity of dispatch operations analysis
2017–present	Gwinnett County, Georgia	CAD/Mobile/LERMS needs assessment; RFP requirements and specifications; RFP development; procurement support/ vendor evaluation; contract negotiations; Implementation project management
2017–2018	Marion County, Iowa	PSAP consolidation study; CAD/RMS/JMS assessment; PSAP governance; NG911 impact analysis; site/facility observations; technology/equipment assessment; operations/staffing analyses; training
2016–present	Winnebago County, Illinois	CAD/mobile and RMS needs assessment; RFP requirements and specifications; RFP development; procurement support/ vendor evaluation; contract negotiations; implementation project management
2016–present	Harrisonburg-Rockingham ECC, Virginia	CAD/mobile (law and fire), LERMS, and jail management needs assessment, requirements definition, technical specifications/RFP development, procurement negotiation support, implementation & post cutover support for a multi-agency, multi-jurisdiction integrated system





Cities of Reno and Sparks and Washoe County, Nevada

Regional Fire, EMS, and Dispatch Consulting Services

Year	Public Safety Agency	Description
2016– present	City of Paducah, Kentucky	CAD/Mobile/LERMS needs assessment; RFP requirements and specifications; RFP development; procurement support/ vendor evaluation; contract negotiations; implementation project management
2016– present	Spotsylvania County, Virginia	CAD/Mobile/LERMS and FRMS needs assessment; RFP requirements and specifications; RFP development; procurement support/vendor evaluation; contract negotiations; implementation project management
2014– 2016	Monterey County, California	CAD needs assessment; requirements and specifications development
2014– 2016	Tri-Com Central Dispatch, St. Charles, Illinois	CAD/RMS needs assessment; RFP requirements and specifications; RFP development; procurement support/vendor evaluation; contract negotiations; implementation project management
2013– 2018	Loudoun County, Virginia	CAD, LERMS, mobile and related public safety systems and interfaces needs assessment, specifications, RFP, procurement, and implementation support/project management
2011– 2016	San Diego and Imperial Counties, California	Project management oversight of the Regional Communications Infrastructure Program (RCIP) for all the region’s public safety agencies
2010– 2021	Pinal County, Arizona	Public safety consulting; continuity of operations gap analyses; public safety systems assessment, governance support; CAD/RMS/MDS/JMS procurement support
2005– 2017	Charleston County, South Carolina	Dispatch consolidation consulting; comprehensive communication systems assessment and recommendations; consolidation feasibility study; transition plan development; planning and implementation support; vendor proposal review and evaluation; design and system implementation support

"In my opinion FE has the best consultants in police communications. The professionalism, the technical expertise, and the knowledge of national standards and trends is above reproach. Under their guidance we underwent a \$1.2 million remodel of our communications center. They provided a staffing study that allowed us to address issues with call answering standards, this study also allowed us to do a deep dive on our internal processes and was a catalyst for changing many that were antiquated. FE was also very involved in assisting our Communications Center during software upgrades and were of great assistance in holding vendors accountable for delivery of appropriate products. FE would be the first consultants that I would call for any future projects.

~Lt. George Bray, Operations Manager, Communications Division, Seattle Police Department



3 PROPOSED PROJECT TEAM

FE has over 50 consultants, specialists, and former first responders located in offices across the country dedicated to helping our clients achieve their public safety communications and operational goals. Our team’s strength comes from their hands-on experience working in the field; we understand that operational needs drive the technology solutions, because we have been in your positions. Our consultants have experience in the following positions:

- Fire service, law enforcement, and EMS personnel
- Directors of PSAPs, dispatch centers, emergency operation centers (EOC)
- Managers of NG911, 911, CAD, RMS, mobile, telephony, and radio systems
- Joint Powers Boards and governance development
- Engineers strategically selected for their various disciplines
- Local and state government public safety communications officials

The proposed project team, shown below in Exhibit 2, is well versed in working with multiple jurisdictions and multiple disciplines in all aspects of dispatch, 911, and PSAP operations. They have experience with agencies of all sizes and knowledge of a broad range of systems, technology, and emergency communications processes. Through FE’s rich history, our consultants have developed tools and methodologies needed to deliver practical, affordable solutions to effectively meet the needs of your PSAPs.

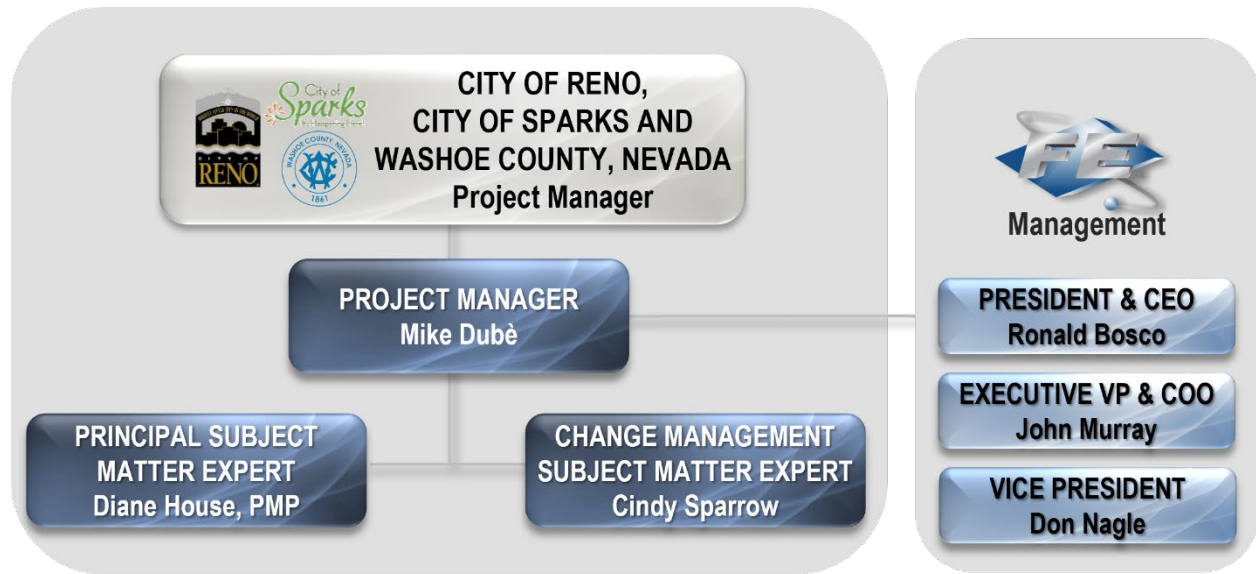


Exhibit 2—Project Team Organizational Chart

Vice President Don Nagle will provide executive oversight for this engagement. As project director, he will manage the assigned resources toward meeting the project schedules and objectives. He will review regular progress reports and make resource and other adjustments to align the project throughout its lifecycle with the Region’s desired goals and outcomes.



Cities of Reno and Sparks and Washoe County, Nevada

Regional Fire, EMS, and Dispatch Consulting Services

Project Manager Mike Dubè will be **FE's** single point of contact to the Region's Working Group and will manage our internal team on a day-to-day basis. He will lead meetings and calls, track, and document progress, identify issues or risks, and develop mitigation strategies as needed.

Mr. Dubè will support our governance and change management technical experts: Principal Subject Matter Expert (SME) Diane House, PMP and Change Management SME Cindy Sparrow. Principal SME Ms. House is located an hour away and has managed some of the largest software migration projects in the country.

Our Executive Vice President, Mr. John Murray, will manage **FE's** processes for independent review and quality assurance of deliverables. His services **are provided at no cost to the Region.**

The key individuals listed above as the project team will perform the work and will not be substituted with other personnel without the Working Group's prior approval.

At times however, life happens. People get sick, they switch jobs, they get into accidents, and, sadly, they pass away. Life situations could have a devastating impact on a project, especially if it involved a key person. **FE is that firm.** In our nearly four decades of doing business, we have experienced all of these. But with a deep bench and overlapping skill sets, we have consistently overcome life's happenings and successfully completed thousands on schedule and to our clients' satisfaction.

We have identified your project team above; but when you hire **FE**, you hire a firm with numerous unique skillsets. There are no issues—technical or administrative—in the realm of public safety software that we have not advised our clients on how to address.

Resumes for **FE's** proposed project team are presented on the following pages and detail each person's education, experience, applicable professional credentials, and examples of professional experience related to the services required to complete the Region's project.

"FE staffed our project with practitioners with real-world experience in public safety and communications technology. FE understood our needs and provided practical advice."

*~Melissa Appleby
Town of Simsbury, Connecticut*

"The service provided by the Federal Engineering team greatly impacted the success of our project. We are fortunate to build such a strong professional relationship with these dedicated professionals."

*~Don Ash, Henry County, Georgia
Director of Emergency Management*



DONALD C. NAGLE

Vice President 911/ECC Practice, Project Director



EDUCATION

- A.S., Criminal Justice, Northeastern University
- Administration of Law & Justice, University of Massachusetts-Lowell

GENERAL BACKGROUND

Mr. Don Nagle is a senior public safety communications consultant with proven experience in many fields, including industry leadership positions specializing in CAD/RMS software and wireless technology, and many projects involving assessments of and upgrades to NG911. Mr. Nagle has held multiple leadership positions for Massachusetts law enforcement agencies. He is uniquely qualified to provide direction, leadership, and vision in public safety technology.

Mr. Nagle has evaluated functional technology of CAD/RMS and radio dispatch systems, NG911 systems, and 911 networks. He has analyzed operational models, command structures, staffing, and processes of communications centers and dispatch systems. As Director of Telecommunications for the Massachusetts State Police, he centralized command and control centers for each troop and regional E911 PSAP for over 50 cities and towns, providing interoperability between state and local agencies.

RELEVANT PROJECT EXPERIENCE

State of California

- Santa Monica Evaluation of Regional Dispatch Opportunities
- City of Oakland ECC Staffing Study

State of Washington

- King County E911 Platform Modernization
- City of Seattle Police Department CAD/RMS Technical and Operations Needs Assessment

State of Florida

- Palm Beach Gardens Dispatch and Communications Operations Feasibility Study

State of Idaho

- Statewide NG911 consulting

State of Arizona

- Pinal County CAD/RMS Needs Assessment and Requirements

State of Illinois

- Winnebago County CAD/RMS Systems Technical Consulting
- Boone County NINGA NG911 Consulting Services
- Dekalb County NINGA NG911 Consulting Service

State of Montana

- Statewide 911 Planning

State of Ohio

- Statewide NG911 Implementation Oversight

State of Oregon

- Malheur County Communications Assessment

State of Utah

- Statewide NG911 Consulting and Project Management

AREAS OF EXPERTISE

- CAD/RMS
- E911 and NG911
- ESInet
- ECCs and PSAPs
- Dispatch operations
- Public safety mobile radio
- 700 / 800 MHz

PROFESSIONAL ORGANIZATIONS

- National Public Safety Planning Advisory Committee Planning Committee
- Massachusetts ETS, Standards Board
- Massachusetts ETS, Training Committee

TRAINING AND CERTIFICATIONS

- Public Safety Communications, University of Delaware, Wilmington, Delaware



MICHEL C. (MIKE) DUBÉ

Project Manager



EDUCATION

- M.A., Leadership and Training, Royal Roads University
- B.A., Political Science, University of Toronto
- A.A., Law and Security Administration, Humber College

AREAS OF EXPERTISE

- CAD, RMS, Mobile data applications
- GIS
- AV
- ICS 100-400
- Army tactical command and control information systems
- CPIC
- Fire Station alerting
- CBRNE

GENERAL BACKGROUND

Mr. Mike Dubé has served more than 32 years in emergency services, most recently as Deputy Chief of Support Services for Port Moody Fire/Rescue, where he spent the last three years under secondment to Canada's Emergency Management College as the National Program manager of the CBRNE First Responder Training Program. In his Support Services role, he oversaw the implementation of E-Comm's CAD, RMS, and mobile wireless workstations. Prior, he served as Division Chief of Information and Communication Systems for Toronto Fire Services, the 5th largest fire agency in North America as well as on-call team leader and logistics chief of CAN-TF3, Toronto's HUSAR Team. This role included project management of the Motorola SmartZone voice and Dataradio data communications system. Mr. Dubé recently retired from the Royal Canadian Corps of Signals with the rank of Major.

RELEVANT PROJECT EXPERIENCE

State of Nevada

- City of Reno/Washoe County CAD/RMS/JMS Consulting

State of California

- Santa Monica Evaluation of Regional Dispatch Opportunities
- City of Oakland CAD Consulting and ECC Staffing Study
- Stanislaus County CAD Training

State of Iowa

- Polk County CAD Governance Needs Assessment

State of Illinois

- City of Chicago CAD System Design and Implementation
- Winnebago County CAD/RMS Assessment, Procurement, and Implementation

State of Arizona

- Pinal County CAD/RMS Assessment

State of Georgia

- Gwinnett County CAD Implementation Support and Real Time Crime Center Assessment

State of Kansas

- Sedgwick County CAD Training and Implementation

Commonwealth of Pennsylvania

- City of Philadelphia Police and Fire CAD/MWS Training

PROFESSIONAL ORGANIZATIONS

- Project Management Institute (PMI)
- APCO
- NENA
- Canadian Association of Chiefs of Police (CACP)
- Canadian Association of Fire Chiefs (CAFC)
- Canadian Police Research Centre
- Centre for Security Science

CERTIFICATIONS

- Top Secret (Level III) Security Clearance



DIANE HOUSE, PMP

Principal SME



EDUCATION

- A.A., Liberal Arts & Sciences, San Joaquin Delta College

AREAS OF EXPERTISE

- Project management
- Emergency planning
- Contract management
- Team leadership
- PSAP/dispatch center operations and technology
- CAD/RMS/MDC/JMS
- Interface and data integration
- Statistical analysis and data mining
- Software QA and user testing

GENERAL BACKGROUND

Ms. Diane House is a leader in the public safety industry with more than 25 years of experience. She has managed operational teams and executed successful high-profile projects including challenging and complex programs both in the U.S. and internationally. Ms. House sees the big picture and how the drivers of the business relate to one another. With so many years of experience with police, fire, medical and jail software, she intrinsically makes sense of complex issues, makes decisions, and communicates strategy. Ms. House has strong analytical and problem-solving skills and a proven track record for thoughtful analysis, keen perception, and delivering results. She has worked in sales and support, empowering teams, building customer relationships, and bringing structured processes to improved delivery.

RELEVANT PROJECT EXPERIENCE

State of California

- City and County of San Francisco NIBRS Assessment

ADDITIONAL RELEVANT PROJECT EXPERIENCE

Sacramento Regional Fire/EMS Communications Center, Deputy Director

- Led the procurement process to replace the Northrup Grumman Altaris CAD. Continued project management of the FitGap CAD implementation, hardware and software installation.

Contra Costa Fire Protection District, Pleasant Hills, California, Interim Communications Manager

- Provided technical management services, recommended, and directed district divisions and contracting agencies on all areas of radio and telephone communications, CAD, Mobile alerting and related systems in the District

Athena Advanced Networks, Medford, Oregon, Vice President of Operations

- Audited all business processes and implemented process improvement plans

TriTech Software Systems/Tiburon, Inc., San Diego, California, Director of Operations

- Managed a team responsible for the implementation of large-scale projects, \$32M portfolio including the City of Houston RMS/Harris Co. Texas, Tiburon RMS/CAD Tiburon

CERTIFICATIONS

- Project Management Professional, ID 1297489
Received 10/2009;
Expires 10/2024

PROFESSIONAL ORGANIZATIONS

- Project Management Institute





CINDY SPARROW
Change Management SME



RELEVANT SKILLS

- M.A., Leadership, Royal Roads University, Victoria, British Columbia
- B.S., Emergency Management, Jacksonville State University, Jacksonville, Alabama
- Communications Centre Manager Certification, Fitch & Associates/IAED, Kansas City, Missouri
- Primary Care Paramedic (EMT-A), First Aid & Safety Training Institute, Edmonton, Alberta

GENERAL BACKGROUND

Ms. Cindy Sparrow has more than 24 years of experience in both the private and public sectors of public safety communications at various command and consulting levels. In addition to crime prevention, policing, and public safety, she is knowledgeable in management, planning, procurement and implementation of public safety software and hardware with a thorough knowledge of communications technology infrastructure. Ms. Sparrow's areas of expertise include CAD, VHF, ROIP, P25, telephone systems and systems management, Alberta 911 TELUS Infrastructure, audio/data recording, NG911, and RMS for provincial, national, and international police information databases.

RELEVANT PROJECT EXPERIENCE

State of Arkansas

- State of Arkansas Public Safety Communications Consulting

State of California

- City of Hayward, Dispatch Service Delivery Consulting

Province of Ontario

- Niagara Regional Municipality Public Safety NG911 Consulting
- City of Peterborough Consulting Services for NG911

ADDITIONAL RELEVANT PROJECT EXPERIENCE

City of Red Deer, Alberta Emergency Services

- Deputy Chief, Community and Support Services, Acting
- Deputy Chief, Community & Support Services, Acting
- Assistant Deputy Chief, Emergency Communications Centre

Priority Dispatch Corporation

- Quality Assurance Instruction/National Q

Parks Canada Communications Centre Project

- Principal Public Safety Consultant, Emergence Consulting

PROFESSIONAL AFFILIATIONS

- Alberta College of Paramedics, Registered Primary Care Paramedic
- APCO CANADA
- APCO International
- Alberta E911 Advisory Association
- NENA: National Emergency Number Association
- Alberta Fire Chiefs Association



4 PROJECT REFERENCES

Provided on the following pages are *FE's* references and project information on several projects similar in scope to that described in the Cities of Reno and Sparks and Washoe County's RFP for Regional Fire, EMS, and Dispatch Consulting Services with a focus on PSAP governance.

"FE consultants continue to be very helpful throughout this phase of the project. Your project manager has developed an excellent relationship with our County Manager and the Directors on the Governance Committee."

*~Jay Vargo, IT/Radio Communications Director
Pinal County, Arizona*

"FE's proven record of achieving consensus and cooperation among disparate groups with diverse regional, discipline-specific backgrounds (e.g. police, fire, emergency medical, emergency management) was a key factor in the firm's selection. "

*~Captain Todd Misel,
Iowa Department of Public Safety*

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CITY OF RENO & WASHOE COUNTY, NEVADA

CAD/RMS/JMS Consulting



Project Dates: 2020 – Present

Relevant Technologies

- CAD
- RMS
- JMS
- NG911

Project Contact

Quinn Korbolic, Manager
Regional Services Division
1 E. First Street
Reno, NV 89505
775-334-2026
QKorbolic@washoecounty.us

Project Snapshot

- | | |
|--|---|
| <ul style="list-style-type: none"> • Assess systems • Gather requirements • Perform gap analysis • Assess governance framework | <ul style="list-style-type: none"> • Develop technical specifications • Develop RFP • Support procurement • Provide contract negotiation guidance |
|--|---|

Project Description

The City of Reno Public Safety Department has three PSAPs that used a legacy, highly customized CAD system. They are City of Reno Public Safety Dispatch, Washoe County Sheriff’s Office Dispatch, City of Sparks Dispatch, and the University of Nevada Reno. The City contracted with **FE** to facilitate a smooth transition from the legacy system to a new NG911 ready regional CAD solution fulfilling stakeholder needs today and in the future that includes RMS and JMS.

FE conducted systems assessments by gathering documentation on the existing systems, conducting user interviews, and researching the latest technology trends in NG911 and provided stakeholders with an analysis of gaps between existing and potential new solutions.

After finalization of CAD, RMS, and JMS requirements, our experts developed technical specifications and worked with stakeholders to develop and issue requests for proposal (RFPs) to meet the needs of the City and Regional Partners.

Ongoing work includes development of a Requirements Tracking Matrix (RTM) and Evaluation Workbook for verifying vendor compliance with the RFP requirements. The **FE** team will provide guidance and input throughout the procurement process, evaluation and vendor selection process, including contract negotiations.

FE will advise the City and its Regional Partners on maintenance and warranty plans and a governance framework to assure that the future system is reliable and has a long lifecycle, and an IT governance plan to assist the City with getting the highest level of service from the system.



POLK COUNTY, IOWA CAD Governance Needs Assessment



Project Dates: 2021-ongoing

Relevant Technologies

- CAD
- GIS
- RMS
- MDS

Project Contact

A.J. Mumm
Director/Emergency
Management
1907 Carpenter Avenue
Des Moines, IA 50314
515-286-2107
aj.mumm@polkcountyiowa.gov

Project Snapshot

- | | |
|---|--|
| <ul style="list-style-type: none"> • Conduct interviews and observations • Assess needs • Recommend governance plan • Identify procurement specifications | <ul style="list-style-type: none"> • Develop RFP • Assist with vendor evaluations • Support contract negotiations • Provide implementation oversight |
|---|--|

Project Description

The Polk County 911 Service Board needed a qualified, independent consultant to recommend a governance model among the participating entities, who had disparate policies and procedures governing their Computer Aided Dispatch Systems. The County is served by three different PSAPs: City of Des Moines Police and Fire Dispatch, Polk County Sheriff's Office Communications Center, and Westcom Communications Center. The Board desired a comprehensive assessment of the existing system and interfaces currently in use by the three PSAPs and their users. **FE's** needs assessment investigated the feasibility of a common CAD system for emergency responders and PSAPs serving the entire Polk County 911 Service Area, which includes the Des Moines Metro area and provided recommendations for accomplishing the transition.

Following our assessment, **FE's** experts then supported the Board in finalizing user requirements and developing technical specifications and a vendor RFP to procure a new CAD solution that best fit the Board's participating entities. Our experts assisted the Board through procurement, vendor evaluation, demonstrations, and contract negotiations with the selected vendor. We then provided project management on behalf of the Board and oversight of the vendor's work throughout the installation of the new CAD solution to facilitate successful implementation and cut over according to the participating entities' requirements.



SANTA MONICA CALIFORNIA Evaluation of Regional Dispatch Opportunities



Project Dates: 2021-ongoing

Relevant Technologies

- CAD/RMS/GIS
- Voice Logging
- AVL/AVRR
- NG911/EMD/Mobile Data
- Station Alerting
- Genesis Radio Data System
- ECaTS 911 Phone System

Project Contact

Tom Clemo
Deputy Chief
333 Olympic Drive
Santa Monica, CA 90401
310-458-8666
tom.clemo@smgov.net

Project Snapshot

- Data collection
- Observation
- Consolidation SWOT Analysis
- SWOT Recommendations and Study Report

Project Description

The Cities of Santa Monica, Culver City, Beverly Hills, El Segundo, Manhattan Beach, Redondo Beach and Torrance sought to form a regional fire dispatch center. **FE's** subject matter experts evaluated existing operations, assessed alternatives for joining existing consolidated centers or creating an independent center, and recommended the regionalization alternative that best meets the needs of the Client Agencies as well as offers opportunities for additional fire agencies and public safety partners to join in the future. The seven Client Agencies participating in this study explored various dispatch models over the past twenty years, including dedicated fire dispatch and combined police/fire dispatch operations.

Through data collection surveys, interviews, onsite observations, and a comprehensive review of data from each of the seven Client Agencies, **FE's** subject matter experts analyzed existing governance, funding/budgets, staffing, technology, data analytics, facilities, backup centers for continuity of operations, and deployment/dispatch methodologies. We identified the most feasible regionalization alternatives and conducted a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis outlining the anticipated best outcome for this project. In consultation with the Clients, we recommended the alternative that best meets the Client Agencies' requirements and developed a Strategic Roadmap for regionalization, including the transition plan and high-level education plan.

PALM BEACH GARDENS, FLORIDA Dispatch and Communications Operations Feasibility Study



Project Dates: 2021 - ongoing

Relevant Technologies

- N/A; this is a comparison of operational models, and no vendor will be selected at this juncture.

Project Contact

James Ippolito
Deputy Chief of Operations
10500 North Military Trail
Palm Beach Gardens, FL 33410
561-799-4316
jippolito@pbgfl.com

Project Snapshot

- Inventory technology
- Conduct interviews/site surveys
- Assess operations
- Evaluate capital and operational costs
- Analyze alternatives
- Deliver *Feasibility Study Fire Dispatch Study Report*

Project Description

The City of Palm Beach Gardens engaged **FE** as an independent consultant to conduct a study on fire rescue communications to investigate which communication and dispatch model best suits the short-term and long-term interests of the City. **FE**'s assessment includes stakeholder interviews, onsite observations, and analysis of data to evaluate the following communication models for the City's Fire-Rescue Department: Remaining status quo with the Palm Beach County Fire Rescue Regional Communications Center; Creating an independent City of Palm Beach Gardens Fire Rescue Communications Center; or Joining the Palm Beach Gardens Police Department's NorthCom multi-jurisdictional Police Communications Center.

FE subject matter experts' evaluation covers processes and internal protocols, compliance, operations, staffing, management, governance, best practices from similar dispatch centers, training practices, systems, inventory of technology used, and capital and operational cost. The operational study and resulting *Feasibility Study Report* will give the City actionable data for current organizational needs and for adapting the operations to maximize efficiency and effectiveness.

Our presentation of our findings with the City's stakeholders discusses the findings, recommendations, and next steps of moving forward with service delivery changes.



WASHINGTON, D.C.

Office of the Auditor OUC 911 Operations Division Audit



Project Dates: 2020 - Present

Relevant Technologies

- CAD/RMS
- GIS/AVL
- 911

Project Contact

Ruth Werner, Senior Analyst
Office of the D.C. Auditor
717 14th Street N.W.
Washington, D.C 20005
202-727-8987
Ruth.Werner@dc.gov

Project Snapshot

- Conduct 911 operational audit
- Analyze performance metrics
- Compare performance to best practices
- Conduct cultural assessment: interviews and site observations
- Evaluate staffing
- Assess recruitment and retention of skilled staff
- Review training and certification process
- Review internal investigations review
- Deliver recommendations report

Project Description

The Office of Unified Communications (OUC) handles all 911 calls in the District. OUC call takers answer incoming calls from the public, recording information to create incident records for dispatchers. OUC dispatchers then coordinate responses for the Metropolitan Police Department (MPD) and Fire and Emergency Medical Service Department (FEMS).

FE audited diverse aspects of the 911 operation and closely reviewed associated relationships for actual or potential threats to service quality. Our experts audited operations and planned modifications to the emergency communications operation, call taking and dispatch, and ancillary support services currently provided by the OUC's staff. We compared the 911 Operations Division's performance and service levels with selected comparable operations across the nation, as well as to national standards and benchmarks. The result is an evaluation of the current conditions and a comparison and benchmark of the OUC's PSAP alongside similar centers.

Following conclusion of this project, the Office of the Auditor has extended a new contract with **FE** to conduct a subsequent audit to evaluate the effectiveness and status of improvements made by the OUC, based on recommendations from the initial audit.



CHARLESTON COUNTY, SOUTH CAROLINA Dispatch Consolidation Consulting Services



Project Dates: 2005 – 2017

Relevant Technologies

- PSAP
- 800 MHz
- P25
- Motorola ASTRO25
- Trunked

Project Contact

Joe Dawson
County Attorney
4045 Bridge View Drive
North Charleston, SC 29405
843-958-4010
jdawson@charlestoncounty.org

Project Snapshot

- Comprehensive communication systems assessment and recommendations
- Consolidation feasibility study
- Transition plan development
- Planning and implementation support
- Vendor proposal review and evaluation
- Design and system implementation support

Project Description

FE completed a comprehensive communication systems assessment and recommendations study utilized by Charleston County to implement a countywide 800 MHz radio system. Charleston County used this highly detailed report as a guide for radio system implementation and recommendations for self-supporting system funding. The report has proven to be invaluable.

FE also completed an in-depth countywide consolidation feasibility study and developed, with Charleston County, a detailed transition plan. Operational components of the plan included detailed staffing and organizational development and transition planning. **FE** worked closely with staff, and multiple public safety agencies and stakeholders, to identify and provide planning for a phased approach to consolidation. **FE** continued to support the County and multiple municipalities through planning and implementation culminating in a successful consolidation of ten centers in a newly constructed state of the art communications center that opened its doors in June 2012.

In March 2010, Charleston County retained **FE** to conduct a Needs Assessment and Evaluation on a proposal from Motorola. Motorola designed their proposal to provide for improved coverage of their ASTRO25 P25 trunked radio system in oceanfront communities, mitigate summer “skip” interference, and to propose interim solutions. **FE** completed this assessment and evaluation in August 2010 and provided recommendations to Charleston County, identifying potential frequency conflicts in the interim solutions provided by Motorola.

FE supported the County from design review through system implementation, with a successful on-time and within budget go-live of the expanded system.

SEATTLE POLICE DEPARTMENT CAD/RMS Technical and Operational Assessment



Project Dates: 2015 – 2018

Relevant Technologies

- CAD
- RMS
- 911 dispatch / PSAPs

Project Contact

Lt. George Bray
Comms. Div. Operations Manager
Seattle Police Department
610 5th Avenue
Seattle, WA 98104-1900
george.bray@seattle.gov
206-684-8636

Project Snapshot

- Assess technical and operational systems needs
- Evaluate functional and operational model of current CAD/RMS, 911 network, staffing, and communications center command structure
- Analyze existing systems and processes
- Perform Gap Analysis

Project Description

FE was selected by the Seattle Police Department to conduct a comprehensive needs assessment of all technical and operational systems in the Communications Division. The focus of the assessment was to evaluate the functional and operational model of the current CAD/RMS, 911 network, staffing, and communications center command structure, as well as a possible redesign of the center, for which a detailed report was provided with specific observations and recommendations.

FE conducted additional assessments and analyses of the existing systems and processes to identify and document the functional/operational requirements and expectations of the relevant stakeholders. As part of the process, the team conducted on-site meetings to define functional, technical, support, and user requirements for CAD, 911, and above-mentioned technologies. **FE** also developed detailed recommendations, gap analysis, and associated requirements and conditions for improvement. **FE** presented the findings to the chief and command staff.

The SPD elected to retain the team to provide oversight of the implementation of the recommendations cited in the needs assessments. Additionally, **FE** was contracted to help with the redesign of the PSAP, provide a staffing study for communications, revamp call-handling procedures, hiring process of dispatcher and call takers and 911 network design for both Seattle Police and Seattle Fire. As a final task, the team helped develop a roadmap to civilianization of the Communications Division.

5 SCOPE OF WORK

FE fully understands the scope of work required to complete this project, as listed in your RFP, and outlines our approach in the following sections. Our subject matter experts look forward to assisting the Cities of Reno and Sparks and Washoe County Communications Centers in transitioning to enhanced protocols to improve the efficiency of the regional police, fire, and EMS dispatch system.



We will perform a needs assessment based on trending call volumes into the dispatch centers, identify prioritized dispatch solutions that are the best fit for the Region, and propose governance, organizational, operational/policy foundation, and funding changes necessary for an improved dispatch and regional 911 call answering process. The regional collaboration will benefit from FE’s considerable experience to determine how they can best work together to utilize their staff and dispatch technology to support operational goals.



5.1 Proposed Solutions

A regional collaboration working group led by the managers from the Cities/County is seeking a consultant to facilitate regional collaboration opportunities for Fire, EMS, and Dispatch Services including, but not limited to, enhanced protocols for the dispatch of emergency services using 911 system based on factors such as deployment of nearest resources to emergency calls and other joint opportunities.



FE will provide services and proposed solutions to the collaboration in four core areas:

- **Governance**—How services will be governed and how policy decisions will be made. FE understands from the CAD/RMS/Jail project the importance of governance in regional opportunities and has already provided a framework for governance to move forward.
- **Organization**—What is included in the service, dispatch, fire, and EMS. FE understands the unique differences in the organizations from working on multiple projects with Reno/Sparks/Washoe and are positioned to help facilitate the changes that are faced in the future.
- **Foundation**—Operational considerations including configuration, shifts, station standards, etc. Many of FE’s staff have worked with shift and station configurations to optimize

response times and mutual aid. We provide assistance to our clients to guide them to the right solution for their circumstances.

- **Funding**—How the organization will be funded and the impact to jurisdictions. FE will provide multiple options that have worked in the industry and guide the Region to the right solution for funding and ongoing cost sharing.

FE will serve as the collaboration’s mediator, providing governance, operational, and change management subject matter experts, who will facilitate discussions regarding interoperability and working together as 911 centers. We will work closely with the Cities/County managers, PSAP managers, and law enforcement, fire, and EMS command staff to design a dispatch and regional 911 call process that prioritizes the communities’ desires and identifies the appropriate deployment of resources through a reduction in duplicated processes, improved use of technology and resources, and simplified governance.

5.2 Implementation Approach

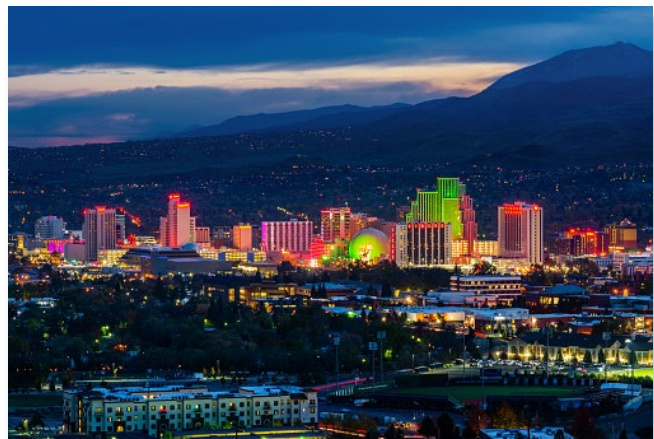
Project Initiation and Data Collection

FE’s project manager will work with the regional collaboration working group to schedule a project initiation meeting with key participants. This meeting will serve to introduce team members and cover the following topics:

- Confirm the scope of work, deliverables, and schedule
- Review the responsibilities of our team
- Outline participation of representatives to support the timely completion of the scope of work
- Discuss project risks, existing stumbling blocks, and mitigation strategies

Participation in the project initiation meeting allows our team to set project expectations, introduce the project team and participants, develop the framework for ongoing work efforts, and identify critical success factors for the project. We will establish lines of communication, discuss the proposed work plan, and assign action items as needed and relevant. Goals for this meeting are to solidify project objectives and define key milestones.

FE will customize our proven data collection methodology to obtain the necessary baseline information. We will gather data on emergency and non-emergency call volumes per agency, talk times, call taker and dispatcher availability, answering delays, and maximum time in queue. Data will include conditions regarding call transfers, dispatching protocols, accuracy of information communicated to police, fire, and EMS units, location



accuracy, supporting technology, performance metrics, expectations, interactions between dispatchers and responding units, and related data to assess staffing and training as it relates to dispatching services. We will request 911 records, CAD historical data, and a sampling of voice recorder data from the past three years. **FE** will work with the PSAP managers to develop a sampling plan for reviewing data.

Interviews and Site Observations

FE's project manager will work the managers to plan for onsite interviews and observations. Our technical experts will interview dispatchers, IT staff, and law enforcement, fire, and EMS agencies. During the interview process, **FE** places considerable emphasis on discussing existing practices and defining related priorities to accurately determine stakeholder perceptions regarding prioritized dispatch based on deployment of nearest resources. Our observation techniques will lead to meaningful impromptu discussions with personnel that complement our understanding of the operation, issues, local culture, current frustrations, and future desires and fears at the user level.

We will assess business workflows and the current tools used to support dispatch of patrol, fire, and ambulance units. **FE** will work closely with the Region's project manager and stakeholders to identify existing interfaces and their integration to accurately document systems and business workflows. **FE's** technical experts will assess existing functional issues of concern and solicit input about desired functionality.

Analysis and Proposed Solutions

Governance

Governance is pivotal to successful deployment of an enhanced regional dispatch process and achieving efficient and effective interoperable emergency communications. Effective governance establishes and maintains a central coordination point (or body) for efforts across the broad spectrum of public safety stakeholders that can effectively address challenges in a structured and collaborative manner.

Leadership and how the participatory entities/stakeholders perceive it are key factors in determining the success of any regional dispatch initiative. Leadership includes formal governance, management, oversight responsibilities, and the ability to motivate participatory entities to ultimately accomplish program goals as well as to address challenges.

A formal governance structure provides a unified approach across multiple jurisdictions and disciplines that can aid in the overall effectiveness of the desired outcome. Establishing a governing body is critical for successfully addressing the key



challenges faced in connecting disparate dispatch systems. A governing body also provides the framework in which stakeholders can collaborate and make decisions that support common objectives.

FE will review and assess the governance structures, policies, and procedures currently in use by the Cities of Reno and Sparks and Washoe County PSAPs. We will identify any restrictions or 911 funding requirements that may dictate the kind of governance approaches that can be considered. Our governance experts will work directly with the regional collaboration working group to define the vision for the governance authority, then we will identify a recommended governance structure.

The type of authority and its voting and/or non-voting members will be determined through facilitated discussion with key decision makers and through understanding of what types of authorities can be established. Once input is gathered, we will draft a recommended *Governance Agreement and Plan*, customized to the expressed and allowable needs of the participatory agencies.

The effort that *FE* and decision makers put into the creation of the agreement and plan includes establishing an inclusive, transparent, and centralized point for decision making and planning, identifying roles and responsibilities for both the leadership and the members, defining standard operating procedures (SOP) for making policy and funding decisions, and defining guiding principles for developing and sustaining momentum toward the full implementation of the project.



FE will submit the draft *Governance Agreement and Plan* to the regional collaboration working group to distribute to designated stakeholders for review and comment. The recommended *Governance Agreement and Plan* will incorporate the following elements:

- Organizational framework including key positions, committees, and membership
- Roles and responsibilities of members and designated officials
- Fiscal processes and tools for evaluating and allocating funding equitably, as well as negotiating resource agreements for projects and initiatives
- Governance processes, operational protocols, decision-making procedures, issue and conflict identification, escalation, resolution steps, and accountability mechanisms
- Suggested meeting schedules, agenda and meeting report templates, and meeting tools and resources.

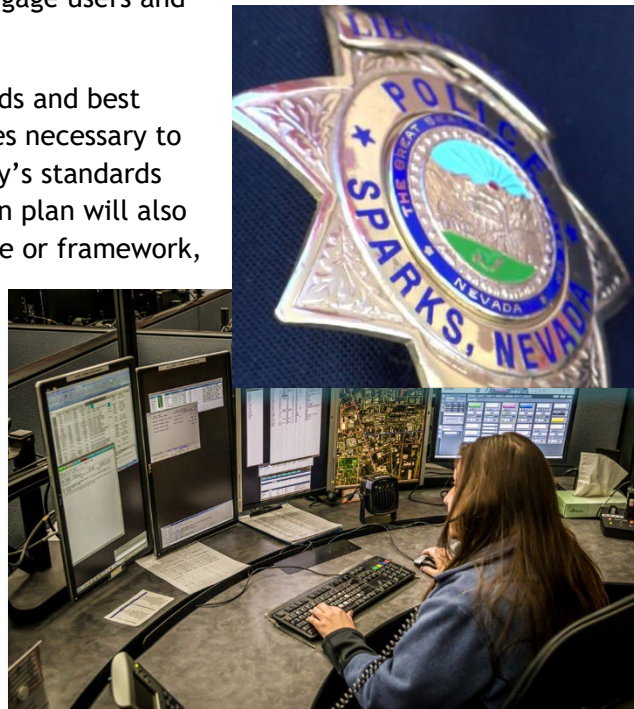
We will schedule an onsite meeting and lead a workshop to review and gain consensus on the proposed governance structure and equitable funding method for sustainability. Upon approval, we will incorporate changes and issue the final *Governance Agreement and Plan Report*.

Organization

FE subject matter experts will develop a summary of anticipated organizational changes that may be expected in the planning for and replacement of the dispatch system to meet the participants' requirements. This will be reviewed with the regional collaboration working group as a foundational document that will be used to engage users and operations staffs.

FE will apply our expertise in industry standards and best practices to document and recommend changes necessary to bring the operation into compliance with today's standards and best practices. An organizational transition plan will also be developed. This plan will outline a structure or framework, and a process for transitioning from the current organizational model/processes to a new organizational model/processes. These organizational change models will be based on **FE** findings, industry standards and best practices, and the working group's vision and needs.

FE will review this summary of anticipated changes and recommendations with the appropriate stakeholders for input and acceptance. An onsite review of the models will be conducted from which any corrections or changes are made. Once the concepts are accepted, **FE** will finalize the *Organizational Framework Recommendations Executive Memo*.



Foundation

FE will evaluate call processing and radio dispatching methodologies based on our interviews, group meetings, operational observations, and documentation review. Focusing on the overall workflow and call flow processes, our evaluation will identify any duplication of effort, gaps in service, and issues with how the technology and protocols in use may negatively impact the efficiency of services to the community and response agencies.

Our approach will assess the staffing levels needed for call taking and dispatching shift schedules, supervision, operations management, technology management, and other support functions in a dispatch environment. The call answering and dispatch staffing required to meet the anticipated call volume, service levels, and industry call handling metrics will be considered as part of this assessment. We will determine the appropriate staffing levels and expertise needed to allow service delivery at optimum efficiency and cost-effectiveness. Our review will also provide an

overview of management practices and how executive decisions affect operations and morale. **FE** will document our recommendations in an *Operational Review Executive Memo*.

Our operational expert will facilitate meetings with the regional collaboration working group to review findings and facilitate discussions to gain consensus regarding configuration, shifts and staffing, station standards, standard operating procedures across PSAPs, and other policy changes necessary to achieve an enhanced regional dispatch process. We will update the *Operational Review Executive Memo* based on stakeholder input.

Funding

FE will develop projected cost estimates for implementing the prioritized dispatch system. Our cost analysis and estimates will be based on the operating budget and cost information collected during the previous tasks and industry knowledge. We will identify areas of potential cost increases and cost reductions for funding to be provided that may result from the transition. Our financial experts will prepare a *Funding Recommendations Executive Memo*, to be reviewed with the regional collaboration working group as we facilitate discussions to gain consensus on funding for the regional dispatch solution.

Change Management Techniques

Modifying a regional dispatch process encompasses a complex system of equipment, software, interfaces, modules and applications, and a substantial number of users and support staff. This significant technical transformation impacts staff, processes, and relationships among users, support staffs, public safety agencies, jurisdictions, and other levels of government that rely on the dispatch systems.



Change management is an important part of governance and organizational transition to new solutions. **FE** will provide change management assistance to help keep stakeholders from each municipality working toward a common goal at the same pace.

Change management begins with project initiation, continues through implementation, and supports post implementation process modifications. Our change management experts will lead in creating and guiding the delivery of change management for the life of the project. We will also take into consideration any previous initiatives of this nature and how change management was handled in those efforts so that we can leverage those lessons in this project.

FE's approach to organizational change management plan development is to address three key areas:

1. Plan Development—The plan will document the purpose, identify impacted persons, system, and processes, define, and establish what the future process/standard will be,

identify risks associated with execution of the plan, and document the team structure, roles, and responsibilities.

2. Implementation plan management and how it will be communicated, necessary training, risk management methods, key performance indicators to measure success, organization of tasks and processes to complete them, and steps for completing the organizational re-alignment.
3. Follow up and ongoing support of the plan through stakeholder feedback specifically from impacted staff; a method for confirming compliance; measuring success; ongoing risk management; noting and correcting issues.

A critical step to facilitate the change process is to develop a high-level *Transition Plan and Timetable* with definable milestones to support decision making concerning moving forward with changes to the Cities of Reno and Sparks and Washoe County’s emergency dispatch system.

Transition planning for changes to PSAP operations involves multiple components: equipment/technology transition, human resources and staffing transition, and management transition including operational policies/procedures. The human resource component of the high-level transition plan will include cross-training where applicable, acclimation of staff, new methodologies, systems, equipment and processes, and partner agency needs.



The Transition Plan and Timeline will be reviewed with decision makers from the regional collaboration working group to gain consensus and acceptance. Approved revisions to the draft plan will be incorporated as appropriate and agreed to by reviewers. Following revisions to the draft, **FE** will submit the final *City of Reno, City of Sparks, and Washoe County Prioritized Dispatch System Transition Plan and Timeline Report*.

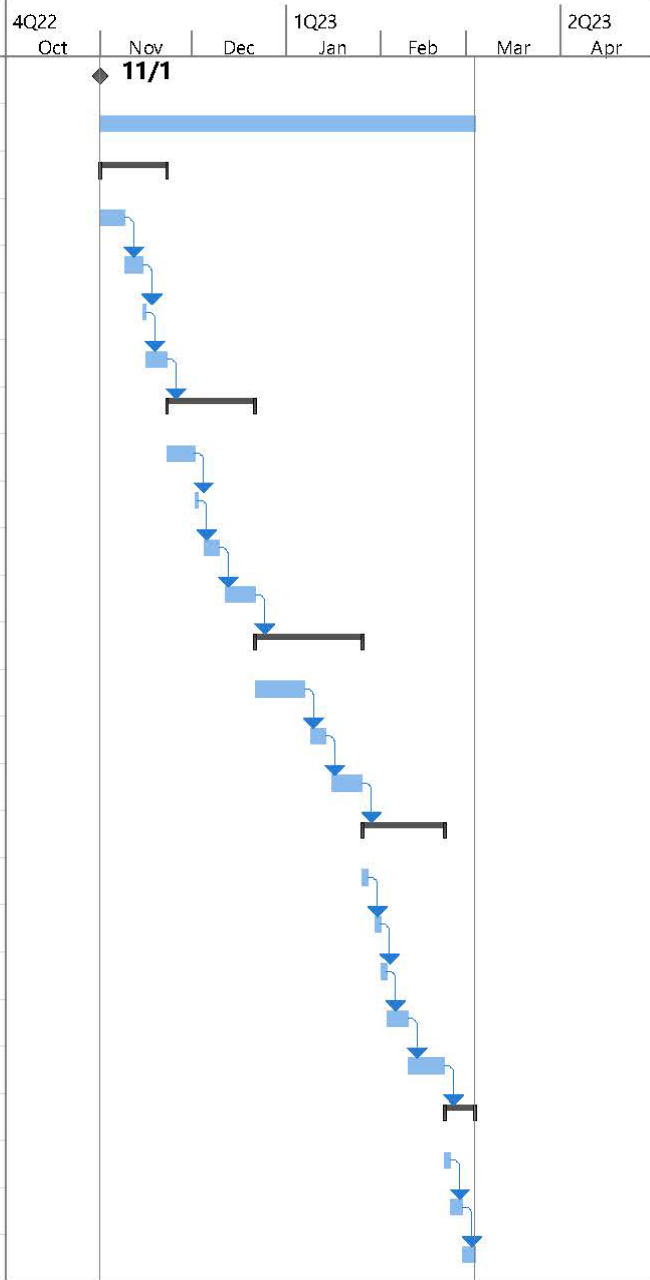
5.3 Project Plan/Timeline

FE will commit the staff and resources needed to meet the Region’s scope and schedule. **FE** is prepared to begin this project immediately upon execution of contract, as shown in the high-level GANTT chart on the following page. This tentative schedule can be modified to meet the Region’s needs and will be finalized with the Working Group’s project manager upon contract execution.

"Federal Engineering accepted a difficult project on a tight timeline and completed it masterfully and on time. Their team proved knowledgeable, responsive, friendly, trustworthy, and capable in every respect. Federal Engineering is a trusted partner invested in our success."

*~ Quinton Stephens, Director, General Counsel/ Deputy Director
Utah Communications Authority*

ID	Task Name	Duration	Start	Finish	4Q22			1Q23		2Q23	
					Oct	Nov	Dec	Jan	Feb	Mar	Apr
1	<i>Notice to Proceed</i>	0 days	Tue 11/1/22	Tue 11/1/22		◆					
2	Ongoing Project Management & Change Management Support	80 days	Tue 11/1/22	Fri 3/3/23							
3	Project Initiation	16 days	Tue 11/1/22	Tue 11/22/22							
4	Collect and review data	6 days	Tue 11/1/22	Tue 11/8/22							
5	Plan and lead Project Initiation Meeting	4 days	Wed 11/9/22	Mon 11/14/22							
6	Finalize project plan/schedule	1 day	Tue 11/15/22	Tue 11/15/22							
7	Plan and conduct onsite interviews/observations	5 days	Wed 11/16/22	Tue 11/22/22							
8	Governance Analysis	19 days	Wed 11/23/22	Wed 12/21/22							
9	Assess governance/policies, prepare recommendations	5 days	Wed 11/23/22	Thu 12/1/22							
10	Facilitate discussions with the Working Group	1 day	Fri 12/2/22	Fri 12/2/22							
11	Draft Governance Agreement / Recommendations Report	5 days	Mon 12/5/22	Fri 12/9/22							
12	Facilitate Governance Workshop, client review, then finalize	8 days	Mon 12/12/22	Wed 12/21/22							
13	Organizational Analysis	18 days	Thu 12/22/22	Wed 1/25/23							
14	Review existing organization and design proposed structure	5 days	Thu 12/22/22	Fri 1/6/23							
15	Document Organizational Change Report	5 days	Mon 1/9/23	Fri 1/13/23							
16	Facilitate review with Working Group, then finalize recommendations	8 days	Mon 1/16/23	Wed 1/25/23							
17	Foundation/Operational Analysis	19 days	Thu 1/26/23	Tue 2/21/23							
18	Evaluate call processing and dispatching methodologies	2 days	Thu 1/26/23	Fri 1/27/23							
19	Assess staffing, shifts, and existing dispatch protocols	2 days	Mon 1/30/23	Tue 1/31/23							
20	Research best practices for Fire/EMS dispatch protocols	2 days	Wed 2/1/23	Thu 2/2/23							
21	Develop proposed changes to operations and dispatch protocols	5 days	Fri 2/3/23	Thu 2/9/23							
22	Facilitate review with Working Group, issue revised report	8 days	Fri 2/10/23	Tue 2/21/23							
23	Funding Analysis	8 days	Wed 2/22/23	Fri 3/3/23							
24	Review existing funding models and sources	2 days	Wed 2/22/23	Thu 2/23/23							
25	Develop proposal for modified funding allocations and sources	2 days	Fri 2/24/23	Mon 2/27/23							
26	Review recommendations with Working Group; revise as agreed	4 days	Tue 2/28/23	Fri 3/3/23							



Project: Reno Sparks Washoe S Date: Thu 9/29/22	Task		Inactive Task		Manual Summary Rollup		External Milestone	
	Split		Inactive Milestone		Manual Summary		Deadline	
	Milestone		Inactive Summary		Start-only		Progress	
	Summary		Manual Task		Finish-only		Manual Progress	
	Project Summary		Duration-only		External Tasks			

5.4 Project Management Approach

FE's project manager will focus on the Region's needs and establish a baseline project management process. Our project manager will continually coordinate activities with the regional collaboration working group, involve stakeholders as needed, and serve as a primary resource to the working group. *FE* remains current with the Project Management Institute's *Project Management Body of Knowledge* (PMBOK). The project plan and schedule will be adjusted as needed as the project evolves through deliverables, approval processes, and meeting schedules.

We appreciate that your personnel are already burdened with current work, and we will minimize the additional workload that this project puts on participating personnel. We anticipate personnel from the Cities of Reno and Sparks and Washoe County will have the following responsibilities during the effort:

- Provide designated personnel and agency subject matter experts at the appropriate technical and management levels to collaborate with *FE* consultants and make decisions throughout the project
- Provide existing documentation to *FE* upon request to facilitate a quick start to the project
- Provide adequate conference rooms for on-site meetings
- Review deliverables within the timeframe of the mutually agreed upon project schedule
- Facilitate consensus/decision making on key issues in a timely manner

FE applies rigorous Quality Assurance (QA) measures throughout our project activities. We have developed a comprehensive deliverable review program, managed by our Quality Assurance Review Board, shown below in Exhibit 3. The Board manages a well-defined peer review process to assure that our internal procedures, delivered documentation, reports, and recommendations are of the highest quality. Peer reviewers are individuals with skillsets directly applicable to the program. They are not involved in the day-to-day aspects of the project, but rather provide an internal audit of deliverables and challenge the project team to assure that all decisions have been well thought out.



Exhibit 3—Quality Assurance Review Board

FE’s quality assurance review process takes advantage of industry best practices, SMEs, and client feedback to assure the highest quality in our project deliverables.

Our QA process requires the project team present to the Board and explain their approach, findings, and justification of their conclusions. This interactive process generates valuable insights and discussion from the Board, which strengthens the validity and appropriateness of the project team’s recommendations. Periodic technical reviews are conducted throughout the duration of the project and draft reports are evaluated before delivery. The regional collaboration working group will be active in our QA process by providing feedback on draft deliverables. This provides an effective level of involvement and commitment of the firm to our clients. **FE** has followed our quality control approach on the projects listed throughout our proposal. Each report prepared for our clients is evaluated internally by the QA Board before being submitted as a draft report to clients. In 39 years, 100 percent of **FE’s** projects have been completed successfully and we have never had a project end in default or litigation.

5.5 Deliverables

Working Group Facilitation

FE’s subject matter experts will attend and facilitate meetings of the regional collaboration working group. Our project plan assumes bi-weekly meetings, with one subject matter expert attending onsite and others via conference call. Deliverables will include a project plan/timeline outlining the project management and implementation approaches to the scope of work.



City of Sparks
It's Happening Here!



Solution Analyses Reports

FE will provide the following deliverables during the project:

- *Governance Agreement and Plan Report*
- *Organizational Framework Recommendations Executive Memo*
- *Operational Review Executive Memo*
- *Funding Recommendations Executive Memo*

Transition Plan Report

The deliverable from this task will be a draft *City of Reno, City of Sparks, and Washoe County Transition Plan and Timeline*, outlining the timeline and transition steps identified and agreed upon for moving forward with the dispatch solution.





6 PRICING

6.1 Firm Fixed Price

The total firm fixed price, including labor, travel, and other direct costs, for the Cities of Reno and Sparks and Washoe County, Nevada’s Regional Fire, EMS, and Dispatch Consulting Services project is \$74,634.00.

FE’s proposed price for this project is indicative of the efficiency of our operations, our proven automated tools, our vast experience completing similar projects, and our view of the strategic nature of this project. Further, it is not our culture to “up-scope” during contract negotiations or during the project, unless the Cities of Reno and Sparks and Washoe County, Nevada add scope of work beyond that outlined their RFP.

6.2 Hourly Rates

If required by the Working Group, *FE* can provide additional services in accordance with the rate schedule below.

SCHEDULE A

Effective through December 31, 2022

Extended through December 21, 2023 for the Cities of Reno and Sparks and Washoe County

Director/Chief Consultant	\$ 265.00 per hour
Senior Consultant	\$ 220.00 per hour
Consultant	\$ 190.00 per hour
Senior Analyst	\$ 155.00 per hour
Analyst	\$ 115.00 per hour
Administrative / Computer Services	\$ 90.00 per hour

Proprietary Notice

This proposal, its contents, and appendices are proprietary to Federal Engineering, Inc. and shall not be disclosed to third parties without prior written permission from Federal Engineering, Inc. Should this proprietary notice conflict with any government procurement regulations, policies, or practices, the government procurement regulations shall take precedence.

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Fairfax, Virginia





City of
Sparks
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6.3 Basis of Our Proposal

1. This proposal assumes Federal Engineering, Inc. will perform all of the tasks as called out in the technical proposal (excluding optional tasks). The deletion of a task, a significant change in scope of one or more tasks, or use of a phased implementation approach may affect the overall price.
2. *FE* will provide draft and final deliverables electronically to the City of Reno, the City of Sparks and Washoe County, Nevada.
3. This proposal assumes that the Working Group's project manager will schedule meetings, provide meeting facilities, notify attendees, and arrange for onsite visits.
4. Any optional or additional tasking will be authorized by mutual agreement of the Working Group and *FE*. Such tasking will be performed on a time and materials basis in accordance with the rates in Schedule A or on a fixed price basis as mutually agreed upon in a task order by the Working Group and *FE*.
5. *FE's* ability to fulfill this task depends, in part, on the willingness and ability of the City of Reno, the City of Sparks and Washoe County, Nevada and their participants, equipment vendors, service providers, third parties, and others to provide information in a timely manner, and upon the accuracy of the information as supplied. The accuracy of input data, whether provided in electronic or hard copy form, and the recommendations, actions, system designs, system procurements, and license filings resulting therefrom cannot, therefore, be warranted by *FE* nor can the performance, suitability, or reliability of said systems be warranted by *FE*. *FE* accepts no responsibility or liability to any third party in respect to any information or related content delivered by *FE*. This information is subjective in certain respects, and, thus, susceptible to multiple interpretations and may be in need of periodic revisions based on actual experience and subsequent developments.
6. *FE* is prepared to begin this project immediately upon execution of the contract. This proposal is based upon a start date on or before November 1, 2022, and assumes a four-month schedule. Delays to the project schedule due to actions or lack of actions on the part of the City of Reno, the City of Sparks and Washoe County, Nevada; project participants, third parties, and others including, but not limited to vendor protests, protracted contract negotiations, vendor delays that impact the program schedule and/or costs will be brought to the attention of the Working Group's project manager in a timely manner and the schedule and cost impacts will be reduced to writing via a mutually agreed upon contract amendment.
7. In the event of a project delay by the Cities or County, *FE* reserves the right to invoice for efforts expended towards the completion of a task or deliverable and client agrees to paid said invoice.
8. This proposal assumes a mutually agreeable invoicing schedule for work completed.
9. Federal Engineering reserves the right to assign/reassign work efforts and associated costs across tasks and between our professional staff members in order to meet our contractual obligations to the Cities of Reno and Sparks and Washoe County, Nevada.





**Federal
Engineering®**

10560 Arrowhead Drive
Fairfax, VA 22030
Tel 703.359.8200
Email info@fedeng.com

www.fedeng.com

AGREEMENT FOR CONSULTING SERVICES

THIS AGREEMENT FOR CONSULTING SERVICES (this “Agreement”) is entered into this 8th day of November, 2022, by and between the CITY OF RENO, NEVADA, a municipal corporation (“City”), and FEDERAL ENGINEERING, [a Maryland Corporation] (“Consultant”).

RECITALS

A. Consultant is an INDEPENDENT PUBLIC SAFETY COMMUNICATIONS consulting firm that provides specialized consulting services relating to FACILITATION OF THE REGIONAL COLLABORATION WORKING GROUP FOR REGIONAL OPPORTUNITIES FOR FIRE, EMS, AND DISPATCH SERVICES.

B. City has found Consultant qualified and experienced in the performance of said services and wishes to engage Consultant’s services.

NOW, THEREFORE, for and in consideration of the premises and the mutual covenants, agreements and conditions set forth herein, and other good and valuable consideration, the sufficiency of which is hereby acknowledged, and intending to be legally bound hereby, City and Consultant agree as follows:

1. CONSULTING SERVICES. The scope and timing of services to be performed by Consultant are set forth in Exhibit B, Consultant’s proposal to the City for “Regional Collaboration Opportunities for Fire, EMS and Dispatch Services” dated September 30, 2022, which is attached hereto and incorporated into this Agreement by this reference. No substantial changes in the scope of services shall be made without prior written approval of the City and Consultant. Changes in the scope of services resulting in additional services will be reimbursed as Consultant’s hourly billing rates as set forth in Exhibit B, or alternatively, as set forth in an executed work order.

2. TERM OF AGREEMENT. By execution of this Agreement, the City grants to the Consultant specific authorization to proceed, upon written notice, with the services described in Section 1 of this Agreement and shall continue until conclusion of services as authorized by the City, or until JUNE 30, 2023, whichever comes first.

3. COMPENSATION, REIMBURSEMENT AND METHODS OF PAYMENT. The total cost to City for the performance of the Services set forth in Section 1 shall not exceed SEVENTY FOUR THOUSAND SIX HUNDRED THIRTY FOUR DOLLARS AND NO CENTS (\$74,634.00). Consultant will be compensated in accordance with the terms and conditions as describe in its Proposal for Facilitation of the Regional Collaboration Working Group for Regional Opportunities for Fire, EMS, and Dispatch Services dated September 30, 2022 in response to the City of Reno, City of Sparks, and Washoe County’s RFP “Facilitation of regional collaboration opportunities for Fire, EMS, and Dispatch Services”. For any additional fixed price Task Orders, Consultant will submit invoices in accordance with the agreed upon milestone schedule showing the tasks that have been completed. For any additional time and materials Task Orders, Consult will submit invoices in accordance with the rates and terms indicated in Schedules A of its proposal.

- (a) Invoice Requirements. As a condition precedent to any payment to Consultant under this agreement, Consultant shall submit to the City:
- (1) a statement of account which clearly sets forth by dates the designated items of work for which the billing is submitted; and,
 - (2) an updated “Financial Status Report”, an example of which is set forth in Exhibit A.
- (b) City Payments. Consultant shall receive payments from the City based upon approved invoices within thirty (30) days of invoice postmark date. Late balances are subject to a finance charge of 1.5 percent per month or fraction thereof. Any and all taxes, except income taxes, imposed or assessed by reason of this Agreement or its performance, including but not limited to sales or use taxes, will be in addition to the invoiced amounts and shall be paid by the City.

4. **CONSULTANT PRINCIPAL IN CHARGE.** John Murray, COO, shall be responsible for the performance of services described herein and shall supervise any services performed by other members of Consultant’s firm. It is understood that Consultant shall coordinate its services with the City Manager, or his designee.

5. **EMPLOYMENT OF OTHER SPECIALISTS OR EXPERTS.** Consultant shall not employ or otherwise incur an obligation to pay any other firm, specialist or expert for services in connection with this Agreement without prior written approval of the City Attorney, or her designee.

6. **INTEREST OF MEMBERS OF CITY.** No member of the governing body of the City, and no other officers, employees or agents of City who exercise any functions or responsibilities in connection with the carrying out of any project to which this agreement pertains, shall have any personal interest, direct or indirect, in this agreement.

7. **INTEREST OF CONSULTANT.** Consultant (including principals, associates, and professional employees) covenants that it does not now have any interest and shall not acquire any interest, direct or indirect, in the area covered by any project of the City to which this agreement pertains, or any parcels therein, or any other interest which would conflict in any manner or degree with the performance of its services hereunder. Consultant further covenants that in the performance of its duties hereunder, no person having any such interest shall be employed.

8. **INSURANCE.** Consultant shall maintain comprehensive general liability insurance for limits of not less than one million dollars (\$1,000,000) for bodily injury and property damages, per occurrence. As evidence of liability insurance coverage, the City will accept certification of insurance issued by an authorized representative of the insurance carrier. Each certificate shall contain a 30-day written notice of cancellation to the certificate holder and shall name the City as an additional insured.

Consultant shall maintain during the term of this Agreement, and for a six-year period after completion of the term of this Agreement, errors and omissions insurance in the amount of not less than One Million Dollars (\$1,000,000). As evidence of errors and omissions insurance coverage, the City will accept certification of insurance by an authorized representative of the insurance carrier. Each certificate will bear a thirty (30)

day written notice of cancellation to the City. In addition, Consultant shall maintain during the term of this Agreement Worker's Compensation insurance covering the statutory liability as determined by the compensation laws of the State of Nevada. Consultant must also comply with all applicable state laws which require participation in any state workers' compensation fund.

9. RECORDS. Consultant's books, documents, papers and records ("records") specifically relating to this agreement shall be open to inspection and subject to audit, examination, excerpts and transactions, during working hours by the City, Reno City Attorney, the Reno Finance Department, or any of their duly authorized representatives at the expense of the City. Consultant shall maintain all records for three (3) years after the date of final payment and close of all other pending matters.

10. INDEMNIFICATION. To the fullest extent permitted by law, Consultant shall assume the defense of, indemnify and hold harmless the City and its officers, agents, employees, and volunteers (collectively "Indemnitees") from and against any claim, loss, damage, injury (including, without limitation, injury to or death of an employee of the Consultant or its sub-consultants) and liability of every kind, nature and description (including without limitation court costs, reasonable attorneys' fees and costs of investigation) that arise directly, in whole or in part, from : any negligent act or omission of Consultant, and sub-consultants to the Consultant, anyone directly or indirectly employed by it, agents of Consultant, or anyone that they control (collectively "Liabilities"). Consultant assumes no liability for the sole negligence or willful misconduct of Indemnitees. Consultant's indemnification obligations for claims involving "Professional Liability" (claims involving negligent acts, error, or omissions in the rendering of professional services and "Economic Loss Only" (claims involving economic loss which are not connected with bodily injury or physical damage to property) shall be limited to the proportionate extent of Consultant's negligence or other breach of duty. Any and all Federal, State and local taxes, charges, fees, or contributions required by law to be paid with respect to Consultant's performance of this Agreement (including, without limitation, unemployment insurance, social security, and income taxes).

11. OWNERSHIP OF DOCUMENTS. Upon completion of the Services, all work product, including, without limitation, research, investigation and analysis data, reports (including files on disks in both word processing and portable document format), computations, tabulations, original drawings (including files on disks in both CAD and portable document format), and correspondence input from external sources, shall be delivered to and become the property of City upon approval by City of payment of Consultant's final invoice. In connection therewith, City shall retain all copyrights with respect to such materials. Subsequent use of said materials on any other project or for any other purpose shall be at City's sole discretion and sole liability. To the extent that any discovery or invention is made by City or Consultant in the course of, or in connection with, this Agreement, the Project and/or the performance of the Services, City shall be entitled to all intellectual property rights and benefits arising therefrom, including, without limitation, patent rights, the right to license use by others and the rights to receive royalties therefrom.

12. INDEPENDENT CONTRACTOR. THE PARTIES AGREE that Consultant is an independent contractor and this Agreement is entered into in conformance

with the provisions of NRS 284.173. The parties agree that Consultant is not a City employee and there shall be no:

- (a) Withholding of income taxes by the City;
- (b) Industrial insurance provided by the City;
- (c) Participation in group insurance plans which may be available to employees of the City;
- (d) Participation or contributions by either the independent contractor or City to any public employees retirement system;
- (e) Accumulation of vacation leave or sick leave;
- (f) Unemployment compensation coverage provided by City if the requirements of NRS 612.085 for independent contractors are met.

13. CITY OF RENO BUSINESS LICENSE. Consultant shall maintain in full force and effect throughout the term of this Agreement a current business license from the City of Reno.

14. NOTICES. Any notices provided for herein shall be given in writing by certified mail, return receipt requested, or by personal service to:

City: City of Reno
P.O. Box 1900
Reno, NV 89505

Consultant: Federal Engineering
10560 Arrowhead Drive
Fairfax, VA 22030
Attention: Ronald F. Bosco

15. ASSIGNMENT. This Agreement is binding on the heirs, successors, and assigns of the parties hereto. This Agreement shall not be assigned by either party without prior written consent of the other.

16. INTEGRATION. This agreement represents the entire understanding of City and Consultant as to those matters contained herein. No prior oral or written understanding shall be of any force or effect with respect to those matters covered hereunder. This Agreement may not be modified or altered except by written amendment thereto signed by both parties.

17. JURISDICTION. This Agreement shall be administered and interpreted under the laws of the State of Nevada. If any part of this Agreement is found to be in conflict with applicable laws, such part shall be inoperative, null and void insofar as it is in conflict with said laws, but the remainder of this Agreement shall be in full force and effect.

18. SUSPENSION OF WORK. Either party may suspend, by written notice, all or a portion of the work under this Agreement, in the event unforeseeable circumstances, beyond the control of either party, make normal progress in the performance of the work impossible. The party desiring to suspend the work must request that the work be suspended by notifying the other party, in writing, of the circumstances which are interfering with normal progress of the work. The time for completion of the work shall be extended by the number of days the work is suspended. In the event that the period of suspension exceeds ninety (90) working days, the terms of this Agreement are subject to renegotiation and both parties are granted the option to terminate work on the suspended portion of the project in accordance to Section 19 of this Agreement.

19. TERMINATION OF AGREEMENT. This Agreement and all services rendered hereunder may be terminated at any time by written notice from either party, with or without cause. In such event, all finished and unfinished documents, project data, reports and work product, at the option of the City, become its property and shall be delivered to it or to any party it may designate. In the event of such termination, Consultant shall be paid for all satisfactory work, unless such termination is made for cause, in which event compensation, if any, shall be adjusted in light of the particular facts and circumstances involved in such termination.

20. WAIVER. The waiver by either party of a breach or violation of any provision of this Agreement will not operate as or be construed to be a waiver of any subsequent breach thereof.

21. NON-DISCRIMINATION POLICY. The parties hereto shall not discriminate in their employment practices against any person by reason of race, religion, color, sex, age or national origin and agree to comply with the provisions of said laws and orders as well as all laws and orders relating to the employment of the handicapped, the employment of veterans and the use of minority business enterprises to the extent any such laws and orders are applicable in the performance of work or furnishing of services, materials or supplies hereunder. For this purpose, the provisions of such laws and orders and pertinent regulations, as now in force or hereafter amended, shall be deemed an integral part of this Agreement to the same extent as if written at length.

22. LIMITED LIABILITY. The parties will not waive and intend to assert available defenses and limitations contained in Chapter 41 of the Nevada Revised Statutes. Contract liability of both parties shall not be subject to punitive damages. Actual damages for any City breach shall never exceed the amount of funds which have been appropriated for payment under this Agreement, but not yet paid, for the fiscal year budget in existence at the time of the breach.

23. BANKRUPTCY. In the event either party applies for or consent to the appointment of a receiver, trustee, or liquidator of itself or of all or a substantial part of its assets, files a voluntary petition in bankruptcy, admits in writing its inability to pay its debts as they become due, make a general assignment for the benefit of creditors, files a petition or an answer in seeking a reorganization or arrangement with creditors or, as a debtor, invoke or takes advantage of the provisions of any insolvency law, including without limitation any provision of the United States Bankruptcy Act, or any proceeding in any court is instituted seeking to adjudicate either party as a debtor, bankrupt or insolvent, and

the same shall not be dismissed or discharged within thirty (30) days after notice thereof given to the appropriate party, the other party may by unilateral notice terminate this Agreement effective on any future date specified in such notice.

24. COUNTERPARTS. This Agreement may be executed in a number of counterparts, the conglomeration of which shall constitute a complete Agreement if signed by all parties hereto.

25. SIGNATURES. The parties hereby warrant that the persons executing this Agreement are authorized to execute this Agreement and are authorized to obligate the respective parties to perform this Agreement. A facsimile signature on this Agreement shall be treated for all purposes as an original signature.

[SIGNATURES ON NEXT PAGE]

IN WITNESS WHEREOF, the parties hereto have duly executed this Agreement for Professional Services as of the date first written above.

THE CITY OF RENO
a municipal corporation of the State of Nevada

FEDERAL ENGINEERING

By: _____

By: Ronald F. Bosco

[if necessary:
ATTEST:

By: _____
City Clerk

]

APPROVED AS TO FORM ONLY

By: _____
City Attorney's Office

Exhibit A
Financial Status Report

- FOR EXAMPLE PURPOSES -

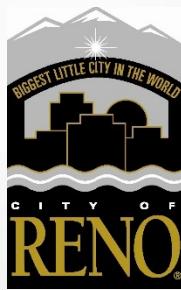
Billing Period: {01/01/03 – 01/31/03}

Report Date: {02/04/03}

A. Total Contract Amount (NTE)	\$200,000
B. Total Invoices Paid to Date	\$25,000
• Invoice No. 200234525 dated 11-03-02 for \$25,000	
C. Total Past Invoices Unpaid	\$25,000
• Invoice No. 200234525 dated 12-03-02 for \$25,000	
D. Current Invoice for 01/01/03 – 01/31/03	\$20,000
E. Balance Remaining [A-(B+C+D)] as of 02/04/03	\$130,000
F. Estimated Invoice for 02/01/03 – 02/28/03	\$20,000
{Description of work items/rationale of estimate}	
G. Projected Balance Remaining [E-F] as of 03/01/03	\$110,000

Exhibit B
Scope of Work

Incorporated as part of this document, Exhibit B, Federal Engineering’s proposal to the City for “Regional Collaboration Opportunities for Fire, EMS and Dispatch Services” dated September 30, 2022 in response to the City’s Request for Proposal (RFP) to provide regional collaboration opportunities for Fire, EMS and Dispatch services released on September 9, 2022.



“Unleashing the Power of Technology”

Proposal for:

Facilitation of the Regional Collaboration Working Group for the City of Reno, the City of Sparks, and Washoe County for Regional Opportunities for Fire, EMS, and Dispatch Services

September 30, 2022



**Federal
Engineering®**





"Unleashing the Power of Technology"

**Federal
Engineering®**

Federal Engineering, Inc.

10560 Arrowhead Drive, Suite 100
Fairfax, VA 22030
703-359-8200

September 30, 2022

Submitted via email: hodgejw@reno.gov; epricebrown@washoecounty.gov; nkrutz@cityofsparks.us

Mr. J.W. Hodge
Assistant City Manager
City of Reno
1 E. First Street, P.O. Box 1900
Reno, NV 89505

Mr. Eric Brown
Manager
Washoe County
1001 E. Ninth Street
Reno, NV 89512

Mr. Neil Krutz, ICMA-CM
City Manager
City of Sparks
431 Prater Way
Sparks, NV 89431

Dear Mr. Hodge, Mr. Brown, and Mr. Krutz:

Federal Engineering, Inc. (**FE**) is pleased to submit this proposal for the City of Reno, the City of Sparks, and Washoe County, Nevada to facilitate regional collaboration opportunities for Fire, EMS, and Dispatch Services. **FE** values this opportunity to serve you and the opportunity to address your specific requirements. We are committed to helping you with your ongoing efforts to meet the unique needs of your Fire, EMS, and Dispatch Services departments. Our proposal details how we will perform the required tasks as defined in your Request for Proposal.

The Region will benefit from the experience **FE** has gained over the past three years working on multiple projects with the County and Cities. We will come up to speed and be productive immediately. Additionally, **FE** has successfully completed over 2,500 projects covering all facets of emergency communications for a multitude of government agencies. Our experience includes consulting services for law enforcement records management systems (LE RMS), fire RMS, computer aided dispatch, jail management systems, Next Generation 911, geographic information systems (CAD, JMS, NG911, GIS), and all facets of land mobile radio (LMR) systems. **FE** has completed many large statewide projects and as such, we are well versed in dealing with the sensitivities when multiple jurisdictions participate in a project.

FE's experts will work closely with your designated stakeholders to achieve your project objectives. Our senior management team will be actively involved in your project, providing both technical and operational guidance and executive management.

As the founder of **FE**, I authorize the submission of this proposal and will participate in the contract negotiations upon our selection. By my signature below, I commit Federal Engineering, Inc. to our proposal's terms for 60 days from the due date. If you have any questions regarding our proposal, please continue to reach out to Jeffrey Paré, Director of Business Development, at 530-263-8541 or via email to jpare@fedeng.com.

Federal Engineering looks forward to continuing our work with the Cities of Reno and Sparks and Washoe County on this critically important project.

Sincerely,

Ronald F. Bosco
President and Chief Executive Officer
Federal Engineering, Inc.



Table of Contents

1	EXECUTIVE SUMMARY	1
2	FEDERAL ENGINEERING PROFILE	3
2.1	Corporate Overview	3
2.2	FE’s Qualifications and Experience.....	4
3	PROPOSED PROJECT TEAM	8
4	PROJECT REFERENCES	14
5	SCOPE OF WORK.....	22
5.1	Proposed Solutions	22
5.2	Implementation Approach.....	23
5.3	Project Plan/Timeline	28
5.4	Project Management Approach	30
5.5	Deliverables.....	31
6	PRICING	33
6.1	Firm Fixed Price	33
6.2	Hourly Rates.....	33
6.3	Basis of Our Proposal	34

Table of Exhibits

Exhibit 1—Federal Engineering’s Corporate Structure	3
Exhibit 2—Project Team Organizational Chart.....	8
Exhibit 3—Quality Assurance Review Board.....	31



1 EXECUTIVE SUMMARY

FE understands the purpose of your RFP is for the City of Reno, the City of Sparks, and Washoe County, Nevada to retain a consultant to provide facilitation of regional collaboration opportunities for the Fire, EMS, and Dispatch Services including, but not limited to, enhanced protocols for the dispatch of emergency services using 911 system based on factors such as deployment of nearest resources to emergency calls and other joint opportunities. Within this proposal, we provide detailed information on how *FE* proposes to provide these services in four core areas: Governance, Organization, Foundation, and Funding.

FE's previous performance has earned us a reputation as the premier public safety consulting firm. This reputation is based upon our long public safety heritage; our consultants have been assisting clients with public safety communications since our inception in 1983. We offer demonstrated knowledge and practical performance focused on assisting our customers in successfully and affordably attaining their emergency dispatch and 911 call answering goals.

FE has completed two projects in Washoe County within the last two years, and we are currently engaged in a project to help the County and Cities replace their dispatch, law enforcement records, and County jail records systems. When *FE* began the solution replacement project in 2021, during our project initiation meeting it became clear to our project manager that the agencies needed a clear, defined, and agreed upon governance structure. We worked with stakeholders to make the governance task the highest priority. As with any new regional shared solution agency, buy-in to a governance model that is equitable, complete, and survivable makes the entire project less stressful on the participants. *FE* would be very pleased to continue our work in this area and mediate your meetings, offer subject matter experts that are familiar with your agencies, and help with change management as you move forward with your dispatch modernization projects.

FE has developed the tools, skillsets, and methodologies necessary to deliver practical, affordable solutions that most effectively meet the needs of first responders. We offer a unique combination of subject matter expertise and hands-on experience in call answering and dispatch operations, emergency response technology upgrades, staffing and facility analyses, project management, and implementation services. Federal Engineering provides consulting services for the full lifecycle of public safety technology system projects, as highlighted below.



<i>FE Consulting Services</i>	
• PSAP regionalization/efficiency studies	• PSAP design, site planning and selection
• Business process analysis	• Strategic planning
• Governance and policy analysis	• Disaster recovery planning
• Organizational change management	• Continuity of operations (COOP) planning
• Regional information sharing	• CAD/RMS
• Interoperability and data integration	• Priority medical dispatch systems
• NG911 and E911 operations	• External systems and interfaces
• ESInet design and deployment	• GIS and CAD mapping
• Voice logging	• Mobile applications
• Radio systems	• Justice system assessment
• P25 technology	• Interoperability assessment
• Spectrum planning and licensing	• Funding assessment and planning
• FCC licensing applications	• Project management
• Field surveys and reporting	• Needs assessment and analysis
• Networks / mobile infrastructure	• Gap identification and analysis
• Mobile hardware and infrastructure	• Requirements gathering
• Crime analysis and data analytics	• RFQ/RFP development and specifications
• Video systems	• Procurement support
• Networks and storage systems	• Vendor evaluation
• In-vehicle video systems	• Vendor contract negotiations
• Body-worn cameras and CCTV surveillance	• Implementation management
• Cybersecurity	• Independent validation / verification

"Our engagement with Federal Engineering was great. Their professionalism and flexibility to adjust was appreciated. The end product was professional and produced within agreed upon timelines. Thank you."

*~Daniel Johnson, Chief Technology Officer
Douglas County, Nevada*



2 FEDERAL ENGINEERING PROFILE

2.1 Corporate Overview

Federal Engineering was founded 39 years ago and has a rich history of providing system analysis and design for public safety organizations. Our founder, Ronald F. Bosco, a former first responder and degreed engineer, continues to lead the firm and has kept his vision steady to improve the functionality and cost-effectiveness of public safety communications. This consistency in ownership translates into consistency in performance as evidenced by the fact that our earliest government clients remain clients today, over a third of a century later.

FE's philosophy to "exceed client expectations to retain that client for life" has resulted in client retention and repeat business since the firm's inception.

FE's expertise consistently delivers low-risk projects, and we will deliver high user satisfaction for the Region and its public safety end users. We have worked with many jurisdictions and agencies to facilitate enhanced, protocol-based regional dispatch solutions. Our subject matter experts have the skills and experience to lead your regional collaboration working group through its discussions to achieve consensus on the best path forward. This will be done by including best-in-class industry benchmarks and proven change management techniques.

Corporate Organization

Exhibit 1 below shows FE's corporate structure and areas of focus/competencies.

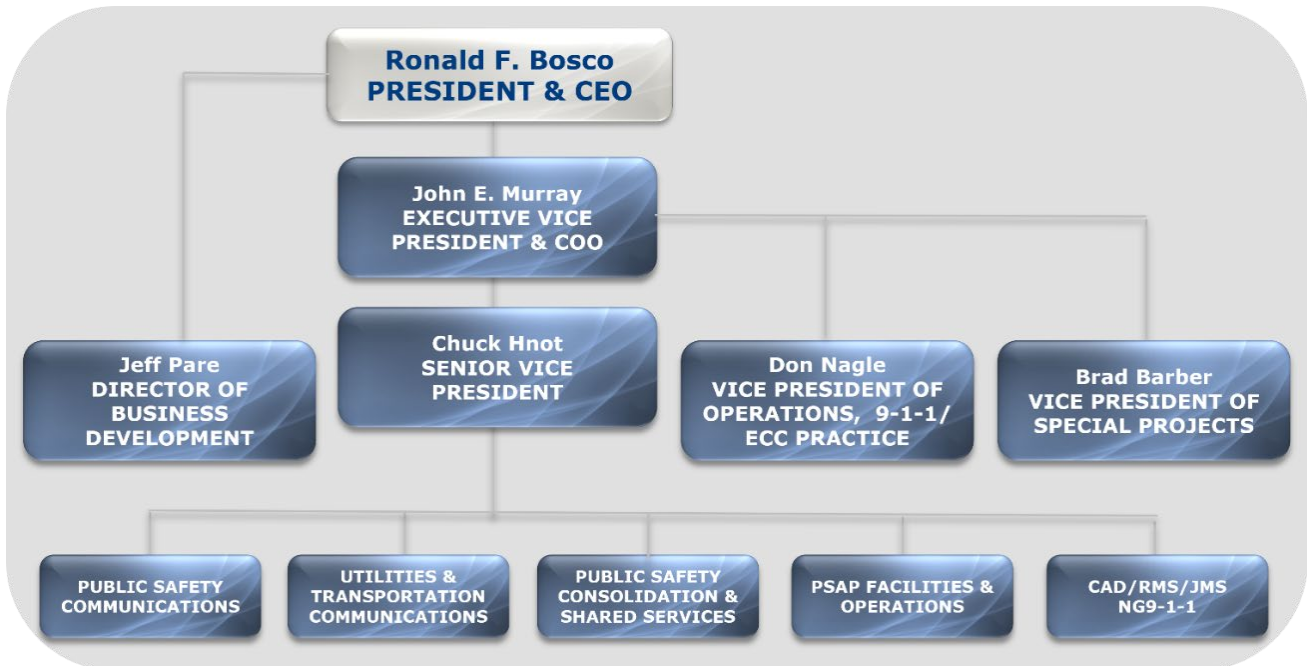
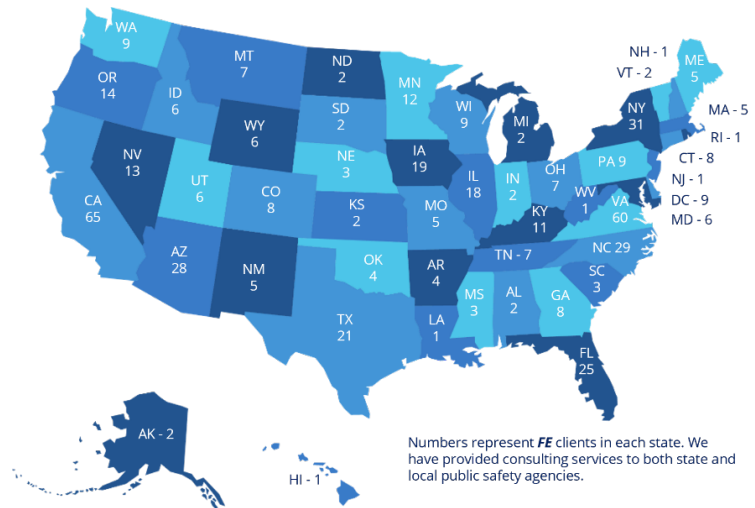


Exhibit 1—Federal Engineering’s Corporate Structure

*FE's private ownership provides a distinct advantage to the Region; corporate decisions are not impacted by outside investors or venture capital firms. Our principals, Mr. Bosco and Mr. Murray, care deeply about their clients and the reputation of the company they have built from the ground up. They are heavily invested in the success of this and all other projects involving FE. As a result, the Cities of Reno and Sparks and Washoe County can count on their direct, personal involvement in every aspect of this critical assessment project. As they have done for all projects, they will be active in overseeing this project, cementing a strong consulting relationship bent on accomplishing your goals. **Our principals are fully available to provide support as needed throughout the project, at no additional cost.***

National Presence

As a national firm, *FE* brings the experiences and best practices of many other jurisdictions to your project. The adjacent map highlights our nationwide presence. In addition to our headquarters in Fairfax, Virginia, we have regional offices in California, Iowa, Arizona, Texas, Pennsylvania, and Florida. *FE* has a distributed workforce with consultants located in 11 states, supporting an efficient response to our clients.



Independence Guarantee

*FE's certified independence guarantees that the Region will receive totally objective analyses, free from the influences of hardware vendors, software suppliers, and service providers. Our firm has never worked for any manufacturer or software supplier. We do not have software products to design into our client recommendations. **Our recommendations are unbiased toward any technology, product, approach, or vendor.***

*FE is not engaged in nor associated with the business of selling, servicing, providing managed services or leasing radio communications, computer aided dispatch (CAD), records management systems (RMS), data integration solutions, telephony, 911/NG911, mobile computer, map/GIS, cybersecurity, or any other public safety systems, hardware, or software. **We are truly the Region's independent, trusted advisor.***

2.2 FE's Qualifications and Experience

*FE understands the requirements that are unique to the Cities of Reno and Sparks and Washoe County and the Region's goal and objectives. **Through our experience with the Region, we have developed an in-depth understanding of your unique environment.***

FE's consultants are experts in all facets of public safety communications. Emergency communications professionals work in a fast-paced, complex, and interdependent operating environment. Our team understands the ever-increasing demands for situational awareness,



information sharing, and effective interoperability. Call takers, dispatchers, and first responders are the human interface between public safety technology and the public. Effective and efficient policies, procedures, and training for these essential public servants is vital to the success of their mission.

FE subject matter experts contribute to industry best practices and are active in many industry standards development organizations, including the following:

- Association of Public-Safety Communications Officials (APCO)
- National Emergency Number Association (NENA)
- National Association of State Telecommunications Directors (NASTD)
- Project 25 Technology Interest Group (PTIG)
- P25 Phase 2 Industry Roundtables
- PSAP Best Practices Workshops
- CAD integration standards
- National Fire Protection Association (NFPA)
- Alliance for Telecommunication Industry Solutions-Emergency Service Interconnection Forum (ATIS-ESIF)
- Telecommunications Industry Association (TIA) and standards bodies
- Internet Engineering Task Force (IETF)
- National Public Safety Telecommunications Council (NPSTC)
- Federal Partnership for Interoperable Communications (FPIC)

We are heavily invested in public safety organizations that develop public safety operational and technological standards, such as APCO, NENA, NFPA, and the International Academies of Emergency Dispatch (IAED). **FE** consultants regularly speak at NENA, APCO, IWCE, and other leading conferences. We are respected members of the public safety community, chair national committees, and have had papers published by professional organizations. Most **FE** consultants are former first responders and several key members of our proposed team have served as 911/PSAP managers.

"FE and its staff exceeded performance in project management, technical expertise, adherence to schedule and budget, communications, and responsiveness. FE was prompt and thorough in all requests for information or explanation. FE helped Oakland Police Department prepare thorough and compelling documentation to support budget and staffing requests. FE provided regional and national insight into best practices. FE was uniquely familiar with strategies on how to best transition to our new CAD system—the largest and most complex IT project in OPD's history. Their participation has already helped us make better decisions and crucial project junctures."

~Virginia Gleason, Former Deputy Director, Oakland Police Department

Dispatch Studies for Similarly Sized Clients

FE has delivered projects to thousands of public safety agencies, assisting agencies with communications and technology projects since our inception in 1983 and with dispatch and records software projects since 1994. As highlighted below, our team has experience in the analysis of organizational issues, technology, costs and benefits, and planning alternatives for service delivery improvements, technology upgrades, and effective education for community and government leaders prior to and during communication center service delivery change initiatives.



Cities of Reno and Sparks and Washoe County, Nevada

Regional Fire, EMS, and Dispatch Consulting Services

Our consultants offer a deep understanding of public safety organizations, regulatory guidance, and the political and cultural frameworks inherent in the Region's project.

<i>Year</i>	<i>Public Safety Agency</i>	<i>Description</i>
2022–present	City of Naperville, Illinois	CAD/RMS needs assessment, analysis, and requirements definition; action plan development; RFP development, vendor evaluation and selection support; contract negotiation support
2021–present	City of Palm Beach Gardens, Florida	Dispatch and communications operations feasibility study; inventory technology; perform site surveys; operations assessment; capital/operational costs evaluations; governance assessment; alternatives analyses
2021–2022	Valley Emergency Communications Center/ Utah Communications Authority	PSAP audit and assessment study; VECC assessment; business process analysis; staffing study; facility/infrastructure and technology evaluation; governance review; financial analysis; continuity of dispatch operations assessment
2019–2020	Redwood Empire Dispatch Communications Authority, California	Fire and EMS dispatch consolidation study; feasibility analysis; model restructuring of JPA and governance; provide cost estimates; public safety radio interoperability assessment; identify legal barriers and solutions
2019–2020	State of Idaho	NG911 consulting; review existing plan; perform technology analysis; funding model research recommend updates and changes; RFP development; procurement support, implementation management
2018	Town of Westport and City of Fairfield, Connecticut	ECC relocation and consolidation; existing systems assessment; feasibility study; financial analysis; governance review; implementation plan
2018	City of Sugar Land, Texas	Assess PSAP; business process analysis; staffing study; onsite evaluation of facility/infrastructure and technology; governance review; financial analysis; continuity of dispatch operations analysis
2017–present	Gwinnett County, Georgia	CAD/Mobile/LERMS needs assessment; RFP requirements and specifications; RFP development; procurement support/ vendor evaluation; contract negotiations; Implementation project management
2017–2018	Marion County, Iowa	PSAP consolidation study; CAD/RMS/JMS assessment; PSAP governance; NG911 impact analysis; site/facility observations; technology/equipment assessment; operations/staffing analyses; training
2016–present	Winnebago County, Illinois	CAD/mobile and RMS needs assessment; RFP requirements and specifications; RFP development; procurement support/ vendor evaluation; contract negotiations; implementation project management
2016–present	Harrisonburg-Rockingham ECC, Virginia	CAD/mobile (law and fire), LERMS, and jail management needs assessment, requirements definition, technical specifications/RFP development, procurement negotiation support, implementation & post cutover support for a multi-agency, multi-jurisdiction integrated system





Cities of Reno and Sparks and Washoe County, Nevada

Regional Fire, EMS, and Dispatch Consulting Services

Year	Public Safety Agency	Description
2016–present	City of Paducah, Kentucky	CAD/Mobile/LERMS needs assessment; RFP requirements and specifications; RFP development; procurement support/ vendor evaluation; contract negotiations; implementation project management
2016–present	Spotsylvania County, Virginia	CAD/Mobile/LERMS and FRMS needs assessment; RFP requirements and specifications; RFP development; procurement support/vendor evaluation; contract negotiations; implementation project management
2014–2016	Monterey County, California	CAD needs assessment; requirements and specifications development
2014–2016	Tri-Com Central Dispatch, St. Charles, Illinois	CAD/RMS needs assessment; RFP requirements and specifications; RFP development; procurement support/vendor evaluation; contract negotiations; implementation project management
2013–2018	Loudoun County, Virginia	CAD, LERMS, mobile and related public safety systems and interfaces needs assessment, specifications, RFP, procurement, and implementation support/project management
2011–2016	San Diego and Imperial Counties, California	Project management oversight of the Regional Communications Infrastructure Program (RCIP) for all the region’s public safety agencies
2010–2021	Pinal County, Arizona	Public safety consulting; continuity of operations gap analyses; public safety systems assessment, governance support; CAD/RMS/MDS/JMS procurement support
2005–2017	Charleston County, South Carolina	Dispatch consolidation consulting; comprehensive communication systems assessment and recommendations; consolidation feasibility study; transition plan development; planning and implementation support; vendor proposal review and evaluation; design and system implementation support

"In my opinion FE has the best consultants in police communications. The professionalism, the technical expertise, and the knowledge of national standards and trends is above reproach. Under their guidance we underwent a \$1.2 million remodel of our communications center. They provided a staffing study that allowed us to address issues with call answering standards, this study also allowed us to do a deep dive on our internal processes and was a catalyst for changing many that were antiquated. FE was also very involved in assisting our Communications Center during software upgrades and were of great assistance in holding vendors accountable for delivery of appropriate products. FE would be the first consultants that I would call for any future projects.

~Lt. George Bray, Operations Manager, Communications Division, Seattle Police Department



3 PROPOSED PROJECT TEAM

FE has over 50 consultants, specialists, and former first responders located in offices across the country dedicated to helping our clients achieve their public safety communications and operational goals. Our team’s strength comes from their hands-on experience working in the field; we understand that operational needs drive the technology solutions, because we have been in your positions. Our consultants have experience in the following positions:

- Fire service, law enforcement, and EMS personnel
- Directors of PSAPs, dispatch centers, emergency operation centers (EOC)
- Managers of NG911, 911, CAD, RMS, mobile, telephony, and radio systems
- Joint Powers Boards and governance development
- Engineers strategically selected for their various disciplines
- Local and state government public safety communications officials

The proposed project team, shown below in Exhibit 2, is well versed in working with multiple jurisdictions and multiple disciplines in all aspects of dispatch, 911, and PSAP operations. They have experience with agencies of all sizes and knowledge of a broad range of systems, technology, and emergency communications processes. Through FE’s rich history, our consultants have developed tools and methodologies needed to deliver practical, affordable solutions to effectively meet the needs of your PSAPs.

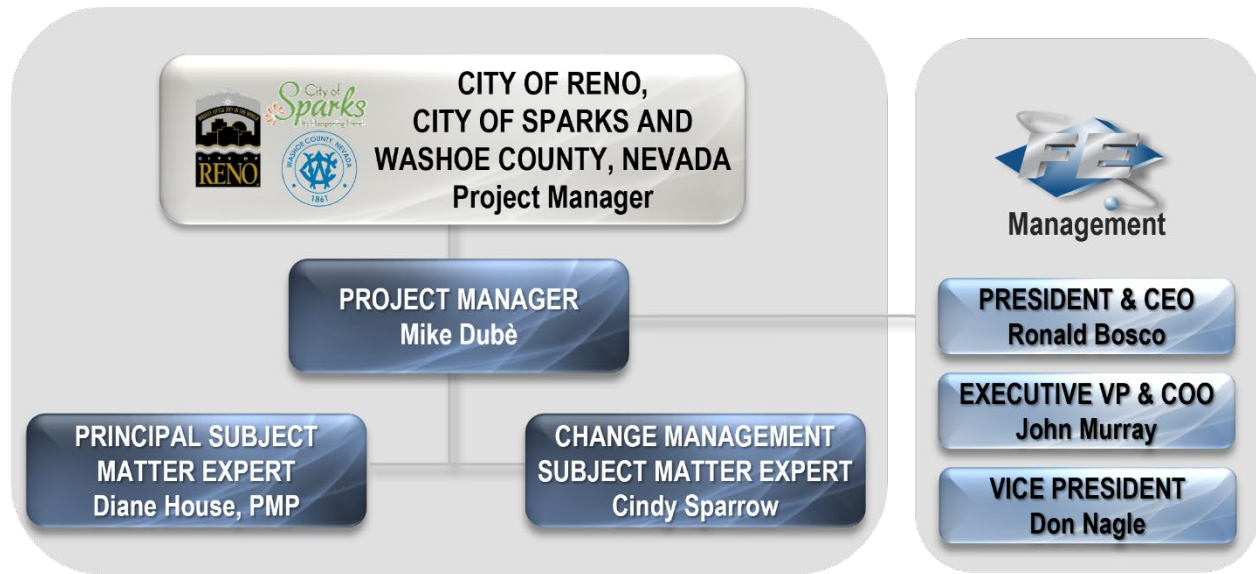


Exhibit 2—Project Team Organizational Chart

Vice President Don Nagle will provide executive oversight for this engagement. As project director, he will manage the assigned resources toward meeting the project schedules and objectives. He will review regular progress reports and make resource and other adjustments to align the project throughout its lifecycle with the Region’s desired goals and outcomes.



Cities of Reno and Sparks and Washoe County, Nevada

Regional Fire, EMS, and Dispatch Consulting Services

Project Manager Mike Dubè will be **FE's** single point of contact to the Region's Working Group and will manage our internal team on a day-to-day basis. He will lead meetings and calls, track, and document progress, identify issues or risks, and develop mitigation strategies as needed.

Mr. Dubè will support our governance and change management technical experts: Principal Subject Matter Expert (SME) Diane House, PMP and Change Management SME Cindy Sparrow. Principal SME Ms. House is located an hour away and has managed some of the largest software migration projects in the country.

Our Executive Vice President, Mr. John Murray, will manage **FE's** processes for independent review and quality assurance of deliverables. His services **are provided at no cost to the Region.**

The key individuals listed above as the project team will perform the work and will not be substituted with other personnel without the Working Group's prior approval.

At times however, life happens. People get sick, they switch jobs, they get into accidents, and, sadly, they pass away. Life situations could have a devastating impact on a project, especially if it involved a key person. **FE is that firm.** In our nearly four decades of doing business, we have experienced all of these. But with a deep bench and overlapping skill sets, we have consistently overcome life's happenings and successfully completed thousands on schedule and to our clients' satisfaction.

We have identified your project team above; but when you hire **FE**, you hire a firm with numerous unique skillsets. There are no issues—technical or administrative—in the realm of public safety software that we have not advised our clients on how to address.

Resumes for **FE's** proposed project team are presented on the following pages and detail each person's education, experience, applicable professional credentials, and examples of professional experience related to the services required to complete the Region's project.

"FE staffed our project with practitioners with real-world experience in public safety and communications technology. FE understood our needs and provided practical advice."

*~Melissa Appleby
Town of Simsbury, Connecticut*

"The service provided by the Federal Engineering team greatly impacted the success of our project. We are fortunate to build such a strong professional relationship with these dedicated professionals."

*~Don Ash, Henry County, Georgia
Director of Emergency Management*



DONALD C. NAGLE

Vice President 911/ECC Practice, Project Director



EDUCATION

- A.S., Criminal Justice, Northeastern University
- Administration of Law & Justice, University of Massachusetts-Lowell

GENERAL BACKGROUND

Mr. Don Nagle is a senior public safety communications consultant with proven experience in many fields, including industry leadership positions specializing in CAD/RMS software and wireless technology, and many projects involving assessments of and upgrades to NG911. Mr. Nagle has held multiple leadership positions for Massachusetts law enforcement agencies. He is uniquely qualified to provide direction, leadership, and vision in public safety technology.

Mr. Nagle has evaluated functional technology of CAD/RMS and radio dispatch systems, NG911 systems, and 911 networks. He has analyzed operational models, command structures, staffing, and processes of communications centers and dispatch systems. As Director of Telecommunications for the Massachusetts State Police, he centralized command and control centers for each troop and regional E911 PSAP for over 50 cities and towns, providing interoperability between state and local agencies.

RELEVANT PROJECT EXPERIENCE

State of California

- Santa Monica Evaluation of Regional Dispatch Opportunities
- City of Oakland ECC Staffing Study

State of Washington

- King County E911 Platform Modernization
- City of Seattle Police Department CAD/RMS Technical and Operations Needs Assessment

State of Florida

- Palm Beach Gardens Dispatch and Communications Operations Feasibility Study

State of Idaho

- Statewide NG911 consulting

State of Arizona

- Pinal County CAD/RMS Needs Assessment and Requirements

State of Illinois

- Winnebago County CAD/RMS Systems Technical Consulting
- Boone County NINGA NG911 Consulting Services
- Dekalb County NINGA NG911 Consulting Service

State of Montana

- Statewide 911 Planning

State of Ohio

- Statewide NG911 Implementation Oversight

State of Oregon

- Malheur County Communications Assessment

State of Utah

- Statewide NG911 Consulting and Project Management

AREAS OF EXPERTISE

- CAD/RMS
- E911 and NG911
- ESInet
- ECCs and PSAPs
- Dispatch operations
- Public safety mobile radio
- 700 / 800 MHz

PROFESSIONAL ORGANIZATIONS

- National Public Safety Planning Advisory Committee Planning Committee
- Massachusetts ETS, Standards Board
- Massachusetts ETS, Training Committee

TRAINING AND CERTIFICATIONS

- Public Safety Communications, University of Delaware, Wilmington, Delaware



MICHEL C. (MIKE) DUBÉ

Project Manager



EDUCATION

- M.A., Leadership and Training, Royal Roads University
- B.A., Political Science, University of Toronto
- A.A., Law and Security Administration, Humber College

AREAS OF EXPERTISE

- CAD, RMS, Mobile data applications
- GIS
- AV
- ICS 100-400
- Army tactical command and control information systems
- CPIC
- Fire Station alerting
- CBRNE

GENERAL BACKGROUND

Mr. Mike Dubé has served more than 32 years in emergency services, most recently as Deputy Chief of Support Services for Port Moody Fire/Rescue, where he spent the last three years under secondment to Canada's Emergency Management College as the National Program manager of the CBRNE First Responder Training Program. In his Support Services role, he oversaw the implementation of E-Comm's CAD, RMS, and mobile wireless workstations. Prior, he served as Division Chief of Information and Communication Systems for Toronto Fire Services, the 5th largest fire agency in North America as well as on-call team leader and logistics chief of CAN-TF3, Toronto's HUSAR Team. This role included project management of the Motorola SmartZone voice and Dataradio data communications system. Mr. Dubé recently retired from the Royal Canadian Corps of Signals with the rank of Major.

RELEVANT PROJECT EXPERIENCE

State of Nevada

- City of Reno/Washoe County CAD/RMS/JMS Consulting

State of California

- Santa Monica Evaluation of Regional Dispatch Opportunities
- City of Oakland CAD Consulting and ECC Staffing Study
- Stanislaus County CAD Training

State of Iowa

- Polk County CAD Governance Needs Assessment

State of Illinois

- City of Chicago CAD System Design and Implementation
- Winnebago County CAD/RMS Assessment, Procurement, and Implementation

State of Arizona

- Pinal County CAD/RMS Assessment

State of Georgia

- Gwinnett County CAD Implementation Support and Real Time Crime Center Assessment

State of Kansas

- Sedgwick County CAD Training and Implementation

Commonwealth of Pennsylvania

- City of Philadelphia Police and Fire CAD/MWS Training

PROFESSIONAL ORGANIZATIONS

- Project Management Institute (PMI)
- APCO
- NENA
- Canadian Association of Chiefs of Police (CACCP)
- Canadian Association of Fire Chiefs (CAFC)
- Canadian Police Research Centre
- Centre for Security Science

CERTIFICATIONS

- Top Secret (Level III) Security Clearance



DIANE HOUSE, PMP

Principal SME



EDUCATION

- A.A., Liberal Arts & Sciences, San Joaquin Delta College

AREAS OF EXPERTISE

- Project management
- Emergency planning
- Contract management
- Team leadership
- PSAP/dispatch center operations and technology
- CAD/RMS/MDC/JMS
- Interface and data integration
- Statistical analysis and data mining
- Software QA and user testing

GENERAL BACKGROUND

Ms. Diane House is a leader in the public safety industry with more than 25 years of experience. She has managed operational teams and executed successful high-profile projects including challenging and complex programs both in the U.S. and internationally. Ms. House sees the big picture and how the drivers of the business relate to one another. With so many years of experience with police, fire, medical and jail software, she intrinsically makes sense of complex issues, makes decisions, and communicates strategy. Ms. House has strong analytical and problem-solving skills and a proven track record for thoughtful analysis, keen perception, and delivering results. She has worked in sales and support, empowering teams, building customer relationships, and bringing structured processes to improved delivery.

RELEVANT PROJECT EXPERIENCE

State of California

- City and County of San Francisco NIBRS Assessment

ADDITIONAL RELEVANT PROJECT EXPERIENCE

Sacramento Regional Fire/EMS Communications Center, Deputy Director

- Led the procurement process to replace the Northrup Grumman Altaris CAD. Continued project management of the FitGap CAD implementation, hardware and software installation.

Contra Costa Fire Protection District, Pleasant Hills, California, Interim Communications Manager

- Provided technical management services, recommended, and directed district divisions and contracting agencies on all areas of radio and telephone communications, CAD, Mobile alerting and related systems in the District

Athena Advanced Networks, Medford, Oregon, Vice President of Operations

- Audited all business processes and implemented process improvement plans

TriTech Software Systems/Tiburon, Inc., San Diego, California, Director of Operations

- Managed a team responsible for the implementation of large-scale projects, \$32M portfolio including the City of Houston RMS/Harris Co. Texas, Tiburon RMS/CAD Tiburon

CERTIFICATIONS

- Project Management Professional, ID 1297489
Received 10/2009;
Expires 10/2024

PROFESSIONAL ORGANIZATIONS

- Project Management Institute





CINDY SPARROW Change Management SME



RELEVANT SKILLS

- M.A., Leadership, Royal Roads University, Victoria, British Columbia
- B.S., Emergency Management, Jacksonville State University, Jacksonville, Alabama
- Communications Centre Manager Certification, Fitch & Associates/IAED, Kansas City, Missouri
- Primary Care Paramedic (EMT-A), First Aid & Safety Training Institute, Edmonton, Alberta

GENERAL BACKGROUND

Ms. Cindy Sparrow has more than 24 years of experience in both the private and public sectors of public safety communications at various command and consulting levels. In addition to crime prevention, policing, and public safety, she is knowledgeable in management, planning, procurement and implementation of public safety software and hardware with a thorough knowledge of communications technology infrastructure. Ms. Sparrow's areas of expertise include CAD, VHF, ROIP, P25, telephone systems and systems management, Alberta 911 TELUS Infrastructure, audio/data recording, NG911, and RMS for provincial, national, and international police information databases.

RELEVANT PROJECT EXPERIENCE

State of Arkansas

- State of Arkansas Public Safety Communications Consulting

State of California

- City of Hayward, Dispatch Service Delivery Consulting

Province of Ontario

- Niagara Regional Municipality Public Safety NG911 Consulting
- City of Peterborough Consulting Services for NG911

ADDITIONAL RELEVANT PROJECT EXPERIENCE

City of Red Deer, Alberta Emergency Services

- Deputy Chief, Community and Support Services, Acting
- Deputy Chief, Community & Support Services, Acting
- Assistant Deputy Chief, Emergency Communications Centre

Priority Dispatch Corporation

- Quality Assurance Instruction/National Q

Parks Canada Communications Centre Project

- Principal Public Safety Consultant, Emergence Consulting

PROFESSIONAL AFFILIATIONS

- Alberta College of Paramedics, Registered Primary Care Paramedic
- APCO CANADA
- APCO International
- Alberta E911 Advisory Association
- NENA: National Emergency Number Association
- Alberta Fire Chiefs Association



4 PROJECT REFERENCES

Provided on the following pages are *FE's* references and project information on several projects similar in scope to that described in the Cities of Reno and Sparks and Washoe County's RFP for Regional Fire, EMS, and Dispatch Consulting Services with a focus on PSAP governance.

"FE consultants continue to be very helpful throughout this phase of the project. Your project manager has developed an excellent relationship with our County Manager and the Directors on the Governance Committee."

*~Jay Vargo, IT/Radio Communications Director
Pinal County, Arizona*

"FE's proven record of achieving consensus and cooperation among disparate groups with diverse regional, discipline-specific backgrounds (e.g. police, fire, emergency medical, emergency management) was a key factor in the firm's selection. "

*~Captain Todd Misel,
Iowa Department of Public Safety*

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CITY OF RENO & WASHOE COUNTY, NEVADA

CAD/RMS/JMS Consulting



Project Dates: 2020 – Present

Relevant Technologies

- CAD
- RMS
- JMS
- NG911

Project Contact

Quinn Korbolic, Manager
Regional Services Division
1 E. First Street
Reno, NV 89505
775-334-2026
QKorbolic@washoecounty.us

Project Snapshot

- | | |
|--|---|
| <ul style="list-style-type: none"> • Assess systems • Gather requirements • Perform gap analysis • Assess governance framework | <ul style="list-style-type: none"> • Develop technical specifications • Develop RFP • Support procurement • Provide contract negotiation guidance |
|--|---|

Project Description

The City of Reno Public Safety Department has three PSAPs that used a legacy, highly customized CAD system. They are City of Reno Public Safety Dispatch, Washoe County Sheriff’s Office Dispatch, City of Sparks Dispatch, and the University of Nevada Reno. The City contracted with **FE** to facilitate a smooth transition from the legacy system to a new NG911 ready regional CAD solution fulfilling stakeholder needs today and in the future that includes RMS and JMS.

FE conducted systems assessments by gathering documentation on the existing systems, conducting user interviews, and researching the latest technology trends in NG911 and provided stakeholders with an analysis of gaps between existing and potential new solutions.

After finalization of CAD, RMS, and JMS requirements, our experts developed technical specifications and worked with stakeholders to develop and issue requests for proposal (RFPs) to meet the needs of the City and Regional Partners.

Ongoing work includes development of a Requirements Tracking Matrix (RTM) and Evaluation Workbook for verifying vendor compliance with the RFP requirements. The **FE** team will provide guidance and input throughout the procurement process, evaluation and vendor selection process, including contract negotiations.

FE will advise the City and its Regional Partners on maintenance and warranty plans and a governance framework to assure that the future system is reliable and has a long lifecycle, and an IT governance plan to assist the City with getting the highest level of service from the system.



POLK COUNTY, IOWA CAD Governance Needs Assessment



Project Dates: 2021-ongoing

Relevant Technologies

- CAD
- GIS
- RMS
- MDS

Project Contact

A.J. Mumm
Director/Emergency
Management
1907 Carpenter Avenue
Des Moines, IA 50314
515-286-2107
aj.mumm@polkcountyiowa.gov

Project Snapshot

- | | |
|---|--|
| <ul style="list-style-type: none"> • Conduct interviews and observations • Assess needs • Recommend governance plan • Identify procurement specifications | <ul style="list-style-type: none"> • Develop RFP • Assist with vendor evaluations • Support contract negotiations • Provide implementation oversight |
|---|--|

Project Description

The Polk County 911 Service Board needed a qualified, independent consultant to recommend a governance model among the participating entities, who had disparate policies and procedures governing their Computer Aided Dispatch Systems. The County is served by three different PSAPs: City of Des Moines Police and Fire Dispatch, Polk County Sheriff's Office Communications Center, and Westcom Communications Center. The Board desired a comprehensive assessment of the existing system and interfaces currently in use by the three PSAPs and their users. **FE's** needs assessment investigated the feasibility of a common CAD system for emergency responders and PSAPs serving the entire Polk County 911 Service Area, which includes the Des Moines Metro area and provided recommendations for accomplishing the transition.

Following our assessment, **FE's** experts then supported the Board in finalizing user requirements and developing technical specifications and a vendor RFP to procure a new CAD solution that best fit the Board's participating entities. Our experts assisted the Board through procurement, vendor evaluation, demonstrations, and contract negotiations with the selected vendor. We then provided project management on behalf of the Board and oversight of the vendor's work throughout the installation of the new CAD solution to facilitate successful implementation and cut over according to the participating entities' requirements.



SANTA MONICA CALIFORNIA Evaluation of Regional Dispatch Opportunities



Project Dates: 2021-ongoing

Relevant Technologies

- CAD/RMS/GIS
- Voice Logging
- AVL/AVRR
- NG911/EMD/Mobile Data
- Station Alerting
- Genesis Radio Data System
- ECaTS 911 Phone System

Project Contact

Tom Clemo
Deputy Chief
333 Olympic Drive
Santa Monica, CA 90401
310-458-8666
tom.clemo@smgov.net

Project Snapshot

- Data collection
- Observation
- Consolidation SWOT Analysis
- SWOT Recommendations and Study Report

Project Description

The Cities of Santa Monica, Culver City, Beverly Hills, El Segundo, Manhattan Beach, Redondo Beach and Torrance sought to form a regional fire dispatch center. **FE's** subject matter experts evaluated existing operations, assessed alternatives for joining existing consolidated centers or creating an independent center, and recommended the regionalization alternative that best meets the needs of the Client Agencies as well as offers opportunities for additional fire agencies and public safety partners to join in the future. The seven Client Agencies participating in this study explored various dispatch models over the past twenty years, including dedicated fire dispatch and combined police/fire dispatch operations.

Through data collection surveys, interviews, onsite observations, and a comprehensive review of data from each of the seven Client Agencies, **FE's** subject matter experts analyzed existing governance, funding/budgets, staffing, technology, data analytics, facilities, backup centers for continuity of operations, and deployment/dispatch methodologies. We identified the most feasible regionalization alternatives and conducted a Strengths, Weaknesses, Opportunities, Threats (SWOT) analysis outlining the anticipated best outcome for this project. In consultation with the Clients, we recommended the alternative that best meets the Client Agencies' requirements and developed a Strategic Roadmap for regionalization, including the transition plan and high-level education plan.

PALM BEACH GARDENS, FLORIDA Dispatch and Communications Operations Feasibility Study



Project Dates: 2021 - ongoing

Relevant Technologies

- N/A; this is a comparison of operational models, and no vendor will be selected at this juncture.

Project Contact

James Ippolito
Deputy Chief of Operations
10500 North Military Trail
Palm Beach Gardens, FL 33410
561-799-4316
jippolito@pbgfl.com

Project Snapshot

- Inventory technology
- Conduct interviews/site surveys
- Assess operations
- Evaluate capital and operational costs
- Analyze alternatives
- Deliver *Feasibility Study Fire Dispatch Study Report*

Project Description

The City of Palm Beach Gardens engaged **FE** as an independent consultant to conduct a study on fire rescue communications to investigate which communication and dispatch model best suits the short-term and long-term interests of the City. **FE**'s assessment includes stakeholder interviews, onsite observations, and analysis of data to evaluate the following communication models for the City's Fire-Rescue Department: Remaining status quo with the Palm Beach County Fire Rescue Regional Communications Center; Creating an independent City of Palm Beach Gardens Fire Rescue Communications Center; or Joining the Palm Beach Gardens Police Department's NorthCom multi-jurisdictional Police Communications Center.

FE subject matter experts' evaluation covers processes and internal protocols, compliance, operations, staffing, management, governance, best practices from similar dispatch centers, training practices, systems, inventory of technology used, and capital and operational cost. The operational study and resulting *Feasibility Study Report* will give the City actionable data for current organizational needs and for adapting the operations to maximize efficiency and effectiveness.

Our presentation of our findings with the City's stakeholders discusses the findings, recommendations, and next steps of moving forward with service delivery changes.



WASHINGTON, D.C.

Office of the Auditor OUC 911 Operations Division Audit



Project Dates: 2020 - Present

Relevant Technologies

- CAD/RMS
- GIS/AVL
- 911

Project Contact

Ruth Werner, Senior Analyst
Office of the D.C. Auditor
717 14th Street N.W.
Washington, D.C 20005
202-727-8987
Ruth.Werner@dc.gov

Project Snapshot

- Conduct 911 operational audit
- Analyze performance metrics
- Compare performance to best practices
- Conduct cultural assessment: interviews and site observations
- Evaluate staffing
- Assess recruitment and retention of skilled staff
- Review training and certification process
- Review internal investigations review
- Deliver recommendations report

Project Description

The Office of Unified Communications (OUC) handles all 911 calls in the District. OUC call takers answer incoming calls from the public, recording information to create incident records for dispatchers. OUC dispatchers then coordinate responses for the Metropolitan Police Department (MPD) and Fire and Emergency Medical Service Department (FEMS).

FE audited diverse aspects of the 911 operation and closely reviewed associated relationships for actual or potential threats to service quality. Our experts audited operations and planned modifications to the emergency communications operation, call taking and dispatch, and ancillary support services currently provided by the OUC's staff. We compared the 911 Operations Division's performance and service levels with selected comparable operations across the nation, as well as to national standards and benchmarks. The result is an evaluation of the current conditions and a comparison and benchmark of the OUC's PSAP alongside similar centers.

Following conclusion of this project, the Office of the Auditor has extended a new contract with **FE** to conduct a subsequent audit to evaluate the effectiveness and status of improvements made by the OUC, based on recommendations from the initial audit.



CHARLESTON COUNTY, SOUTH CAROLINA

Dispatch Consolidation Consulting Services



Project Dates: 2005 – 2017

Relevant Technologies

- PSAP
- 800 MHz
- P25
- Motorola ASTRO25
- Trunked

Project Contact

Joe Dawson
County Attorney
4045 Bridge View Drive
North Charleston, SC 29405
843-958-4010
jdawson@charlestoncounty.org

Project Snapshot

- Comprehensive communication systems assessment and recommendations
- Consolidation feasibility study
- Transition plan development
- Planning and implementation support
- Vendor proposal review and evaluation
- Design and system implementation support

Project Description

FE completed a comprehensive communication systems assessment and recommendations study utilized by Charleston County to implement a countywide 800 MHz radio system. Charleston County used this highly detailed report as a guide for radio system implementation and recommendations for self-supporting system funding. The report has proven to be invaluable.

FE also completed an in-depth countywide consolidation feasibility study and developed, with Charleston County, a detailed transition plan. Operational components of the plan included detailed staffing and organizational development and transition planning. **FE** worked closely with staff, and multiple public safety agencies and stakeholders, to identify and provide planning for a phased approach to consolidation. **FE** continued to support the County and multiple municipalities through planning and implementation culminating in a successful consolidation of ten centers in a newly constructed state of the art communications center that opened its doors in June 2012.

In March 2010, Charleston County retained **FE** to conduct a Needs Assessment and Evaluation on a proposal from Motorola. Motorola designed their proposal to provide for improved coverage of their ASTRO25 P25 trunked radio system in oceanfront communities, mitigate summer “skip” interference, and to propose interim solutions. **FE** completed this assessment and evaluation in August 2010 and provided recommendations to Charleston County, identifying potential frequency conflicts in the interim solutions provided by Motorola.

FE supported the County from design review through system implementation, with a successful on-time and within budget go-live of the expanded system.

SEATTLE POLICE DEPARTMENT CAD/RMS Technical and Operational Assessment



Project Dates: 2015 – 2018

Relevant Technologies

- CAD
- RMS
- 911 dispatch / PSAPs

Project Contact

Lt. George Bray
Comms. Div. Operations Manager
Seattle Police Department
610 5th Avenue
Seattle, WA 98104-1900
george.bray@seattle.gov
206-684-8636

Project Snapshot

- Assess technical and operational systems needs
- Evaluate functional and operational model of current CAD/RMS, 911 network, staffing, and communications center command structure
- Analyze existing systems and processes
- Perform Gap Analysis

Project Description

FE was selected by the Seattle Police Department to conduct a comprehensive needs assessment of all technical and operational systems in the Communications Division. The focus of the assessment was to evaluate the functional and operational model of the current CAD/RMS, 911 network, staffing, and communications center command structure, as well as a possible redesign of the center, for which a detailed report was provided with specific observations and recommendations.

FE conducted additional assessments and analyses of the existing systems and processes to identify and document the functional/operational requirements and expectations of the relevant stakeholders. As part of the process, the team conducted on-site meetings to define functional, technical, support, and user requirements for CAD, 911, and above-mentioned technologies. **FE** also developed detailed recommendations, gap analysis, and associated requirements and conditions for improvement. **FE** presented the findings to the chief and command staff.

The SPD elected to retain the team to provide oversight of the implementation of the recommendations cited in the needs assessments. Additionally, **FE** was contracted to help with the redesign of the PSAP, provide a staffing study for communications, revamp call-handling procedures, hiring process of dispatcher and call takers and 911 network design for both Seattle Police and Seattle Fire. As a final task, the team helped develop a roadmap to civilianization of the Communications Division.

5 SCOPE OF WORK

FE fully understands the scope of work required to complete this project, as listed in your RFP, and outlines our approach in the following sections. Our subject matter experts look forward to assisting the Cities of Reno and Sparks and Washoe County Communications Centers in transitioning to enhanced protocols to improve the efficiency of the regional police, fire, and EMS dispatch system.



We will perform a needs assessment based on trending call volumes into the dispatch centers, identify prioritized dispatch solutions that are the best fit for the Region, and propose governance, organizational, operational/policy foundation, and funding changes necessary for an improved dispatch and regional 911 call answering process. The regional collaboration will benefit from FE’s considerable experience to determine how they can best work together to utilize their staff and dispatch technology to support operational goals.



5.1 Proposed Solutions

A regional collaboration working group led by the managers from the Cities/County is seeking a consultant to facilitate regional collaboration opportunities for Fire, EMS, and Dispatch Services including, but not limited to, enhanced protocols for the dispatch of emergency services using 911 system based on factors such as deployment of nearest resources to emergency calls and other joint opportunities.



FE will provide services and proposed solutions to the collaboration in four core areas:

- **Governance**—How services will be governed and how policy decisions will be made. FE understands from the CAD/RMS/Jail project the importance of governance in regional opportunities and has already provided a framework for governance to move forward.
- **Organization**—What is included in the service, dispatch, fire, and EMS. FE understands the unique differences in the organizations from working on multiple projects with Reno/Sparks/Washoe and are positioned to help facilitate the changes that are faced in the future.
- **Foundation**—Operational considerations including configuration, shifts, station standards, etc. Many of FE’s staff have worked with shift and station configurations to optimize

response times and mutual aid. We provide assistance to our clients to guide them to the right solution for their circumstances.

- **Funding**—How the organization will be funded and the impact to jurisdictions. FE will provide multiple options that have worked in the industry and guide the Region to the right solution for funding and ongoing cost sharing.

FE will serve as the collaboration's mediator, providing governance, operational, and change management subject matter experts, who will facilitate discussions regarding interoperability and working together as 911 centers. We will work closely with the Cities/County managers, PSAP managers, and law enforcement, fire, and EMS command staff to design a dispatch and regional 911 call process that prioritizes the communities' desires and identifies the appropriate deployment of resources through a reduction in duplicated processes, improved use of technology and resources, and simplified governance.

5.2 Implementation Approach

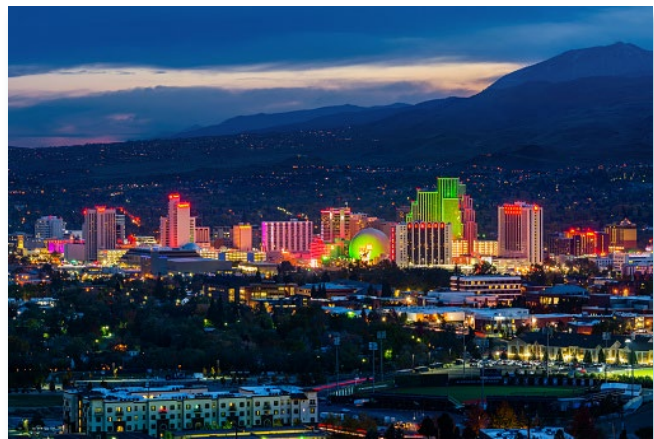
Project Initiation and Data Collection

FE's project manager will work with the regional collaboration working group to schedule a project initiation meeting with key participants. This meeting will serve to introduce team members and cover the following topics:

- Confirm the scope of work, deliverables, and schedule
- Review the responsibilities of our team
- Outline participation of representatives to support the timely completion of the scope of work
- Discuss project risks, existing stumbling blocks, and mitigation strategies

Participation in the project initiation meeting allows our team to set project expectations, introduce the project team and participants, develop the framework for ongoing work efforts, and identify critical success factors for the project. We will establish lines of communication, discuss the proposed work plan, and assign action items as needed and relevant. Goals for this meeting are to solidify project objectives and define key milestones.

FE will customize our proven data collection methodology to obtain the necessary baseline information. We will gather data on emergency and non-emergency call volumes per agency, talk times, call taker and dispatcher availability, answering delays, and maximum time in queue. Data will include conditions regarding call transfers, dispatching protocols, accuracy of information communicated to police, fire, and EMS units, location



accuracy, supporting technology, performance metrics, expectations, interactions between dispatchers and responding units, and related data to assess staffing and training as it relates to dispatching services. We will request 911 records, CAD historical data, and a sampling of voice recorder data from the past three years. **FE** will work with the PSAP managers to develop a sampling plan for reviewing data.

Interviews and Site Observations

FE's project manager will work the managers to plan for onsite interviews and observations. Our technical experts will interview dispatchers, IT staff, and law enforcement, fire, and EMS agencies. During the interview process, **FE** places considerable emphasis on discussing existing practices and defining related priorities to accurately determine stakeholder perceptions regarding prioritized dispatch based on deployment of nearest resources. Our observation techniques will lead to meaningful impromptu discussions with personnel that complement our understanding of the operation, issues, local culture, current frustrations, and future desires and fears at the user level.

We will assess business workflows and the current tools used to support dispatch of patrol, fire, and ambulance units. **FE** will work closely with the Region's project manager and stakeholders to identify existing interfaces and their integration to accurately document systems and business workflows. **FE's** technical experts will assess existing functional issues of concern and solicit input about desired functionality.

Analysis and Proposed Solutions

Governance

Governance is pivotal to successful deployment of an enhanced regional dispatch process and achieving efficient and effective interoperable emergency communications. Effective governance establishes and maintains a central coordination point (or body) for efforts across the broad spectrum of public safety stakeholders that can effectively address challenges in a structured and collaborative manner.

Leadership and how the participatory entities/stakeholders perceive it are key factors in determining the success of any regional dispatch initiative. Leadership includes formal governance, management, oversight responsibilities, and the ability to motivate participatory entities to ultimately accomplish program goals as well as to address challenges.

A formal governance structure provides a unified approach across multiple jurisdictions and disciplines that can aid in the overall effectiveness of the desired outcome. Establishing a governing body is critical for successfully addressing the key



challenges faced in connecting disparate dispatch systems. A governing body also provides the framework in which stakeholders can collaborate and make decisions that support common objectives.

FE will review and assess the governance structures, policies, and procedures currently in use by the Cities of Reno and Sparks and Washoe County PSAPs. We will identify any restrictions or 911 funding requirements that may dictate the kind of governance approaches that can be considered. Our governance experts will work directly with the regional collaboration working group to define the vision for the governance authority, then we will identify a recommended governance structure.

The type of authority and its voting and/or non-voting members will be determined through facilitated discussion with key decision makers and through understanding of what types of authorities can be established. Once input is gathered, we will draft a recommended *Governance Agreement and Plan*, customized to the expressed and allowable needs of the participatory agencies.

The effort that *FE* and decision makers put into the creation of the agreement and plan includes establishing an inclusive, transparent, and centralized point for decision making and planning, identifying roles and responsibilities for both the leadership and the members, defining standard operating procedures (SOP) for making policy and funding decisions, and defining guiding principles for developing and sustaining momentum toward the full implementation of the project.



FE will submit the draft *Governance Agreement and Plan* to the regional collaboration working group to distribute to designated stakeholders for review and comment. The recommended *Governance Agreement and Plan* will incorporate the following elements:

- Organizational framework including key positions, committees, and membership
- Roles and responsibilities of members and designated officials
- Fiscal processes and tools for evaluating and allocating funding equitably, as well as negotiating resource agreements for projects and initiatives
- Governance processes, operational protocols, decision-making procedures, issue and conflict identification, escalation, resolution steps, and accountability mechanisms
- Suggested meeting schedules, agenda and meeting report templates, and meeting tools and resources.

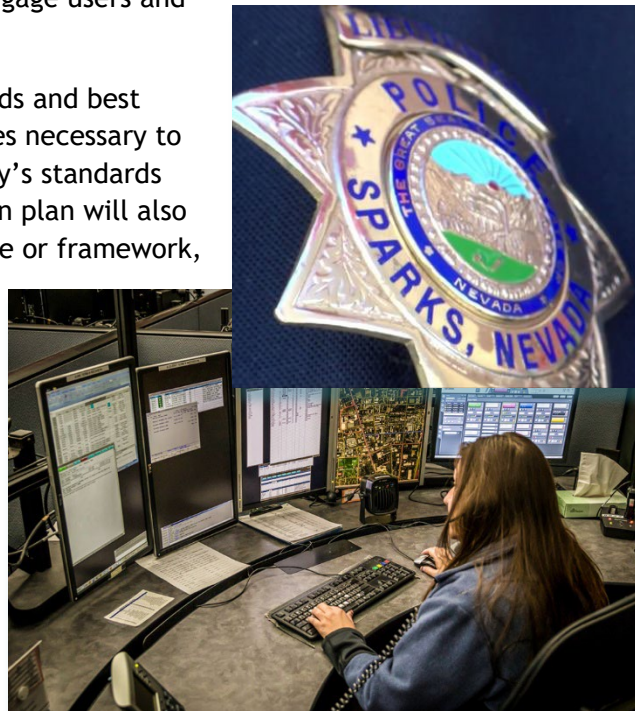
We will schedule an onsite meeting and lead a workshop to review and gain consensus on the proposed governance structure and equitable funding method for sustainability. Upon approval, we will incorporate changes and issue the final *Governance Agreement and Plan Report*.

Organization

FE subject matter experts will develop a summary of anticipated organizational changes that may be expected in the planning for and replacement of the dispatch system to meet the participants' requirements. This will be reviewed with the regional collaboration working group as a foundational document that will be used to engage users and operations staffs.

FE will apply our expertise in industry standards and best practices to document and recommend changes necessary to bring the operation into compliance with today's standards and best practices. An organizational transition plan will also be developed. This plan will outline a structure or framework, and a process for transitioning from the current organizational model/processes to a new organizational model/processes. These organizational change models will be based on **FE** findings, industry standards and best practices, and the working group's vision and needs.

FE will review this summary of anticipated changes and recommendations with the appropriate stakeholders for input and acceptance. An onsite review of the models will be conducted from which any corrections or changes are made. Once the concepts are accepted, **FE** will finalize the *Organizational Framework Recommendations Executive Memo*.



Foundation

FE will evaluate call processing and radio dispatching methodologies based on our interviews, group meetings, operational observations, and documentation review. Focusing on the overall workflow and call flow processes, our evaluation will identify any duplication of effort, gaps in service, and issues with how the technology and protocols in use may negatively impact the efficiency of services to the community and response agencies.

Our approach will assess the staffing levels needed for call taking and dispatching shift schedules, supervision, operations management, technology management, and other support functions in a dispatch environment. The call answering and dispatch staffing required to meet the anticipated call volume, service levels, and industry call handling metrics will be considered as part of this assessment. We will determine the appropriate staffing levels and expertise needed to allow service delivery at optimum efficiency and cost-effectiveness. Our review will also provide an

overview of management practices and how executive decisions affect operations and morale. **FE** will document our recommendations in an *Operational Review Executive Memo*.

Our operational expert will facilitate meetings with the regional collaboration working group to review findings and facilitate discussions to gain consensus regarding configuration, shifts and staffing, station standards, standard operating procedures across PSAPs, and other policy changes necessary to achieve an enhanced regional dispatch process. We will update the *Operational Review Executive Memo* based on stakeholder input.

Funding

FE will develop projected cost estimates for implementing the prioritized dispatch system. Our cost analysis and estimates will be based on the operating budget and cost information collected during the previous tasks and industry knowledge. We will identify areas of potential cost increases and cost reductions for funding to be provided that may result from the transition. Our financial experts will prepare a *Funding Recommendations Executive Memo*, to be reviewed with the regional collaboration working group as we facilitate discussions to gain consensus on funding for the regional dispatch solution.

Change Management Techniques

Modifying a regional dispatch process encompasses a complex system of equipment, software, interfaces, modules and applications, and a substantial number of users and support staff. This significant technical transformation impacts staff, processes, and relationships among users, support staffs, public safety agencies, jurisdictions, and other levels of government that rely on the dispatch systems.



Change management is an important part of governance and organizational transition to new solutions. **FE** will provide change management assistance to help keep stakeholders from each municipality working toward a common goal at the same pace.

Change management begins with project initiation, continues through implementation, and supports post implementation process modifications. Our change management experts will lead in creating and guiding the delivery of change management for the life of the project. We will also take into consideration any previous initiatives of this nature and how change management was handled in those efforts so that we can leverage those lessons in this project.

FE's approach to organizational change management plan development is to address three key areas:

1. Plan Development—The plan will document the purpose, identify impacted persons, system, and processes, define, and establish what the future process/standard will be,

identify risks associated with execution of the plan, and document the team structure, roles, and responsibilities.

2. Implementation plan management and how it will be communicated, necessary training, risk management methods, key performance indicators to measure success, organization of tasks and processes to complete them, and steps for completing the organizational re-alignment.
3. Follow up and ongoing support of the plan through stakeholder feedback specifically from impacted staff; a method for confirming compliance; measuring success; ongoing risk management; noting and correcting issues.

A critical step to facilitate the change process is to develop a high-level *Transition Plan and Timetable* with definable milestones to support decision making concerning moving forward with changes to the Cities of Reno and Sparks and Washoe County’s emergency dispatch system.

Transition planning for changes to PSAP operations involves multiple components: equipment/technology transition, human resources and staffing transition, and management transition including operational policies/procedures. The human resource component of the high-level transition plan will include cross-training where applicable, acclimation of staff, new methodologies, systems, equipment and processes, and partner agency needs.



The Transition Plan and Timeline will be reviewed with decision makers from the regional collaboration working group to gain consensus and acceptance. Approved revisions to the draft plan will be incorporated as appropriate and agreed to by reviewers. Following revisions to the draft, **FE** will submit the final *City of Reno, City of Sparks, and Washoe County Prioritized Dispatch System Transition Plan and Timeline Report*.

5.3 Project Plan/Timeline

FE will commit the staff and resources needed to meet the Region’s scope and schedule. **FE** is prepared to begin this project immediately upon execution of contract, as shown in the high-level GANTT chart on the following page. This tentative schedule can be modified to meet the Region’s needs and will be finalized with the Working Group’s project manager upon contract execution.

"Federal Engineering accepted a difficult project on a tight timeline and completed it masterfully and on time. Their team proved knowledgeable, responsive, friendly, trustworthy, and capable in every respect. Federal Engineering is a trusted partner invested in our success."

*~ Quinton Stephens, Director, General Counsel/ Deputy Director
Utah Communications Authority*

ID	Task Name	Duration	Start	Finish	4Q22			1Q23		2Q23	
					Oct	Nov	Dec	Jan	Feb	Mar	Apr
1	<i>Notice to Proceed</i>	0 days	Tue 11/1/22	Tue 11/1/22		◆ 11/1					
2	Ongoing Project Management & Change Management Support	80 days	Tue 11/1/22	Fri 3/3/23							
3	Project Initiation	16 days	Tue 11/1/22	Tue 11/22/22							
4	Collect and review data	6 days	Tue 11/1/22	Tue 11/8/22							
5	Plan and lead Project Initiation Meeting	4 days	Wed 11/9/22	Mon 11/14/22							
6	Finalize project plan/schedule	1 day	Tue 11/15/22	Tue 11/15/22							
7	Plan and conduct onsite interviews/observations	5 days	Wed 11/16/22	Tue 11/22/22							
8	Governance Analysis	19 days	Wed 11/23/22	Wed 12/21/22							
9	Assess governance/policies, prepare recommendations	5 days	Wed 11/23/22	Thu 12/1/22							
10	Facilitate discussions with the Working Group	1 day	Fri 12/2/22	Fri 12/2/22							
11	Draft Governance Agreement / Recommendations Report	5 days	Mon 12/5/22	Fri 12/9/22							
12	Facilitate Governance Workshop, client review, then finalize	8 days	Mon 12/12/22	Wed 12/21/22							
13	Organizational Analysis	18 days	Thu 12/22/22	Wed 1/25/23							
14	Review existing organization and design proposed structure	5 days	Thu 12/22/22	Fri 1/6/23							
15	Document Organizational Change Report	5 days	Mon 1/9/23	Fri 1/13/23							
16	Facilitate review with Working Group, then finalize recommendations	8 days	Mon 1/16/23	Wed 1/25/23							
17	Foundation/Operational Analysis	19 days	Thu 1/26/23	Tue 2/21/23							
18	Evaluate call processing and dispatching methodologies	2 days	Thu 1/26/23	Fri 1/27/23							
19	Assess staffing, shifts, and existing dispatch protocols	2 days	Mon 1/30/23	Tue 1/31/23							
20	Research best practices for Fire/EMS dispatch protocols	2 days	Wed 2/1/23	Thu 2/2/23							
21	Develop proposed changes to operations and dispatch protocols	5 days	Fri 2/3/23	Thu 2/9/23							
22	Facilitate review with Working Group, issue revised report	8 days	Fri 2/10/23	Tue 2/21/23							
23	Funding Analysis	8 days	Wed 2/22/23	Fri 3/3/23							
24	Review existing funding models and sources	2 days	Wed 2/22/23	Thu 2/23/23							
25	Develop proposal for modified funding allocations and sources	2 days	Fri 2/24/23	Mon 2/27/23							
26	Review recommendations with Working Group; revise as agreed	4 days	Tue 2/28/23	Fri 3/3/23							

Project: Reno Sparks Washoe S Date: Thu 9/29/22	Task		Inactive Task		Manual Summary Rollup		External Milestone	
	Split		Inactive Milestone		Manual Summary		Deadline	
	Milestone		Inactive Summary		Start-only		Progress	
	Summary		Manual Task		Finish-only		Manual Progress	
	Project Summary		Duration-only		External Tasks			

5.4 Project Management Approach

FE's project manager will focus on the Region's needs and establish a baseline project management process. Our project manager will continually coordinate activities with the regional collaboration working group, involve stakeholders as needed, and serve as a primary resource to the working group. *FE* remains current with the Project Management Institute's *Project Management Body of Knowledge* (PMBOK). The project plan and schedule will be adjusted as needed as the project evolves through deliverables, approval processes, and meeting schedules.

We appreciate that your personnel are already burdened with current work, and we will minimize the additional workload that this project puts on participating personnel. We anticipate personnel from the Cities of Reno and Sparks and Washoe County will have the following responsibilities during the effort:

- Provide designated personnel and agency subject matter experts at the appropriate technical and management levels to collaborate with *FE* consultants and make decisions throughout the project
- Provide existing documentation to *FE* upon request to facilitate a quick start to the project
- Provide adequate conference rooms for on-site meetings
- Review deliverables within the timeframe of the mutually agreed upon project schedule
- Facilitate consensus/decision making on key issues in a timely manner

FE applies rigorous Quality Assurance (QA) measures throughout our project activities. We have developed a comprehensive deliverable review program, managed by our Quality Assurance Review Board, shown below in Exhibit 3. The Board manages a well-defined peer review process to assure that our internal procedures, delivered documentation, reports, and recommendations are of the highest quality. Peer reviewers are individuals with skillsets directly applicable to the program. They are not involved in the day-to-day aspects of the project, but rather provide an internal audit of deliverables and challenge the project team to assure that all decisions have been well thought out.



Exhibit 3—Quality Assurance Review Board

FE’s quality assurance review process takes advantage of industry best practices, SMEs, and client feedback to assure the highest quality in our project deliverables.

Our QA process requires the project team present to the Board and explain their approach, findings, and justification of their conclusions. This interactive process generates valuable insights and discussion from the Board, which strengthens the validity and appropriateness of the project team’s recommendations. Periodic technical reviews are conducted throughout the duration of the project and draft reports are evaluated before delivery. The regional collaboration working group will be active in our QA process by providing feedback on draft deliverables. This provides an effective level of involvement and commitment of the firm to our clients. **FE** has followed our quality control approach on the projects listed throughout our proposal. Each report prepared for our clients is evaluated internally by the QA Board before being submitted as a draft report to clients. In 39 years, 100 percent of **FE’s** projects have been completed successfully and we have never had a project end in default or litigation.

5.5 Deliverables

Working Group Facilitation

FE’s subject matter experts will attend and facilitate meetings of the regional collaboration working group. Our project plan assumes bi-weekly meetings, with one subject matter expert attending onsite and others via conference call. Deliverables will include a project plan/timeline outlining the project management and implementation approaches to the scope of work.



City of Sparks
It's Happening Here!



Solution Analyses Reports

FE will provide the following deliverables during the project:

- *Governance Agreement and Plan Report*
- *Organizational Framework Recommendations Executive Memo*
- *Operational Review Executive Memo*
- *Funding Recommendations Executive Memo*

Transition Plan Report

The deliverable from this task will be a draft *City of Reno, City of Sparks, and Washoe County Transition Plan and Timeline*, outlining the timeline and transition steps identified and agreed upon for moving forward with the dispatch solution.





6 PRICING

6.1 Firm Fixed Price

The total firm fixed price, including labor, travel, and other direct costs, for the Cities of Reno and Sparks and Washoe County, Nevada’s Regional Fire, EMS, and Dispatch Consulting Services project is \$74,634.00.

FE’s proposed price for this project is indicative of the efficiency of our operations, our proven automated tools, our vast experience completing similar projects, and our view of the strategic nature of this project. Further, it is not our culture to “up-scope” during contract negotiations or during the project, unless the Cities of Reno and Sparks and Washoe County, Nevada add scope of work beyond that outlined their RFP.

6.2 Hourly Rates

If required by the Working Group, FE can provide additional services in accordance with the rate schedule below.

SCHEDULE A

Effective through December 31, 2022

Extended through December 21, 2023 for the Cities of Reno and Sparks and Washoe County

Table with 2 columns: Job Title and Hourly Rate. Includes Director/Chief Consultant (\$265.00), Senior Consultant (\$220.00), Consultant (\$190.00), Senior Analyst (\$155.00), Analyst (\$115.00), and Administrative / Computer Services (\$90.00).

Proprietary Notice

This proposal, its contents, and appendices are proprietary to Federal Engineering, Inc. and shall not be disclosed to third parties without prior written permission from Federal Engineering, Inc. Should this proprietary notice conflict with any government procurement regulations, policies, or practices, the government procurement regulations shall take precedence.

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Fairfax, Virginia





City of
Sparks
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6.3 Basis of Our Proposal

1. This proposal assumes Federal Engineering, Inc. will perform all of the tasks as called out in the technical proposal (excluding optional tasks). The deletion of a task, a significant change in scope of one or more tasks, or use of a phased implementation approach may affect the overall price.
2. *FE* will provide draft and final deliverables electronically to the City of Reno, the City of Sparks and Washoe County, Nevada.
3. This proposal assumes that the Working Group's project manager will schedule meetings, provide meeting facilities, notify attendees, and arrange for onsite visits.
4. Any optional or additional tasking will be authorized by mutual agreement of the Working Group and *FE*. Such tasking will be performed on a time and materials basis in accordance with the rates in Schedule A or on a fixed price basis as mutually agreed upon in a task order by the Working Group and *FE*.
5. *FE's* ability to fulfill this task depends, in part, on the willingness and ability of the City of Reno, the City of Sparks and Washoe County, Nevada and their participants, equipment vendors, service providers, third parties, and others to provide information in a timely manner, and upon the accuracy of the information as supplied. The accuracy of input data, whether provided in electronic or hard copy form, and the recommendations, actions, system designs, system procurements, and license filings resulting therefrom cannot, therefore, be warranted by *FE* nor can the performance, suitability, or reliability of said systems be warranted by *FE*. *FE* accepts no responsibility or liability to any third party in respect to any information or related content delivered by *FE*. This information is subjective in certain respects, and, thus, susceptible to multiple interpretations and may be in need of periodic revisions based on actual experience and subsequent developments.
6. *FE* is prepared to begin this project immediately upon execution of the contract. This proposal is based upon a start date on or before November 1, 2022, and assumes a four-month schedule. Delays to the project schedule due to actions or lack of actions on the part of the City of Reno, the City of Sparks and Washoe County, Nevada; project participants, third parties, and others including, but not limited to vendor protests, protracted contract negotiations, vendor delays that impact the program schedule and/or costs will be brought to the attention of the Working Group's project manager in a timely manner and the schedule and cost impacts will be reduced to writing via a mutually agreed upon contract amendment.
7. In the event of a project delay by the Cities or County, *FE* reserves the right to invoice for efforts expended towards the completion of a task or deliverable and client agrees to paid said invoice.
8. This proposal assumes a mutually agreeable invoicing schedule for work completed.
9. Federal Engineering reserves the right to assign/reassign work efforts and associated costs across tasks and between our professional staff members in order to meet our contractual obligations to the Cities of Reno and Sparks and Washoe County, Nevada.





**Federal
Engineering®**

10560 Arrowhead Drive
Fairfax, VA 22030
Tel 703.359.8200
Email info@fedeng.com

www.fedeng.com