

BOARD OF COUNTY COMMISSIONERS  
SARPY COUNTY, NEBRASKA

13/061048

**RESOLUTION APPROVING AGREEMENT WITH MATRIX CONSULTING GROUP**

WHEREAS, pursuant to Neb. Rev. Stat. §23-104(6) (Reissue 2012), the County has the power to do all acts in relation to the concerns of the County necessary to the exercise of its corporate powers; and,

WHEREAS, pursuant to Neb. Rev. Stat. §23-103 (Reissue 2012), the powers of the County as a body are exercised by the County Board; and,

WHEREAS, the County of Sarpy desires to enter into a contract for services with Matrix Consulting Group, as outlined in the Agreement to Provide Professional Consulting Services attached hereto as Exhibit A; and,

WHEREAS, entering into the contract for services with Matrix Consulting Group is in the best interests of the citizens of Sarpy County.

NOW, THEREFORE, BE IT RESOLVED by the Sarpy County Board of Commissioners that this Board hereby approves and adopts the agreement with Matrix Consulting Group, a copy of which is attached.

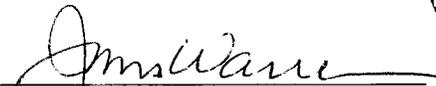
BE IT FURTHER RESOLVED that the Chairman of this Board, together with the county Clerk, is hereby authorized to sign on behalf of this Board the agreement with Matrix Consulting Group, a copy of which is attached, and any other related documents, the same being approved by the Board.

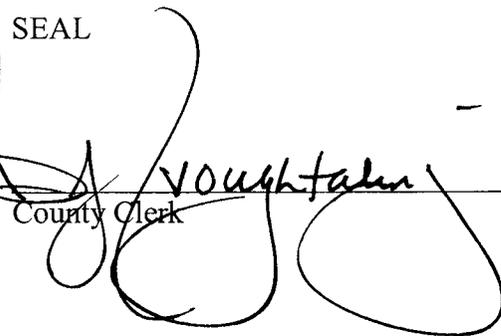
The above Resolution was approved by a vote of the Sarpy County Board of Commissioners at a public meeting duly held in accordance with the applicable law on the 30<sup>th</sup> day of July, 2013.

Attest



SEAL

  
Sarpy County Board Chairman

  
County Clerk

# Sarpy County Purchasing Department

SARPY COUNTY COURTHOUSE  
1210 GOLDEN GATE DRIVE  
PAPILLION, NE 68046



Brian Hanson, Purchasing Agent  
(402) 593-2349  
Debby Peoples, Asst. Purchasing Agent  
(402) 593-4164  
Beth Garber, Senior Buyer/Contract Administrator  
(402) 593-4476  
Lois Spethman, Supply Clerk/Purchaser  
(402) 593-2102

## Memo

To: Sarpy County Board of Commissioners

From: Beth Garber

Re: E911 Study Agreement

The County recently requested proposals for consulting services for E911. Four (4) proposals were received and after review it is recommended the agreement be awarded to Matrix Consulting Group for a not to exceed price of \$60,000.

As part of the project, Matrix will review existing conditions of the County 911 Dispatch Facility. Including:

- Inventory of facility, equipment and systems
- Assessment of current call volume and performance
- Review organization, management, staffing and scheduling
- Review current procedures and protocols

The project also includes an assessment of the feasibility of consolidation or regionalization of dispatch services with other metro Omaha public safety dispatch centers. This portion of the assessment will include:

- Examining best practices from similar regions
- Documenting advantages and disadvantages
- Analysis of labor and legal issues
- Determining infrastructure, equipment, staffing and training needs
- Identifying the impact for the County

The study will include a full cost/benefit analysis for effectiveness of operations in a consolidated environment along with a final report related to the technical information obtained from the project.

July 25, 2013

Beth Garber

Cc: Deb Houghtaling  
Mark Wayne  
Scott Bovick  
Brian Hanson  
Larry Lavelle

# AGREEMENT TO PROVIDE PROFESSIONAL CONSULTING SERVICES TO SARPY COUNTY, NEBRASKA

## Matrix Consulting Group

**THIS AGREEMENT**, entered into this 2 Day of Aug., 2013 and effective immediately by and between Matrix Consulting Group (hereinafter called the "CONSULTANT" and Sarpy County, Nebraska (hereinafter called "COUNTY"), WITNESSETH THAT,

**WHEREAS**, COUNTY desires to engage the CONSULTANT to Conduct a Study of Sarpy County's E911 Department.

**NOW, THEREFORE**, the parties hereto mutually agree as follows:

- (1) **Employment of Consultant.** COUNTY agrees to engage the CONSULTANT and the CONSULTANT hereby agrees to perform the services described in the COUNTY'S Request for Proposal June 21, 2013; CONSULTANT'S proposal dated June 20, 2013 and incorporated into this Agreement as Attachment B and the Revised Scope of Work and Price Proposal dated June 20, 2013.
- (2) **Time of Performance.** The services to be performed hereunder by the CONSULTANT shall be completed within 120 days of the project start date, unless this Agreement is terminated earlier as provided for herein. The project shall be initiated within 14 days of a notice to proceed.
- (3) **Compensation.** The COUNTY agrees to pay the CONSULTANT a sum not to exceed \$60,000 in CONSULTANT'S Price Proposal. CONSULTANT agrees to complete the project and all services provided herein for said sum.
- (4) **Method of Payment.** The CONSULTANT shall bill monthly for hours completed to date as described in CONSULTANT'S Price Proposal. Total payments shall not exceed the amount shown in (3), above. COUNTY shall pay invoices within thirty (30) days of receipt.
- (5) **Changes.** COUNTY may, from time to time require changes in the scope of services of the CONSULTANT to be performed hereunder. Such changes, which are mutually agreed upon by and between COUNTY and the CONSULTANT, shall be incorporated in written amendment to this Agreement.
- (6) **Services and Materials to be Furnished by COUNTY.** COUNTY shall furnish the CONSULTANT with all available necessary information, data, and material pertinent to the execution of this Agreement. COUNTY shall cooperate with the CONSULTANT in carrying out the work herein and shall provide adequate staff for liaison with the CONSULTANT.

- (7) **Termination of Agreement.** If, for any cause, the CONSULTANT shall fail to fulfill in timely and proper manner his obligation under this agreement, COUNTY shall thereupon have the right to terminate this Agreement by giving written notice to the CONSULTANT of such termination and specifying the effective date thereof, at least five (5) days before the effective date of such termination.
- (8) **Information of Reports.** The CONSULTANT shall, at such time and in form as COUNTY may require, furnish such periodic reports concerning the status of the project, such statements, and copies of proposed and executed plans and other information relative to project as may be requested by COUNTY. The CONSULTANT shall furnish COUNTY, upon request, with copies of all documents and other material prepared or developed in relation with or as part of project.
- (9) **Records and Inspections.** CONSULTANT shall maintain full and accurate records with respect to all matters covered under this Agreement for a period of one year after the completion of the project. COUNTY shall have free access at all proper times to such records, and the right to examine and audit the same and to make transcripts there from, and to inspect all program data, documents, proceedings, and activities.
- (10) **Completeness of Contract.** This contract and any additional or supplementary document or documents incorporated herein by specific reference contain all the terms and conditions agreed upon by the parties hereto, and no other agreements, oral or otherwise, regarding the subject matter of this contract or any part thereof shall have any validity or bind any of the parties hereto.
- (11) **COUNTY Not Obligated to Third Parties.** COUNTY shall not be obligated or liable hereunder to any party other than the CONSULTANT.
- (12) **When Rights and Remedies Not Waived.** In no event shall the making by COUNTY of any payment to the CONSULTANT constitute or be construed as a waiver by COUNTY of any breach of covenant, or any default which may exist on the part of the CONSULTANT and the making of any such payment by COUNTY while any such breach or default shall exist in no way impairs or prejudices any right or remedy available to COUNTY in respect to such breach or default.
- (13) **Hold Harmless.** Each party shall be responsible for its own acts and will be responsible for all damages, costs, fees and expenses which arise out of the performance of this Agreement and which are due to that party's own negligence, tortious acts and other unlawful conduct and the negligence, tortious action and other unlawful conduct of its respective agents, officers and employees.
- (14) **Insurance.** Consultant agrees to maintain insurance during the term of this Agreement: for comprehensive general liability in the amount of \$2,000,000 per occurrence and \$4,000,000 in aggregate; automobile liability insurance in the amount of \$1,000,000; workers' compensation insurance in the amount of

\$1,000,000 and professional liability in the amount of \$1,000,000 per occurrence and \$2,000,000 in aggregate. CONSULTANT shall provide COUNTY with an insurance certificate which names the COUNTY as an additionally insured.

- (15) **Personnel.** The CONSULTANT has all personnel required in performing the services under this Agreement. All of the services required hereunder will be performed by the CONSULTANT or under CONSULTANT'S supervision, and all personnel engaged in the work shall be qualified to perform such services.
- (16) **Assignability.** The parties hereby agree that Consultant may not assign, convey or transfer its interest, rights and duties in this Agreement without the prior written consent of COUNTY.
- (17) **Non-Discrimination Clause.** Pursuant to Neb. Rev. Stat. §73-102 (Reissue 2009), Consultant declares, promises, and warrants it has and will continue to comply fully with Title VI of the Civil Rights Act of 1964, as amended (42 U.S.C.A. §1985, et seq.), and the Nebraska Fair Employment Practice Act, Neb. Rev. Stat. §48-1101, et seq. (Reissue 2010), in that there shall be no discrimination against any employee who is employed in the performance of this Contract, or against any applicant for such employment, because of age, color, national origin, race, religion, creed, disability or sex.
- (18) **Severability Clause.** It is understood and agreed by the Parties hereto that if any part, term, or provision of this contract is held to be illegal or in conflict with any law of this State or of the United States, the validity of the remaining terms and conditions, provision or provisions shall not be affected, and the rights and obligations of the Parties shall be construed and enforced as if the contract did not contain the particular part, term, or provisions held to be invalid.
- (19) **Independent Consultant.** The Consultant shall in the performance of the agreement at all times be an independent Consultant and not an employee or agent of the County. The Consultant, its officers, employees and agents shall at no time represent the Consultant to be other than an independent Consultant or represent themselves to be other than employees of the Consultant.
- (20) **Residency Verification.** The Consultant agrees to comply with the residency verification requirements of Neb. Rev. Stat. §4-108 through §4-114. The Consultant is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of new employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of a newly hired employee.

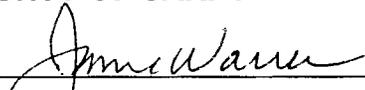
- (17) **Notices.** Any notices, bills, invoices, or reports required by this Agreement shall be sufficient if sent by the parties in the United States mail, postage paid, to the addresses noted below:

Deb Houghtaling  
County Clerk  
Sarpy County  
1210 Golden Gate Drive  
Papillion, NE 68046

Richard P. Brady, President  
Matrix Consulting Group  
201 San Antonio Circle, Suite 148  
Mountain View, California 94040

**IN WITNESS WHEREOF**, COUNTY and the CONSULTANT have executed this agreement as of the date first written above.

**COUNTY OF SARPY**

By: 

Date: 7-30-13

**MATRIX CONSULTING GROUP**

By:   
Richard P. Brady, President

Date: 8-2-13

**CERTIFICATE OF LIABILITY INSURANCE**DATE (MM/DD/YYYY)  
07/30/2013

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER <b>Suhr Risk Services</b> 5300 Stevens Creek Blvd. San Jose, CA 95129 Select Accounts Department	Phone: 408-510-5440 Fax: 408-510-5490	CONTACT NAME: PHONE (A/C, No, Ext): E-MAIL ADDRESS: FAX (A/C, No):													
	<table border="1"> <thead> <tr> <th>INSURER(S) AFFORDING COVERAGE</th> <th>NAIC #</th> </tr> </thead> <tbody> <tr> <td>INSURER A : <b>The Hartford</b></td> <td>29424</td> </tr> <tr> <td>INSURER B : <b>Landmark American Insurance</b></td> <td></td> </tr> <tr> <td>INSURER C :</td> <td></td> </tr> <tr> <td>INSURER D :</td> <td></td> </tr> <tr> <td>INSURER E :</td> <td></td> </tr> <tr> <td>INSURER F :</td> <td></td> </tr> </tbody> </table>		INSURER(S) AFFORDING COVERAGE	NAIC #	INSURER A : <b>The Hartford</b>	29424	INSURER B : <b>Landmark American Insurance</b>		INSURER C :		INSURER D :		INSURER E :		INSURER F :
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INSURER C :															
INSURER D :															
INSURER E :															
INSURER F :															
INSURED <b>Matrix Consulting Group LTD</b> 201 San Antonio Circle, #148 Mountain View, CA 94040															

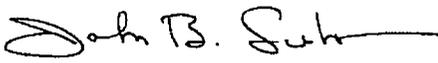
**COVERAGES**                      **CERTIFICATE NUMBER:**                      **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

NSR LTR	TYPE OF INSURANCE	ADD'L SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
A	GENERAL LIABILITY	X	57SBAAT1347	08/08/2013	08/08/2014	EACH OCCURRENCE	\$ 2,000,000
	<input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY					DAMAGE TO RENTED PREMISES (Ea occurrence)	\$ 1,000,000
	<input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR					MED EXP (Any one person)	\$ 10,000
						PERSONAL & ADV INJURY	\$ 2,000,000
						GENERAL AGGREGATE	\$ 4,000,000
						PRODUCTS - COMP/OP AGG	\$ 4,000,000
GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC							
A	AUTOMOBILE LIABILITY	X	57SBAAT1347	08/08/2013	08/08/2014	COMBINED SINGLE LIMIT (Ea accident)	\$ 2,000,000
	<input type="checkbox"/> ANY AUTO					BODILY INJURY (Per person)	\$
	<input type="checkbox"/> ALL OWNED AUTOS					BODILY INJURY (Per accident)	\$
	<input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> SCHEDULED AUTOS NON-OWNED AUTOS					PROPERTY DAMAGE (Per accident)	\$
A	UMBRELLA LIAB	X	57SBAAT1347	08/08/2013	08/08/2014	EACH OCCURRENCE	\$ 1,000,000
	EXCESS LIAB					AGGREGATE	\$ 1,000,000
DED <input checked="" type="checkbox"/> RETENTION \$ 10,000							
A	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY	N/A	57WECVO5142	08/08/2013	08/08/2014	WC STATUTORY LIMITS	OTHER
	ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH)					E.L. EACH ACCIDENT	\$ 1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below					E.L. DISEASE - EA EMPLOYEE	\$ 1,000,000
E.L. DISEASE - POLICY LIMIT \$ 1,000,000							
B	Professional Liability		LHR821651	08/08/2013	08/08/2014	Per Claim	1,000,000
						Aggregate	2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Those usual to the Insured's Operations. Sarpy County is named as additional insured per attached endorsement form 1H12001185.

<b>CERTIFICATE HOLDER</b>  Sarpy County 1210 Golden Gate Drive Papillion, NE 68046	<b>CANCELLATION</b>  SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE 

POLICY NUMBER: 57 SBA AT1347



**THIS ENDORSEMENT CHANGES THE POLICY. PLEASE READ IT CAREFULLY.**

ADDITIONAL INSURED - PERSON-ORGANIZATION

Sarpy County  
1210 Golden Gate Drive  
Papillion, NE 68046

**Proposal to Conduct an E911 Study for the  
Sarpy County E911 Department**

**SARPY COUNTY, NEBRASKA**

**COPY**



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# **COVER LETTER**



June 20, 2013

Ms. Beth Garber  
 Purchaser  
 Sarpy County Purchasing Office  
 1210 Golden Gate Drive  
 Papillion, NE 68046

Dear Ms. Garber:

The Matrix Consulting Group is pleased to provide you with our Proposal to conduct an E911 Study for the Sarpy County E911 Department. The Matrix Consulting Group is a firm dedicated to providing management consulting services to cities and counties across the United States.

We have extensive experience conducting feasibility studies of the consolidation of dispatch services as well as the analysis of dispatch service operations and effectiveness. Some of the communications consolidation feasibility projects, which were conducted by members of our proposed project team, include the following:

Region	Participating Agencies
<b>Albany County (NY)</b>	9 agencies in the County
<b>Carson City (NV)</b>	Feasibility study for a four county consolidated communication center
<b>Glenn County (CA)</b>	All police, sheriff and special fire districts in Glenn County.
<b>Glenview (IL)</b>	Feasibility of consolidating fire and police; feasibility of consolidation with two neighboring communities.
<b>Greene County (MO)</b>	Consolidation of Greene County's dispatch center with that of the City of Republic
<b>Huntington Beach (CA)</b>	Consolidation options for police and fire dispatch in Northern Orange County, California
<b>Jackson County (OR)</b>	Medford, Jackson County dispatch services on behalf of about 80 police, fire and EMS agencies previously merged into two centers.
<b>Kennebec Valley COG (ME)</b>	Augusta, Gardiner, Waterville, Maine State Police, Kennebec County Sheriff's Office, Somerset County Sheriff's Office and the Skowhegan Police Department (a total of 80 agencies).
<b>Placer County (CA)</b>	Auburn, North Lake Tahoe
<b>San Mateo County (CA)</b>	Millbrae, Burlingame, San Mateo, Belmont and San Carlos.

In addition to these feasibility studies, the proposed project team is currently working with Lake Bluff, Lake Forest and Highland Park (IL) on the feasibility of dispatch consolidation, and with the Municipality of Anchorage (AK) on the feasibility of consolidating dispatch operations.

Moreover, the analysis of public safety functions is a core practice of ours and encompasses over 100 separate communications studies, as well as evaluations included within over 250 law enforcement and over 250 fire studies. Recent public safety clients for whom we have provided management analysis and staffing analysis services in the last few years, whose projects included assessments of emergency communications, include the following:

Albuquerque, New Mexico	Coral Gables, Florida	San Antonio, Texas
Arlington, Texas	Mesa County, Colorado	San Mateo County, California
Auburn, Maine	Monterey County, California	Spokane, Washington
Aurora, Colorado	Montpelier, Vermont	Stamford, Connecticut
Bellingham, Washington	<b>Omaha, Nebraska</b>	Steuben County, New York
Brattleboro, Vermont	Plymouth, Massachusetts	Sunnyvale, California
Chelsea, Massachusetts	Portland, Oregon	Washoe County, Nevada
Chesapeake, Virginia	Reno, Nevada	Winnipeg, Canada

Included in the table above is the firm's prior study of Omaha's Police and Fire Departments, which included working extensively with the Douglas County Communications Center.

Each of the projects above involved the analysis of many of the issues that face the agencies involved in this study, including:

- What staffing is required in a consolidated center?
- What opportunities exist to jointly provide and improve services?
- What are the financial and operational implications of any consolidation or service alternative?
- What organizational structures best meet participant interests?
- How should costs be allocated?

Our approach to conducting studies such as this one focuses on thorough research, detailed analysis and interaction with our clients. Our approach to conducting this study will be characterized by the following:

- **At least one principal of the firm is directly involved in each facet of a consulting engagement, including interviews and data collection.** For this

project I would act as project manager and be closely supported by staff with comprehensive public safety backgrounds.

- **We staff our projects with functional specialists, not generalists.** Each of our project team members has extensive experience conducting public safety studies in general and communications studies specifically. As described above, the Matrix Consulting Group has examined hundreds of public safety communications centers in staffing and feasibility studies. For this project we have teamed with the Galena Group to provide extensive technical expertise for in telecommunications systems.
- **We believe in high levels of input in our assignments.** Typically in studies of this size, with various participating agencies, we interview dozens of stakeholders in individual or group meetings.
- **We provide detailed analysis for each recommendation.** Our reports are based on thorough and detailed analysis of operational issues and alternatives.
- **We provide thorough implementation assistance to our clients** in terms of who is responsible for implementation, the schedule, the performance measures to monitor the effectiveness of the change, and the costs and/or benefits of implementation.

I am the firm's authorized agent with the authority to bind it contractually and negotiate on its behalf. The proposal price will be valid for a period of at least 90 days after the proposal due date.

We acknowledge the receipt of the two addenda issued as part of the RFP.

If you have any questions, please do not hesitate to contact me at 650-858-0507 or by e-mail at [rbrady@matrixcg.net](mailto:rbrady@matrixcg.net). We look forward to the opportunity to work with you.

Richard Brady  
President



**Matrix Consulting Group**

## **A. UNDERSTANDING OF THE PROJECT**

## **A. UNDERSTANDING OF THE PROJECT**

This section of our proposal describes our understanding of the scope and work to be completed in this project.

### **1. BACKGROUND TO THE PROJECT**

Sarpy County is located in the Omaha metropolitan area, covering 241 square miles. The population of the County is approximately 159,000. The cities of Bellevue (50,137), Papillion (18,894), LaVista (15,758) and the Offutt Air Force Base are the most populous areas of the County. Sarpy County is located just south of Douglas County, which includes the City of Omaha.

Sarpy County has been experiencing rapid growth in population over the past few decades and has been growing at a much more rapid rate than is typical for Nebraska. From the 2000 – 2010 US Census, the County population increased 29.6% – from 122,595 to 158,840.

Sarpy County dispatch is the single public safety answering point (PSAP) for the County and employs 32 full-time dispatchers. The dispatch center handles approximately 50,000 9-1-1 emergency police and fire/rescue calls and 100,000 non-emergency calls annually.

The subject of regional emergency communications needs is timely and ongoing – another study conducted by the University of Nebraska Public Policy Center forms the background to this interest.

### **2. UNDERSTANDING OF THE SCOPE OF WORK**

Sarpy County is desirous of retaining the services of a qualified consulting firm to conduct a review of the existing conditions of the 911 dispatch facility, to include:

- Inventory of the existing 911 facility, equipment and systems in use.
- Assessment of the current call volume and dispatch performance.
- Review of opportunities for improvement in the organization, management, staffing and scheduling of the dispatch center.
- Review of current dispatch procedures and protocols to identify areas for improvement in current operations.

The County is also seeking an assessment of the feasibility of consolidation or regionalization of dispatch services with other metro Omaha public safety dispatch centers. This assessment will include:

- Examining best practices from similar regions operating a consolidated center for a minimum of five (5) years.
- Documenting the advantages and disadvantages of consolidation.
- Analysis of any labor or legal issues relating to merging staff to ensure a successful implementation.
- Determining the equipment needs for a consolidated approach to providing dispatch services.
- Determining the staffing and training needs of a consolidated dispatch system.
- Identifying any infrastructure needed in a regional dispatch system.
- Identifying the impact for the County regarding the level and quality of services expected from the public and public safety officials in a consolidated environment.

Sarpy County expects a full cost/benefit analysis of the cost effectiveness of operating in a consolidated environment, to include:

- Personnel costs
- Start-up, capital operating and staffing costs of a regional center.
- Identification of financial resources to ensure the sustainability of a regional dispatch center.
- Identification of any revenue opportunities to sustain a state-of-the-art communications system and infrastructure.

Finally, the selected consultant is expected to develop a final report related to the technical information above and recommendations along with a feasibility report and implementation plan for the conversion to a full or partially consolidated dispatch operations with Douglas County.

## **B. FEE PROPOSAL**

## **B. FEE PROPOSAL**

The Matrix Consulting Group proposes to conduct this assignment for a total fixed price of **\$60,000**. A task breakdown is presented below:

<b>Task</b>	<b>Project Manager</b>	<b>Project Analysts</b>	<b>Total Hours</b>
<b>1. Existing Conditions Analysis</b>	16	64	<b>80</b>
<b>2. Feasibility Assessment</b>	16	104	<b>120</b>
<b>3. Financial Analysis</b>	16	48	<b>64</b>
<b>4. Draft/Final Report</b>	16	64	<b>80</b>
<b>TOTAL HOURS</b>	<b>64</b>	<b>280</b>	<b>344</b>
<b>RATE PER HOUR</b>	<b>\$200</b>	<b>\$150</b>	
<b>TOTAL COST</b>	<b>\$12,800</b>	<b>\$42,000</b>	<b>\$54,800</b>
<b>TRAVEL RELATED EXPENSE</b>			<b>\$5,200</b>
<b>TOTAL PROJECT COST</b>			<b>\$60,000</b>

Our usual practice is to invoice our clients monthly for time and materials up to the total project amount. We are also amenable to alternative invoicing arrangements, such as on a deliverable basis.

## **C. PROJECT METHODOLOGY AND APPROACH**

## **C. PROJECT METHODOLOGY AND APPROACH**

This section of our proposal describes, in detail, our approach to conducting the assignment.

### **1. PROPOSED WORK PLAN**

The goal of this study is examine the existing conditions of the Sarpy County Dispatch Center to find opportunities to improve the operation, organization, staffing, management and scheduling of the center and to conduct a feasibility assessment for consolidation/regionalization of dispatch operations. The task plan below provides a description of the steps we would utilize to evaluate the E911 Department in Sarpy County and conduct the feasibility study for consolidation/regionalization.

#### **Task 1 Document the Existing Emergency Communications in Sarpy County.**

The first Task in our work plan consists of an initial meeting with the stakeholders involved in this study. This could include management of the E911 Department, Agency managers and supervisors, and information technology managers. The project team would meet and discuss the reasons for the study, the schedule and scope of work. We will also review other study efforts, including the University of Nebraska Public Policy Center study.

In this Task the project team will then develop its understanding of the staffing, operations, workload, data, policies and procedures, technology and other key descriptive information about each of the centers. This information will be collected from each of the agencies and summarized in a feasibility assessment for consolidation of the dispatch centers.

Key organizational and operational information that will be collected, analyzed and reviewed in this Task include the following:

- Conducting a full inventory of the existing 911 dispatch facilities in the region to include all systems and equipment. Document the current facilities in use by each agency in terms of size, ability to function in a consolidated environment and any renovations needed.
- Reviewing the current organization, management, scheduling and staffing of the E911 Department in Sarpy County and other regional centers.
- Reviewing the current policies, procedures and protocols for adherence to industry best practices and identifying areas for improvement.

- Current job and position descriptions for each classification in each center.
- Document key roles and responsibilities in each center. This includes call taking, dispatching, records, public interaction and other non-dispatch tasks performed.
- Document turnover in each of the centers.
- Document the training and quality assurance practices of each agency.
- Document use of sick, vacation, personal and other leave categories in each center. This will include documentation of potential liability (time owed) and the time utilized by staff in each center.
- Document current pay ranges by classification.
- Document current employee benefits in each center.
- Collect and catalog any employees contracts, agreements and memoranda.
- Budget for the current fiscal year and the two preceding fiscal years.

The project team would also obtain data that documents the communications center workloads. The following data will be developed by the project team with the assistance of communications center staff.

- Document the number of talk groups / channels monitored by the centers.
- Document the number of transactions on each talk group monitored by the centers.
- Document the number of minutes of talk time on each monitored talk group.
- Document the number of incoming calls to each agency. This will include both 911 calls and the 7-digit calls incoming to the agency. This will include both counts and duration for calls.
- Once these data have been collected, the project team will analyze the data to develop a number of key measures. These will include:
  - Speed of answer time.
  - Hold time for callers.
  - Queue time for calls.
  - Time from answer to dispatch.

- Work flow by hour of day and day of week.
- Peak and off-peak activity periods.

We will conduct an in-depth review of the existing Computer Aided Dispatch (CAD) and Records Management Systems (RMS) in use at each center. In addition to the systems themselves, we will review any interfaces and related systems and equipment. Importantly, we will meet with both technical personnel and end users to gain a complete understanding of the system needs from both a technical and operational standpoint.

Also as part of this task, the project team would conduct PSAP tours and meet with both technical and operational personnel to gain a comprehensive understanding of the technological systems in place at each communications facility including (at a minimum):

- Current systems in use and planned capital replacements.
- Software packages used operationally for all dispatch functions (e.g., CAD, GIS, RMS).
- 911 emergency telephone system capabilities, such as Phase 1 or Phase 2 cell phone compliance, Next Generation 911 and other telephone systems/ characteristics.
- Communications (i.e., telephone and radio) and computer hardware utilized.
- Radio systems utilized (VHF, UHF, 700 MHz, 800 MHz, P25, analog / digital, narrow banded, trunked / conventional, etc.).
- Inventory age of equipment in use, including asset replacement schedules.
- Number of consoles and other devices.
- System interfaces (voice logging recorder, AVL, Fire Station paging, mapping, links to local and Federal wants/warrants, paging systems, etc.).
- Manual back-up systems utilized for fire, police, and EMS.
- How management information (e.g., performance data) is reported and handled.
- Space utilized for current communications operations – size, quality, ADA compliance, security, compliance with building codes, etc.
- Overall operating and capital costs.

Furthermore, other technical issues to be specifically considered will include the following:

- How to connect any disparate radio systems.
- What sort of broadcast / multiplex systems exist?
- Is existing technological equipment re-usable and cross-functional or is new equipment necessary? What system redundancies exist?
- What are the current GPS and mapping capabilities and future requirements and how do they integrate into the various CAD packages?
- Are there any improvements or modifications needed in existing CAD/RMS, Field Reporting or Mobile Data Terminals to provide optimal services?
- Is there capacity to coordinate local and regional efforts of fire, police and EMS resources during routine and major incidents?
- Plans for upgrading to Next Generation 911 call taking and/or network technologies.

***Task Result: Once these initial tasks have been completed, the project team will develop a profile of the existing conditions in Sarpy County.***

**Task 2      Conduct a Feasibility Assessment for Consolidation / Regionalization of Dispatch Operations.**

The purpose of this Task is to fully explore the feasibility of consolidating or regionalizing dispatch operations with Douglas County. This assessment will consist of a number of steps, including the following:

- Conducting a comparative survey of similar consolidated emergency dispatch centers which have been in operation a minimum of five years to examine the best practices in place in these centers related to operations, staffing, training, management and governance of the center.
- Developing a detailed analysis of the feasibility of merging emergency communications centers in the region.
- Exploring the advantages and disadvantages related to a partial or full consolidation of dispatch operations with Douglas County.
- Evaluating the emergency communications needs in the region apart from the feasibility issue and alternative(s).

Once the previous analytical tasks have been completed, the project team will be in a position to structure actual organizational alternatives and evaluate the feasibility of consolidating public safety communications. To accomplish this, we will address the following:

- **Communications staffing:** Utilizing workload information collected and analyzed early in the project, we would develop an overall and per shift staffing model to handle the respective dispatch workloads. The model provided relies on two independent but interconnected methodologies for developing a staffing model. The Matrix Consulting Group has developed our own internal staffing model based on workload and net staff hours available. Recently, however, APCO has published a similar model as part of their Project RETAINS efforts, developed by the University of Denver Research Institute. Using these two models, we would develop consolidated dispatch staffing levels based on various service levels desired.
- **Management and supervision:** Given the size of a consolidated organization, we would evaluate the issue of how supervision and management should be staffed and provided. This will include oversight authority as a result of a fully independent agency.
- **Technology and facility issues:** Issues related to technology and equipment needs will be based on our earlier understanding of radio, computer, other equipment available, age / condition, suitability for future consolidated use, new equipment needed, etc. System and software needs would be evaluated as part of this process (e.g., 911, CAD, frequencies, etc.). The project team would also evaluate the space needs for a consolidated public safety communications center. Space plan(s) would be "built up" based on console needs, computer space requirements, administrative space needed and space for break room, rest rooms, etc. The project team would determine the overall facility needs and review various construction options. Other technical issues to be specifically considered will include the following:
  - How to connect any disparate radio systems.
  - What sort of broadcast / multiplex system would be required?
  - Is existing technological equipment re-usable and cross-functional or is new equipment necessary?
  - What are the current GPS and mapping capabilities and future requirements and how do they integrate into the various CAD packages?
  - Number of consoles and other devices.

The project team will also examine facility specific issues such as the following:

- What is the optimal size and configuration of the facility?
- What type of construction should be considered?
- What provision for a ten-year growth trend should be included in the consolidated center? What agencies could be future partners? What are the service level impacts on a changing (e.g. aging) population?
- How should the center be furnished? What special accommodation should be made for dispatcher operations?
- What is an appropriate timeline for construction?
- **Transitional issues:** Analysis also needs to focus on specific transition issues which could impact operating costs, implementation potential, interim service delivery, etc. These issues would include:
  - How to handle labor relations issues.
  - How to address disparate compensation packages among the nine agencies.
  - Training and cross-training requirements, largely based on APCO best practices, for staff.
  - How non-communications functions need to be handled.
  - Mechanisms to ensure user input and participation in operational and service level problem resolution.
  - The need for phasing, if necessary, and impacts on costs.
  - Service delivery impacts resulting from the transition.
- **Third-Party Service Delivery.** We would also evaluate ancillary services provided to consolidated communications and the attendant issues, including:
  - Information Technology and other technical support requirements.
  - Future Capital Improvement Program support requirements.
  - Additional legal, risk management, and personnel requirements resulting from a consolidated operation.

- Facility and custodial maintenance requirements.
- System Back-up protocols.
- Emergency management requirements.
- Records and information systems requirements.

The project team would also evaluate cost-related issues as part of this analysis. These are described in the next subsection.

***Task Result: The result of this task will be a comprehensive assessment of the organizational, staffing, operational and technology issues and alternatives available to the agencies in Sarpy and Douglas Counties which will be delivered as a Technical Memorandum to document the feasibility for consolidation / regionalization of dispatch operations. The assessment will also include the results of the comparative survey of other consolidation efforts.***

### **Task 3      Develop Financial Analysis for a Consolidated Operation in a Plan of Implementation.**

Once the major cost elements have been identified, it will be critical to consider issues surrounding the financing of these operations:

- The project team's vast experience with other dispatch operations and funding alternatives will provide the service recipients with a range of options in the form of a cost/benefit analysis of consolidated operations.
- What should the personnel cost structure of the regional center be? What are the estimated personnel costs for staffing a regional center?
- How should the budget process be structured and integrated into any service recipient's budget processes?
- How would costs be allocated among jurisdictions?
- How should start-up and transition costs be funded while the agencies continue to fund independent on-going operations? Are the benefits of these costs justified based on improved operations and long-term savings?
- How should future capital costs be funded?
- How should any 9-1-1 surcharge funds be used to offset costs of the center? Are there other financial resources available to provide ongoing support for the regional center?

- How should grant funds be utilized to fund equipment and operations?
- Identification of any revenue opportunities available to sustain the communications system and related infrastructure.

In each case, the project team shall examine the benefits and disadvantages associated with the alternatives.

***Task Result: The deliverable for this task will be a detailed financial feasibility assessment of consolidation. This will cover operating, transitional and capital costs for each consolidated alternative examined.***

#### **Task 4      Develop a Draft and Final Feasibility Report and Implementation Plan.**

All the preceding work tasks will be documented in the form of a formal project report that will be presented to the project coordinator, steering committee, managers in the PSAP agencies and other appropriate representatives. This report will summarize all the analytical steps described in the task plan above, including:

- Results of the analysis of any consolidation opportunities.
- Results of the comparative analysis.
- Comparison of advantages and disadvantages of operating a consolidated PSAP or continued separated services.
- The results of our workload, service level and staffing analysis.
- Specific recommendations relating to the best service delivery approach(es) to take.
- Based on staffing recommendations, appropriate revised organizational structures.
- Specific recommendations related to the intergovernmental relations with client agencies (e.g. contract provisions, etc.)
- Specific recommendations related to the staff compensation packages.
- Specific recommendations related to cost allocation.
- Short-term and long-term equipment and facility recommendations and costs.
- Exploration of various funding alternatives.

- Specific recommendations related to the governance of a consolidated agency (JPA, special district, etc.).
- All key steps and realistic timeframe which need to be taken to implement consolidation (if recommended).
- Identification of specific barriers to each of the implementation steps developed as part of the overall implementation plan for the chosen model(s).

***Task Result: The final report will be reviewed with the steering committee in draft form. Following this meeting, the project team will finalize the report. Once the document is completed, the Matrix Consulting Group will be prepared to conduct a final presentation before a meeting of elected officials and the public, as desired by Sarpy and Douglas Counties.***

**2. PROJECT TIMELINE**

The Matrix Consulting Group proposes to conduct this assignment in a period of 16 weeks from the beginning of the project until delivery of the draft report. The table, below, provides a description of the proposed progression of the project, with review points indicated with a Δ.

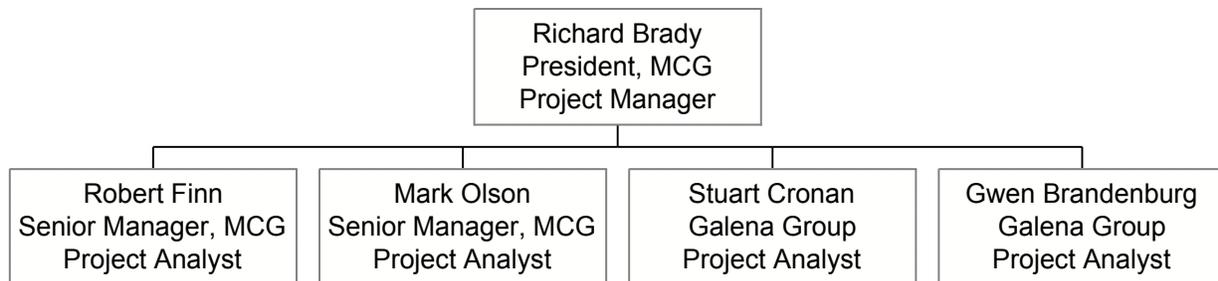
Task / Week	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
<b>1. Existing Conditions</b>					Δ											
<b>2. Feasibility Assessment</b>										Δ						
<b>3. Financial Analysis</b>													Δ			
<b>4. Draft / Final Report</b>																Δ

## **D. PROJECT STAFF AND SUB-CONSULTANTS**

## D. PROJECT STAFF AND SUB-CONSULTANTS

This section of the proposal describes our proposed project team for the Regional Consolidation Study.

The Matrix Consulting Group proposes to utilize a project team composed of senior level personnel with significant and relevant experience to this engagement and extensive backgrounds in public safety. This team includes our subcontractors, the Galena Group, with whom we are teaming to provide extensive technical experience. The organizational chart below depicts the project team’s composition:



The following table provides a summary of the key qualifications and experience of our project team members.

Consultant / Role	Summary of Professional / Education Background	Summary of Emergency Communications Experience
<p><b>Richard Brady</b> <b>Project Manager</b> <b>15%</b></p>	<p>Mr. Brady is the President of the Matrix Consulting Group, and is the leader of our public safety services. He has over 30 years of experience providing public safety consulting</p> <p>He has a doctorate from Oxford University, U.K, and a BA from California State University, Hayward.</p>	<p>Mr. Brady has conducted performance reviews and consolidation studies of more than 40 dedicated dispatch studies, as well over 250 studies as part of staffing and organizational evaluations of law enforcement and / or fire departments. Recent examples include Jackson County (OR), San Mateo County (CA). He was the project manager and lead analyst on our police and fire study for the City of <b>Omaha (NE)</b>.</p>

<b>Consultant / Role</b>	<b>Summary of Professional / Education Background</b>	<b>Summary of Emergency Communications Experience</b>
<p><b>Robert Finn</b> <b>Project Analyst</b> <b>25%</b></p>	<p>Mr. Finn is a Senior Manager with the Matrix Consulting Group, and has over 25 years of public safety management experience. His focus is on staffing, management, workload, business process and organizational structure assessments.</p> <p>He has a BA in Public Safety Administration and MBA from Grand Canyon University.</p>	<p>Mr. Finn has conducted numerous operational reviews of public safety agencies, including dispatch centers, police and fire departments.</p> <p>He successfully lead the regional consolidation of the public safety answering points and dispatch centers for the cities of Southlake, Keller, Colleyville and Westlake, Texas.</p> <p>Mr. Finn also served as a peer assessor for the Commission on Accreditation for Law Enforcement Agencies (CALEA) and is a team leader and technical advisor for the Commission on Fire Accreditation International (CFAI).</p>
<p><b>Mark Olson</b> <b>Project Analyst</b> <b>17%</b></p>	<p>Mr. Olson is a Senior Manager with the Matrix Consulting Group and has over 25 years of experience in public sector operations and management. His focus is on staffing, management, workload, business process and organizational structure assessments.</p> <p>He has dual BA degrees in Political Science and Sociology as well as an MA in Public Policy Studies from the Harris Graduate School of Public Policy at the University of Chicago.</p>	<p>Mr. Olson has directed and served on numerous project teams reviewing public safety, police, fire and emergency communications.</p> <p>He conducted a consolidation review in Sedgwick County, Kansas, a Police Communications and Staffing Study for Anaheim, California, a Fire Department Innovation and Efficiency Study for Phoenix, Arizona and an ambulance service consolidation study for Kansas City, Missouri.</p>

<b>Consultant / Role</b>	<b>Summary of Professional / Education Background</b>	<b>Summary of Emergency Communications Experience</b>
<p><b>Stuart Cronan</b> <b>Project Analyst</b>  <b>18%</b></p>	<p>Mr. Cronan's experience in management, operations and consulting in the telecommunications arena spans the public sector, utilities, energy, and private industry areas. In 2002, Mr. Cronan founded Galena Group, Inc., an information technology and communications consulting firm located in Reno, NV. Mr. Cronan began his consulting career with Ernst &amp; Young and led their national telecommunications practice; he has 30 years of experience in communications systems. Mr. Cronan is a member of the National Emergency Number Association (NENA) and the Association of Public Safety Communication Officials (APCO).</p>	<p>City of Millbrae, CA - Dispatch consolidation study.</p> <p>Carson City, NV - Four County, multi-discipline dispatch consolidation feasibility study. Selection assistance for a Computer Aided Dispatch (CAD) system. Included vendor selection and contract negotiation.</p> <p>Washoe County, NV; City of Reno, NV; City of Sparks, NV - NG9-1-1 System Implementation; NG9-1-1 RFP development and management, vendor selection, detailed system design and contract negotiations, Next Generation 9-1-1 (NG9-1-1) research, white paper, vendor product review and initial discussions related to migration planning for this new technology. 9-1-1 Selective Router Acquisition. RFP Development, vendor pre-bid conference, vendor selection and contract negotiations. E9-1-1 Maintenance Services Contract.</p>
<p><b>Gwen Brandenburg</b> <b>Project Analyst</b>  <b>25%</b></p>	<p>Ms. Brandenburg has performed as a technology consultant for over 10 years. She has experience with multi-agency and multi-discipline radio systems and microwave systems, Next Generation 9-1-1 (NG9-1-1) technologies, dispatch call taking equipment, computer aided dispatch (CAD), records management systems (RMS), jail management systems (JMS), mobile data systems, prosecution/courts systems and associated technologies.</p> <p>Ms. Brandenburg is a member of the National Emergency Number Association (NENA) and the Association of Public Safety Communication Officials (APCO).</p>	<p>San Mateo County, CA - Multi-agency dispatch center staffing study. Technology Assessment. The San Mateo County Office of Public Safety Communications engaged GGI to provide an assessment of technical systems.</p> <p>Douglas County, NV - Four County Ethernet microwave system acquisition assistance, RFP development and management, vendor selection, detailed system design, contract negotiations and implementation. System will provide high speed Ethernet microwave to four counties.</p>

It is important to note that this project team is conducting a similar 911-consolidation study for the cities of Lake Bluff, Lake Forest and Highland Park (IL) as well as a consolidation study for dispatch operations in Anchorage (AK). More extensive resumes for our project team members are provided in the Appendix to this proposal.

## **E. RESOURCE AND DATA NEEDS**

## E. RESOURCE AND DATA NEEDS

This section of the proposal lists the basic resource and data needs that are required to conduct this study. In general we will need access to the dispatch centers to conduct tours, interview personnel, inventory equipment and technology in use and evaluate the overall condition and suitability of the centers for use in a consolidated dispatch environment.

The following table illustrates the basic data needs required from the dispatch centers to conduct the E911 Study.

	<b>DATA</b>	<b>DESCRIPTION</b>
<b>1</b>	<b>Organizational Charts</b>	Current organizational chart which detail functions and reporting relationships of the department.
<b>2</b>	<b>Department Budgets</b>	Detailed line item budgets (e.g., personnel costs, operations and maintenance, capital costs, etc.) for the past 3 fiscal years.
<b>3</b>	<b>Staff Lists</b>	List of current staff including type, rank, length of service, length of time at rank.
<b>4</b>	<b>Staff Turnover</b>	Personnel turnover for the past 3 fiscal years.
<b>5</b>	<b>Compensation Information</b>	Report showing the compensation ranges for each type of person and the actual for last fiscal year.
<b>6</b>	<b>Job Descriptions</b>	Current job descriptions for each classification.
<b>7</b>	<b>Benefits Information</b>	Description of all fringe benefits and costs for personnel (i.e., costs for medical, dental, vision, retirement, etc.).
<b>8</b>	<b>Personnel Activity</b>	Availability (net shift information) for FT staff.
<b>9</b>	<b>Fee Schedules</b>	Any established fees which are collected for various functions/services.
<b>10</b>	<b>Schedules and Watch Sheets</b>	A sample of attendance sheets (e.g., first week of each quarter or month for CY 2012 or FY 2011 - 12) which provides an opportunity to identify actual average daily staffing.

	<b>DATA</b>	<b>DESCRIPTION</b>
<b>11</b>	<b>CAD DATA</b>	<p>This should include, ideally, the following elements for CY 2012 or FY 2011-12:</p> <ul style="list-style-type: none"> <li>• Incident Number</li> <li>• Date and Time of Initial Call</li> <li>• Location of Call (e.g., address including street name, number, and zip code).</li> <li>• Type of Call (Police, Fire EMS)</li> <li>• Priority of Call (emergency vs. non emergency)</li> <li>• Time of Unit(s) Dispatch</li> <li>• Unit Identifier (e.g., E1, T2, etc.)</li> <li>• Time of Unit(s) En-Route Status</li> <li>• Time of Unit(s) On-Scene Arrival</li> <li>• Time of Unit(s) Clearance</li> </ul> <p>Primarily downloaded from the CAD / RMS system to an Excel or Access Database. If not downloadable, let's discuss alternative method (e.g., manual).</p>
<b>12</b>	<b>Training Reports</b>	<p>Reports or summaries on a per personnel basis showing the types and hours of training for CY 2012 or FY 2011 - 2012. Also, training policy related to the training of new employees.</p>
<b>13</b>	<b>Other Workload Reports</b>	<p>Ancillary duties performed by dispatch personnel in addition to call taking and dispatch duties.</p>
<b>14</b>	<b>Internal Manuals</b>	<p>Any operating policies and procedures, or standard operating guidelines relating to dispatching police, fire and EMS resources.</p>
<b>15</b>	<b>Collective Bargaining Agreement</b>	<p>Copy of the current collective bargaining agreements in place between employees of dispatch centers and the County.</p>
<b>16</b>	<b>Internal Reports</b>	<p>Copies of any recent internal reports, including program analysis, strategic plans, monthly, quarterly or annual reports etc.</p>
<b>17</b>	<b>Equipment &amp; Technology</b>	<p>Listing of the equipment and technology in use in the dispatch centers including CAD/RMS, Radios, consoles, mapping, phone systems, etc. to include model numbers, software versions, server and hardware quantities and types, maintenance agreements, etc.</p>

## **F. COMPANY BACKGROUND**

## **F. COMPANY BACKGROUND**

The Matrix Consulting Group is a management consulting firm dedicated to providing assistance to local government. Our company was formed in 2002, and our project team has worked together in this and other firms for over 15 years. Each of our senior consultants has from 16 to over 30 years of analytical and management experience. We provide management operations studies only for local government. Key elements of our approach to working with local governments include the following:

- We are specialists, not generalists. Members of our proposed project team have experience conducting up to hundreds of public safety service studies.
- We are objective and data driven. We do not base our recommendations on opinions or simple comparative measures. We ensure that our analysis is based on a comprehensive understanding of our client's unique service levels goals, workloads, risks and hazards.
- We maximize field time with our clients, typically devoting over half of our project budgets to obtaining client input through interviews and detailed data collection.
- We take pride in meeting schedules as well as exceeding expectations.
- We have a strong personal commitment and track record in assisting our clients to implement appropriate solutions to organizational and operational issues.

While our analytical capabilities encompass all local government services, our most significant experience area is fire, emergency medical and emergency communications services. We have personally served over 250 fire agencies and over 250 police agencies in our careers; critically, we have worked on over 100 emergency communications studies as well as it being part of all of our public safety studies.

For this project, we would partner with the Galena Group. The Galena Group Inc. (GGI) is a Nevada Corporation, founded in 2002. GGI is a professional consulting firm that provides information systems and communications consulting services to public safety, business and industry.

GGI consultants have 10 to 30 years of experience in public safety, communications and 911. They have performed PSAP staffing studies, technology assessments and space planning. They have directly participated in the design of several dispatch facilities. They have guided organizations with the development of radio systems, wide and local area networks, microwave, fiber optics, computer aided dispatch (CAD) systems, records management systems (RMS), mobile data systems and associated technologies. GGI is immersed in emergency dispatch communications facilities, operations, staffing and supporting technology.

**G. EXPERIENCE AND QUALIFICATIONS**

## **G. EXPERIENCE AND QUALIFICATIONS**

This section of the proposal provides more information on our experience conducting studies for emergency communications clients together with references.

### **1. EMERGENCY COMMUNICATIONS ANALYTICAL EXPERIENCE**

The analysis of emergency communications functions is a core practice of the Matrix Consulting Group and encompasses over 100 separate communications studies as well as evaluations included within over 250 law enforcement and over 250 fire studies. Recent public safety communications clients, for which we have provided management analysis, staffing analytical services and consolidation studies in the last few years, include:

Albany County, New York	Greene County, Missouri	Portland, Oregon
Arlington, Texas	Huntington Beach, California	Reno, Nevada
Auburn, Maine	Jackson County, Oregon	San Antonio, Texas
Bellingham, Washington	Jacksonville, Florida	San Mateo County, California
Brattleboro, Vermont	Monterey County, California	Spokane, Washington
Chelsea, Massachusetts	Montpelier, Vermont	Stamford, Connecticut
Chesapeake, Virginia	Ontario, California	Steuben County, New York
Coral Gables, Florida	Placer County, California	Sunnyvale, California
Glenn County, California	Plymouth, Massachusetts	Washoe County, Nevada

Significant within our experience is the firm's prior study of Omaha's Police and Fire Departments, which included working extensively with the Douglas County Communications Center.

**2. EMERGENCY COMMUNICATIONS PROJECT REFERENCES**

The following matrix details the project team’s relevant recent references for communications feasibility, implementation and related studies conducted by either the Matrix Consulting Group or the Galena Group.

<b>Client / Contract Term</b>	<b>Project Summary</b>	<b>Contact Information</b>
<p><b>Lake Bluff, Lake Forest and Highland Park, Illinois</b></p> <p><b>Dispatch Consolidation Feasibility Study</b></p>	<p>The Matrix Consulting Group was retained by the Village of Lake Bluff and the Cities of Lake Forest and Highland Park, IL to perform a dispatch consolidation feasibility study. The study examined numerous options related to potential consolidation of the three separate dispatch centers and the dispatching of police, fire and EMS resources. The results of the study showed that considerable staffing costs savings would be realized annually and significant cost avoidance would occur by not duplicating several upcoming capital equipment replacement projects.</p>	<p>Robert Kiely City Manager City of Lake Forest, IL</p> <p>847-810-3672</p>
<p><b>Greene County and Republic, Missouri</b></p> <p><b>Dispatch Consolidation Feasibility Study</b></p>	<p>The Matrix Consulting Group was retained by the County of Greene, MO and the City of Republic to perform a dispatch consolidation feasibility study for the E911 Board. The study examined numerous options related to potential consolidation of the regional Greene County dispatch agency with Republic's local dispatch operation. The outcome was a 'virtual consolidation' under one organization, using Republic as a "live" back-up center dispatching all County fire operations.</p>	<p>Jim Krischke City Administrator City of Republic, MO</p> <p>417-732-3110</p>
<p><b>Jackson County, Oregon</b></p> <p><b>Consolidated 911/Dispatch Feasibility and Implementation Study</b></p>	<p>The primary objective of this study was to fully analyze and evaluate the feasibility of consolidating the 911/dispatch centers of Southern Oregon Regional Comm. (SORC) and Rogue Valley Consolidated Communications (RVCCOM). The outcome of this work was a detailed implementation action plan for consolidation. The genesis of the study had been the expense of operating two centers. The study showed that transitioning to a consolidated 911/dispatch center might offer advantages related to economies of scale, operational efficiency, reduced overhead costs, and various operational efficiencies.</p>	<p>Danny Jordan County Administrator Jackson County</p> <p>541-774-6035</p>

<b>Client / Contract Term</b>	<b>Project Summary</b>	<b>Contact Information</b>
<p><b>Monterey County, California</b></p> <p><b>Management Study of the Department of Emergency Communications</b></p>	<p>The principal recommendations related to increasing the efficiency and cost effectiveness of the Center through increased channel sharing among low volume law enforcement agencies, cross training of staff and unification of dispatching policies and procedures. The study also recommended increasing management and supervisory controls as well as management / supervisory staffing. It also addressed employee retention and career development issues and opportunities through career development and assignment flexing. The firm assisted the County on implementation.</p>	<p>Nick Chiulos Assistant CAO Monterey County</p> <p>831-755-5030</p>
<p><b>Carson City, Nevada</b></p> <p><b>Feasibility Study for a Four County Consolidated Communication Center</b></p>	<p>The Galena Group, Inc. (GGI) conducted a Public Safety Answering Point (PSAP) consolidation feasibility study for four neighboring Counties, including: Carson City, Lyon County, Storey County, Douglas County. GGI reviewed multiple alternative options ranging from no change to complete, physical consolidation. GGI recommended a virtual PSAP consolidation, where all four Counties continue to maintain their own PSAPs and share Dispatch resources through the use of an Ethernet Microwave network. The four Counties are currently implementing this approach, which allows them to phase in the consolidation stages. Once complete, the Counties can re-evaluate physical consolidation.</p>	<p>Chief Stacey Giomi Carson City Fire Department</p> <p>775-283-7150</p>

<b>Client / Contract Term</b>	<b>Project Summary</b>	<b>Contact Information</b>
<b>Huntington Beach, California</b>  <b>Feasibility Study for a Consolidated Communication Center</b>	On behalf of the City of Huntington Beach the Matrix Consulting Group performed a feasibility study for the in-house consolidation of communication and dispatch services. We explored the feasibility of a central communication and dispatch center for fire, police, and marine safety services for the city of Huntington Beach. The three emergency operations were being conducted from three different centers – Police and Marine Safety dispatching by City staff, and fire dispatch service provided through a contract with MetroNet under a joint powers agreement. The purpose of the study was to determine if there were cost and service benefits to the taxpayers of the City to consolidate all of the dispatch services into one central, in-house operation of the City.	Craig Junginger (former Captain, HBPD) Now Chief of Police, Gresham, Oregon PD  503-618-2318

In addition to these feasibility studies, the proposed project team is currently working with the Municipality of Anchorage (AK) on the feasibility of consolidating dispatch operations. In both of these studies the Matrix Consulting Group is teaming with the Galena Group.

## **APPENDIX: RESUMES**

**RICHARD P. BRADY**  
**President, Matrix Consulting Group**  
**Project Director**

**BACKGROUND**

Richard Brady is the President of the Matrix Consulting Group and is based in our headquarters' office in California. Mr. Brady has been a management consultant to local government for more than thirty years. Prior to joining the Matrix Consulting Group, he was the MAXIMUS national Vice President in charge of its local government consulting practice, and before that the managing partner of the California-based management consulting firm of Hughes, Heiss & Associates. Mr. Brady has conducted numerous studies of every local government function. However, the vast majority of his work is in the emergency communication, law enforcement, criminal justice and public safety areas.

**EMERGENCY COMMUNICATIONS AND PUBLIC SAFETY EXPERIENCE**

**Analysis of emergency communications providers around the United States.** A partial list of this experience is summarized in the table, which follows:

Alachua County (FL)	Lee County (FL)
Alameda County (CA)	Long Beach (CA)
Albany (NY)	Martin County (FL)
Augusta – Richmond County (GA)	Monterey County (CA)
Berrien County (MI)	Needham (MA)
Beverly Hills (CA)	Port Richey (FL)
Broward County (FL)	Salt Lake City (UT)
El Paso (TX)	San Bernardino County (CA)
Endicott and Vestal (NY)	San Jose (CA)
Fairborn (OH)	San Mateo County (CA)
Gainesville (FL)	Santa Ana (CA)
Hall County and Savannah (GA)	Santa Clara County (CA)
Kalamazoo County (MI)	Somerset County (ME)
Kennebec County (ME)	Yavapai County (AZ)

**Law enforcement management and operations studies** including the adequacy of radio communications, workload, staffing, service levels, and internal procedures and policies. Clients include:

Albany (NY) PD	Nashville-Davidson (TN) PD
Alameda County (CA)	North Miami Beach (FL) PD
Alpena (MI) PSD	National City (CA) PD

**SARPY COUNTY, NEBRASKA****Proposal to Conduct an E911 Study for the Sarpy County E911 Department**

Anaheim (CA) PD	Oceanside (CA) PD
Anchorage (AK) PD	Palo Alto (CA) PD
Anoka County (MN) SO	Pasadena (CA) PD
Arlington (TX) PD	Pinellas County (FL) S)
Briarcliff Manor (NY) PD	Poway (CA) – SO Contract
Buena Park (CA) PD	San Bernardino (CA) SO
Butte County (CA) SO.	San Bernardino (CA) PD
Burlington (MA) PD	San Clemente (CA) PD
Charleston County (SC)	San Mateo (CA) SO.
Durham (NC) PD	San Joaquin (CA) SO.
Escondido (CA) PD	San Rafael (CA) PD
Florence County (SC) SO	Shasta (CA) SO.
Glendale (CA) PD	Snohomish (WA) SO.
Grand Prairie (TX) PD	Sumter County (SC) SO.
Hercules (CA) PD	Sparks (NV) PD
Kirkland (WA) PD	Thurston (WA) SO.
Leesburg (VA) PD	Venice (FL) PD
Newark (CA) PD	Whitman (MA) PD
Milford (MA) PD	West Sacramento (CA) PD

**Fire management and operations studies**, each of which have included evaluation of all departmental programs (e.g., Hazmat; public education; plan check and development review, etc.); service level analysis for fire suppression and emergency medical services; financial analysis of all fees and revenues; and training program evaluation. Also included staffing level evaluation and revenues; and training program evaluation of all functions and review of departmental management practices. For example:

Alachua County, Florida	Lee County, Florida
Albany, New York	Norwalk, Connecticut
Americus, Georgia	Pasadena, California
Bremerton, Washington	Peoria, Illinois
Broward County, Florida	Polk County, Florida
Burlington, Massachusetts	Redmond, Washington
Charlotte County, Florida	Salt Lake City, Utah
Fulton County, Georgia	Sarasota County, Florida
Hilton Head Island, South Carolina	Tallahassee, Florida
La Mesa, California	Venice, Florida
Lansing, Michigan	Visalia, California

**EDUCATION**

BA, California State University, Hayward  
Ph.D., Oxford University, United Kingdom

**ROBERT FINN**  
**Senior Manager, Matrix Consulting Group**  
**Project Manager**

**BACKGROUND**

Robert Finn is a Senior Manager with the Matrix Consulting Group and previously served as the Chief of the Southlake (TX) Department of Public Safety. Mr. Finn has a strong educational background coupled with a successful track record that includes strategic planning, budgeting, change management, community relations, and building collaborative partnerships allows this candidate to bring a unique vision geared toward guiding organizations through periods of accelerated growth and economic downturn.

**PUBLIC SAFETY STUDIES**

Auburn (ME)	Orland Park (IL)
Chelsea (MA)	Perrysburg (OH)
Coral Gables (FL)	Springfield (AR)
Hanford (CA)	Stamford (CT)
Mesa County, (CO)	Watertown (MA)

**EXPERIENCE IN POLICE AND FIRE SERVICES**

- Chief of Police (2008 to 2011)
- Chief of Fire Services (2004 to 2008)
- Lieutenant of Professional Standards (1999 to 2004)
- Lieutenant of Training (1995 to 1999)
- Coordinator of Emergency Medical Services (1993 to 1995)
- Firefighter / Driver / Paramedic (1987 to 1993)

**PUBLIC SAFETY ASSOCIATION AFFILIATIONS**

- Center for Public Safety Excellence as a Peer Assessor, Team Leader and Technical Reviewer (2006 to Present)
- FBI National Academy Alumni Association, Quantico, Virginia (2002 to Present)
- Commission on Accreditation for Law Enforcement Agencies as a Peer Assessor (2000 to 2005)

**EDUCATION AND TRAINING**

He has a Master of Business Administration in Executive Leadership and a Bachelor of Science in Public Safety Administration from the Grand Canyon University, Phoenix (AZ), as well as training at the FBI National Academy and Basic Peace Officer, Firefighter Academy, and various National Fire Academy courses.

**MARK OLSON**  
**Senior Manager, Matrix Consulting Group**  
**Project Analyst**

**BACKGROUND**

Mark Olson is a Senior Manager with the Matrix Consulting Group. He has conducted police and sheriff's office studies which focused on service delivery strategies, patrol deployments, scheduling and levels of proactivity, case management, records management systems and business practices, policies and procedures, crime prevention programs. Mr. Olson has also conducted reviews of fire and emergency medical services. Projects have included evaluations of deployment, station locations, response policies, company staffing, non-call utilization, fire prevention and education, training, hazardous materials management, fire management and administration.

**EMERGENCY COMMUNICATION AND PUBLIC SAFETY STUDIES**

Anaheim (CA)	Kansas City (MS)
Boone County (MO)	Macon County (IL)
Carver County (WI)	Orange (CA)
Derby (KS)	Racine County (WI)
Ford County (IL)	San Jose (CA)
Haysville (KS)	Sedgwick County (KS)

**EXPERIENCE**

- Director of Management Studies, MAXIMUS
- Senior Manager, Management Partners
- Senior Manager, TATC Consulting
- Various State and Local Government positions.

**EDUCATION AND TRAINING**

Mark has his MA from the Harris School of Public Policy Studies at the University of Chicago and dual BA degrees in Political Science and Sociology from the University of Illinois – Urbana.

**STUART CRONAN**  
**Principal, Galena Group, Inc.**

**BACKGROUND**

Mr. Cronan's experience in management, operations and consulting in the telecommunications arena spans the public sector, utilities, energy, and private industry areas. In 2002, Mr. Cronan founded Galena Group, Inc., an information technology and communications consulting firm located in Reno, NV. Mr. Cronan began his consulting career with Ernst & Young where he became a Senior Manager and led their national telecommunications practice; he has 30 years of experience in communications systems. Mr. Cronan is a member of the National Emergency Number Association (NENA) and the Association of Public Safety Communication Officials (APCO).

**EXPERIENCE**

**RCC Consultants, Inc. - Senior Vice President (2000 – 2002)**

RCC, an international communications consulting firm with over 150 employees, acquired Emmack Cronan Group, Inc. (ECG) in 2000. In 2001 Mr. Cronan accepted responsibility, as Western Regional Manager, for operations in the West region, including 9 Western States. Some of the projects and clients included, The City of Los Angeles; County of Los Angeles; California Division of Forestry; Tucson, AZ; Huntington Beach, CA; Sacramento, CA; State of California; San Mateo, CA; Santa Clara County; Long Beach, CA; Anchorage, AK; Reno, NV; and the Airport Authority of Washoe County.

**Emmack Cronan Group, Inc. – Principal (1994 – 2000)**

As a founder of Emmack Cronan Group, Mr. Cronan provided assistance to utilities, cities, counties and private industry in developing improvements to their communications systems. He assisted in the design and selection of a microwave and radio system for a large utility with a service area over 4,500 square miles in the Northwest, and was the project manager for numerous other projects including municipal utility information systems and automated meter reading.

**Warner Group (Now Gartner Group) – Manager (1992 – 1994)**

Responsible for several large projects including a radio communications plan for the State of Oklahoma. Presented the results of the study to a State legislative committee on telecommunications. Performed contract negotiations, disaster recovery planning and organization studies for several clients including the City of Los Angeles.

**Ernst & Young – Senior Manager (1987 – 1992)**

Practice leader for Ernst & Young's National Telecommunications Consulting Group specializing in strategic planning, business process re-engineering and network design. Mr. Cronan worked on information technology projects.

**EDUCATION** – Mr. Cronan has a BA from California State University, Northridge and holds an FCC general radio telephone license.

**GWEN BRANDENBURG**  
**Principal, Galena Group, Inc.**

**BACKGROUND**

Ms. Brandenburg has performed as a technology consultant for over 10 years. She has worked as lead consultant on many technology projects for Public Safety agencies throughout the United States. Ms. Brandenburg specializes in project management and has attended formal training from a PMI (Project Management Institute) training provider. She has experience with multi-agency and multi-discipline radio systems and microwave systems, Next Generation 9-1-1 (NG9-1-1) technologies, dispatch call taking equipment, computer aided dispatch (CAD), records management systems (RMS), jail management systems (JMS), mobile data systems, prosecution/courts systems and associated technologies. Ms. Brandenburg also has leadership experience working for a multi-agency public safety communications center in Reno, Nevada. Ms. Brandenburg is a member of the National Emergency Number Association (NENA) and the Association of Public Safety Communication Officials (APCO).

Ms. Brandenburg's project experience encompasses all aspects, beginning with needs assessments and including the development of Requests for Proposals (RFPs), vendor selection, contract negotiation, detailed design reviews, implementation project management and acceptance testing.

**EXPERIENCE**

**City of Reno Emergency Communications – Dispatch Trainer (2002 – 2005)**

The City of Reno Emergency Communications Division is a multi-agency law enforcement and fire dispatch center in Reno, Nevada. Ms. Brandenburg worked as a certified trainer both in the dispatch academy and on the dispatch floor. She also provided radio training in the local law enforcement and fire academies. She was involved in developing and implementing an innovative new dispatch training program focused on increasing employee knowledge, morale and retention. Ms. Brandenburg was also involved in the development of a plan to provide alternative reporting methods to the community and keep beat officers on the street and available for emergency calls.

**Emmack Cronan Group, Inc./RCC Consultants – Senior Consultant (1999 – 2002)**

Ms. Brandenburg worked as a senior consultant for the Emmack Cronan Group, Inc., which was later purchased by RCC Consultants. She was involved in public safety technology projects from needs assessment through request for proposal, vendor selection, contract negotiation, implementation and project management.

**EDUCATION** – Ms. Brandenburg holds a BA from the University of Nevada, Reno.

# **COUNTY OF SARPY, NEBRASKA**

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## **SPECIFICATIONS**

### **E911 Study** For the **Sarpy County E911** **Department**

**PROPOSALS DUE:**  
12:00 p.m., Tuesday, June 21, 2013

## General Information

### Notice to Consultants

Sarpy County is seeking proposals for E911 Study for the E911 Department. The successful Consultant will enter into a Contract for the proposed study.

Proposals will be received Monday through Friday 8:00 a.m. to 4:45 p.m. except holidays, until 12:00 p.m., Tuesday, June 21, 2013. Proposals shall be in a sealed envelope, clearly marked "Proposal – E911 Feasibility Study" and shall have the name of the Consultant, and the time and date of the proposal opening.

**Submit one (1) original, three (3) copies and an electronic copy of the Proposal Form including attachments.**

**Requests for information and clarification questions must be received by 12:00 p.m., June 14, 2013 at 12:00 P.M. in order for Sarpy County to have time to issue an addendum.**

Proposal criteria must be received from Beth Garber, Purchaser, 1210 Golden Gate Drive, Papillion, NE 68046, (402) 593-4476, bgarber@sarpy.com or via the internet at www.sarpy.com.

Consultants that obtain specifications from the internet sites are responsible for obtaining any addenda that may be added at a later time.

Proposals must be sent to:

Beth Garber  
Sarpy County Purchasing Office  
1210 Golden Gate Drive  
Papillion, NE 68046

[bgarber@sarpy.com](mailto:bgarber@sarpy.com)

Proposals not addressed and delivered to the above person will not be considered. Proposals received after the above stated time and date will not be considered.

All proposals submitted shall be valid for a period of sixty (60) days following the final date for submission of proposals.

Sarpy County will not be liable for costs incurred by Consultants for proposal preparation, printing, demonstration, or any other costs associated with or incurred in reliance on proposal creation. All such costs shall be the responsibility of the Consultant.

The proposals shall include all charges and applicable taxes, F.O.B., 1210 Golden Gate Drive, Papillion, Nebraska. The Consultant need not include sales tax in the proposal. Sarpy County will, upon request, furnish the successful Consultant with a completed State of Nebraska Tax Exempt Form 13 upon acceptance of the successful Consultant's proposal.

The Sarpy County Board of Commissioners reserves the right to reject any or all proposals and to waive minor informalities.

In the event of conflict between unit price and extended price, unit price shall prevail.

### **Procedures for Evaluation and Awarding of Proposal**

Evaluation will be done by Beth Garber, Sarpy County Purchaser along with personnel from various County departments. After evaluation the Purchaser will make a recommendation to the County Board of Commissioners for award. This recommendation and pending award will be made at a public meeting of the Board of Commissioners. Agendas are available each Friday afternoon on our internet site [www.sarpy.com](http://www.sarpy.com). The Commissioners award the proposal by majority vote.

The following factors will be used to consider the award of the proposal, where applicable:

- a) Compliance with all requirements.
- b) Price.
- c) The ability, capability, and skills of the Consultant to perform.
- d) The character, integrity, reputation, judgment, experience, and efficiency of the Consultant.
- e) The quality of previous performance.
- f) Whether the Consultant can perform within the time specified.
- g) The previous and existing compliance of the supplier with laws.
- h) The life-cost of the personal property or services in relation to the purchase price and specified use.
- i) The performance of the personal property or service taking into consideration any commonly accepted tests and standards of product, service, usability and user requirements.
- j) The energy efficiency ratio as stated by the supplier.
- k) The life-cycle costs between alternatives for all classes of equipment, the evidence of expected life, the repair and maintenance costs, and the energy consumption on a per year basis.
- l) Such other information as may be secured having a bearing on the decision.

### **Terms and Conditions**

#### **1. Information, Discussion, and Disclosures**

Any information provided by Sarpy County to any Consultant prior to the release of this Request for Proposal ("RFP"), verbally or in writing, is considered preliminary and is not binding on Sarpy County.

The Consultant must not make available nor discuss any cost information contained in the sealed copy of the proposal to or with any employee of Sarpy County from the date of issuance of this RFP until the contract award has been announced, unless allowed by the Sarpy County Purchasing Department in writing for the purpose of clarification or evaluation.

No interpretation of the meaning of the specifications, or other proposal documents, nor correction of any ambiguity, inconsistency, or error therein will be made orally to any Consultant.

Every request for such interpretation or correction should be in writing, addressed to the Sarpy County Purchaser, Beth Garber, 1210 Golden Gate Drive, Papillion, NE 68046 or bgarber@sarpy.com. **Requests must be received by 12:00 p.m., June 14, 2013 in order for Sarpy County to have time to issue an addendum. Requests received after deadline may not be considered.** In case Sarpy County finds it expedient to supplement, modify, or interpret any portion of the RFP documents prior to the proposed proposal date, such procedure will be accomplished by the issuance of written addenda to the RFP which will be mailed or delivered to all prospective Consultants at the respective addresses furnished for such purpose.

## 2. Addenda

All addenda will become part of this RFP and must be responded to by each Consultant.

All addenda must be acknowledged in writing in the proposal submitted by the Consultant.

This RFP, any subsequent addenda, and any written responses to questions take precedence over any information previously provided.

## 3. Confidentiality of Documents

Sarpy County considers all information, documentation and other materials requested to be submitted in response to this proposal to be of a non-confidential and/or non-proprietary nature and therefore shall be subject to public disclosure under Neb. Rev. Stat. § 84-712.05(3).

Consultants are hereby notified that Sarpy County strictly adheres to all statutes, court decisions, and opinions of the Nebraska Attorney General with respect to disclosure of RFP information.

Any "proprietary, trade secret, or confidential commercial or financial" information must be clearly identified, in a separate sealed envelope, at the time of proposal/proposal submission. **Pricing information is not considered financial information and therefore is not considered Confidential.** Please note: even if Consultant believes pricing information is confidential and includes it in a separate, sealed envelope, such information will be read aloud and entered into record during the public proposal opening. For all other appropriately identified proprietary, trade secret, or confidential commercial or financial information, the Consultant will be required to fully defend, in all forums, Sarpy County's refusal to produce such information; otherwise, Sarpy County will make such information public upon request.

## 4. Non-Discrimination Clause

Pursuant to Neb. Rev. Stat. §73-102 (Reissue 1996), Consultant declares, promises, and warrants it has and will continue to comply fully with Title VI of the Civil Rights Act of 1964, as amended (42 U.S.C.A. §1985, et seq.), and the Nebraska Fair Employment Practice Act, Neb. Rev. Stat. §48-1101, et seq. (Reissue 2004), in that there shall be no discrimination against any employee who is employed in the performance of this Contract, or against any applicant for such employment, because of age, color, national origin, race, religion, creed, disability or sex.

## **5. Conflict of Interest Clause**

Pursuant to Neb. Rev. Stat. §23-3113 (Reissue 1997), the parties hereto declare and affirm that no officer, member, or employee of the County, and no member of its governing body, and no other public official of the County who exercises any functions or responsibilities in the review or approval of the undertaking described in this Contract, or the performing of services pursuant to this Contract, shall participate in any decision relating to this Contract which affects his or her personal interest, or any corporation, partnership, or association in which he or she is directly or indirectly interested; nor shall any employee of the County, nor any member of its governing body, have any interest, direct or indirect, in this Contract or the proceeds thereof.

## **6. Payment Terms**

The successful Consultant shall submit itemized invoices for payment based on milestone achievements. Sarpy County will make payment to the successful Consultant within thirty (30) days after receipt of invoice.

## **7. Supplemental Terms and Conditions/Modifications**

Any supplemental terms, conditions, modifications, or waiver of these terms and conditions must be in writing and signed by the Sarpy County Board Chairman and the Consultant.

## **8. Termination**

Either party may terminate the Contract with ninety (90) days' written notice to the other.

## **9. Residency Verification**

The Consultant agrees to comply with the residency verification requirements of Neb. Rev. Stat. §4-108 through §4-114. The Consultant is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of new employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of a newly hired employee.

If the Consultant is an individual or sole proprietorship, the following applies:

- a) The Consultant must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at [www.das.state.ne.us](http://www.das.state.ne.us).
- b) If the Consultant indicates on such attestation form that he or she is a qualified alien, the Consultant agrees to provide the U.S. Citizenship and Immigration Services documentation required to verify the Consultant's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.

- c) The Consultant understands and agrees that lawful presence in the United States is required and the Consultant may be disqualified or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. Sect. 4-108.

## 10. Breach

Should Consultant breach, violate, or abrogate any term, condition, clause or provision of this agreement, the County shall notify Consultant in writing that such an action has occurred. If satisfactory provision does not occur within ten (10) days from such written notice the County may, at its option, terminate this agreement and obtain an alternate provider to provide all required materials. This provision shall not preclude the pursuit of other remedies for breach of contract as allowed by law.

## 11. Insurance Requirements

**The Consultant shall not begin work under this Agreement until all insurance certificates have been filed with the Sarpy County Clerk.**

Consultant shall not commence work on this Contract until he/she has obtained all insurance required under this Section and such insurance has been approved by Sarpy County, nor shall Consultant allow any subcontractors to commence work on his/her subcontract until similar insurance required of the subcontractor has been so obtained and approved.

The following insurance coverages shall be kept in force during the life of the Contract and shall be primary with respect to any insurance or self-insurance programs covering the County, its commissioners/supervisors, officials, agents, representatives and employees. These insurance coverages shall specifically state, or be endorsed to state, that thirty (30) days' notice shall be given to the County in the event of cancellation of, or material change in, any of the coverages.

### Workers' Compensation and Employers Liability Insurance

The minimal acceptable limits shall be the statutory limits as required by the State of Nebraska for Coverage A, Workers' Compensation and \$500,000 each accident for Coverage B, Employers Liability.

### Commercial General Liability Insurance

Coverage should include broad form coverage written on a commercial general liability form and written on an occurrence basis. The coverage must protect against claims for damages resulting from bodily injury, including death, personal injury and property damage.

The minimum acceptable limits of liability shall be \$1,000,000 each occurrence. If the coverage contains a general aggregate, such limit shall not be less than \$2,000,000. The products/completed operations limit shall not be less than \$2,000,000. The County is to be named as an additional insured on the insurance coverage required under this section.

### Professional Liability Insurance

In order to cover the services rendered by Consultant under this Agreement, Consultant shall provide and maintain professional liability insurance coverage with the total limits of \$1 million per occurrence and \$1 million aggregate coverage per year (Professional Liability Insurance), and Consultant will provide a certificate of such Professional Liability Insurance to Sarpy County.

### Automobile Liability Insurance

Coverage shall be against claims for damages resulting from bodily injury, including death and property damage, which may arise from the operations of any owned, hired or non-owned automobile. The minimum acceptable limit of liability shall be \$1,000,000 Combined Single Limit for each accident. The County is to be named as an additional insured on the insurance coverage required under this section.

### Certificate of Insurance

The Consultant shall furnish the County with a certificate(s) of insurance evidencing the coverages required in this section. If the certificate(s) is shown to expire prior to completion of all the terms of this Contract, the Consultant shall furnish a certificate(s) of insurance evidencing renewal of its coverage to the County. The County is to be included as an additional insured on the Commercial General Liability and the Automobile Liability insurance coverage required under this section.

The Consultant shall require each and every Subcontractor performing work under this Contract to maintain the same coverages required of the Consultant in this Section, and upon the request of the County, shall furnish the County with a certificate(s) of insurance evidencing the Subcontractor's insurance coverages required in this section.

### Insurance Company

All insurance coverages herein required of the Consultant shall be written by an insurance company or companies transacting business as an admitted insurer in the State of Nebraska or under the Nebraska Surplus Lines Insurance Act. All insurance companies must possess a minimum A.M. Best Insurance Company rating of A-. Upon request by the County, the Consultant shall furnish evidence that the insurance company or companies being used by the Consultant meet the minimum requirements listed in this section.

Upon request by the County, the Consultant shall furnish the County with complete and accurate copies of the insurance policies required within this section. If at any time during the life of this Contract, the Consultant's insurance coverages and limits do not meet or exceed the minimum insurance requirements presented in this section, the Consultant is required to notify the County within thirty (30) days of any deviations from the minimum requirements presented in this section.

## **12. Assignment**

The Consultant may not assign this Contract without the prior written consent of the County.

## **13. Subcontracting**

Consultant may not subcontract the work to be performed, without prior written consent of the County. If such consent is granted, Consultant will retain responsibility for all work associated with the Contract. The Consultant must identify any subcontractors it intends to use in the execution of this Contract. The Consultant must identify subcontractors in writing within the proposal.

## **14. Independent Contractor**

The Consultant shall in the performance of the Contract at all times be an independent contractor and not an employee or agent of the County. The Consultant, its officers, employees and agents shall at no time represent the Consultant to be other than an independent contractor or represent themselves to be other than employees of the Consultant.

## **15. Indemnity**

The Consultant shall indemnify and save harmless Sarpy County, its officers, employees and agents from all loss, claims, suits or actions of every kind and character made upon or brought against Sarpy County, its officers, employees, or agents, for or sustained by any party or parties as a result of any act, error, omission or negligence of said Consultant or its servants, agents, and subcontractors; and also from all claims of damage in fulfilling this Contract.

## **16. Deviations**

Once the proposal has been accepted by Sarpy County, no deviations from the specifications will be accepted without prior written approval of Sarpy County.

## **17. Exceptions**

These specifications are minimum acceptable specifications. You may proposal other than what is specified if it is of higher specification than what is requested. Consultant must list any exceptions to the proposal specifications on the proposal form.

## **General Information**

### **1. Background**

The County is located in the Omaha metro area with 241 square miles and a population of 158,840. The County is home to the Cities of Papillion (population 18,894), Springfield (population 1,529), LaVista (population 15,758), Gretna (population 4,441), Bellevue (population 50,137) and Offutt Air Force Base.

Sarpy County has a single answering point for the provision of public safety telecommunication services with 32 full time dispatchers. Sarpy County dispatch handles approximately 50,000 emergency 911 calls per year and over 100,000 non-emergency calls. This includes both police and fire/rescue incidents but excludes calls transferred to other agencies. 70% of all 911 calls come from wireless devices.

## **2. Project Overview**

The County is seeking proposals to provide professional consulting services from a qualified consulting firm to conduct a review of County's existing conditions along with undertaking the feasibility of consolidation of the 911 center with other metro area centers.

## **3. Proposal Format**

Proposals shall be formatted in a matter that correlates with the RFP.

## **4. Proposal Content**

The proposal must contain a detailed description of how the consultant proposes to carry out the requirements set forth in this RFP, including a schedule for completion of each task. The information submitted must include the following items:

- a) A statement, in concise terms, of the consultant's understanding of the scope and work to be completed for this project.
- b) A not to exceed fee proposal for the full completion of the scope of work within the timeframe stated. The fee shall include all pay for products, labor, materials, tools, delivery, transportation and other services necessary to perform the work required under the contract executed pursuant to this RFP. The fee shall include all reimbursable expenses.
- c) A detailed breakdown of the tasks to be performed by the consultant, including specifics regarding the number of staff hours and other resources required, and the dates for attaining project milestones.
- d) Identification of each person responsible for directing the work to be performed under the contract. For each individual with identified responsibilities, the consultant must include a statement of the percentage of each person's time that will be devoted to this project and a complete resume.
- e) If a partnership or joint venture is expected, the proposal must specify who will act as the lead consultant for the purposes of assuming contractual responsibility. All subcontractors need to be identified within the submitted proposal.
- f) A list of resources, data or other assistance which the consultant expects to receive from the County and/or the municipalities in order to complete each task in the scope of work.
- g) A company background statement which includes:
  - Full name, address, telephone numbers and emails of the firm and, if applicable, the branch office that will perform or assist in performing the contract work.
  - Names, addresses, telephone numbers and emails of personnel authorized to negotiate the proposed contract with the County.
- h) Demonstration of the consultant's relevant previous experience and qualifications for successfully completing the requirements of the RFP including no less than three (3) references from the last two (2) years. The list must include the name of the company along

with a contact name, phone number and email address. References listed should be of similar scope to this RFP.

- i) A proposed agreement.

## **Scope of Work**

### **Meetings**

The successful consultant will be expected to have relevant staff in attendance at meetings determined necessary. Proposals shall include a list of required meetings for each task below. Meetings should include, at a minimum, presentations and input sessions for key County personnel and end radio users.

#### **1. Existing Conditions Analysis**

- a) Inventory the existing 911 dispatch facility, systems and equipment and provide an assessment of current call volumes and response times.
- b) Review opportunities for improvement for operational organization, management, staffing and scheduling.
- c) Review dispatch procedures and protocol for various areas of improvement.

*Task 1 Deliverable – Technical Memorandum documenting the existing conditions as described above.*

#### **2. Feasibility Assessment for Consolidation/Regionalization**

- a) Examine best practices from similar regions relating to operations, staffing, training, management and governance of consolidated, intra-municipal Emergency Dispatch/EOC. This evaluation should focus on entities that have been operating for at least five (5) years.
- b) Taking into account the characteristics, demographics and geography of each community and the overall region particularly focusing on the County, document the advantages and disadvantages of partial or full consolidation.
- c) Provide a comprehensive review of all affected County policies including, but not limited to: collective bargaining agreements, personnel policies, job descriptions, training requirements, compensation and benefits and reporting lines. The report should include an analysis of potential labor relations or legal issues related to merging staff from the various counties and should make recommendations for Sarpy County to have a successful implementation.
- d) Determine what additional equipment or any additional needs that would be required from the County to undertake a regionalization project.
- e) Outline the training and staffing that will be needed for transitioning to a regional system for dispatch.
- f) Identify the infrastructure that will be needed to communicate with a regional dispatch system.
- g) Outline the impact for the County in the level and quality of services provided to County residents and communications and contact between public safety officials and the general citizenry at the neighborhood level.

*Task 2 Deliverable – Technical Memorandum documenting the Feasibility Assessment as outlined above.*

### **3. Financial Analysis**

- a) Using cost/benefit analysis, assess the cost effectiveness or ineffectiveness for the County on the proposed project.
- b) Analyze personnel structures and costs for the County, including an analysis of the core and additional services provided by current personnel and estimated personnel costs for staffing a regional center.
- c) Determine if the initial costs are justified based on proposed work and expected benefits, including the potential for operating or capital costs savings.
- d) Identify financial resources available to provide ongoing support for the project and ensure sustainability in future years, including capital needs for maintaining and replacing equipment. Provide an estimate of the per capita operating costs that would be assessed to the County.
- e) Conduct an analysis and make recommendations for revenue opportunities to sustain a state-of-the-art communications system and infrastructure.

*Task 3 Deliverable – Technical Memorandum documenting the Financial Analysis as outlined above.*

### **4. Feasibility Report and Implementation Plan**

- a) Develop an implementation plan to guide the County in conversion to full or partial regional consolidation of operations with Douglas County 911 System.
- b) Develop a feasibility report consisting of the information outlined in the technical memorandums for the above tasks.

*Task 4 Deliverable – Prepare a draft and final feasibility report and Implementation plan.*