

Lake County

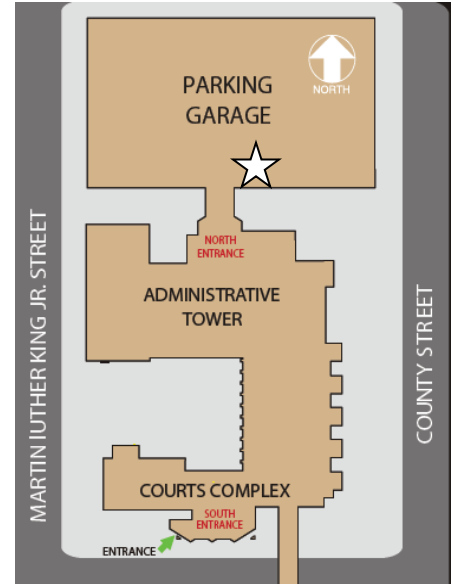
Purchasing Division

Please note the submission location is:

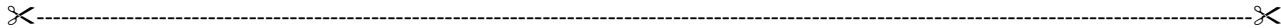
Lake County
Attn: Purchasing Division
18 N. County Street – 9th Floor
Waukegan, IL 60085-4350

Contact information for Lake County Purchasing is:

Purchasing Division
Phone 847-377-2992
Fax 847-984-5889
Email: purchasing@lakecountyil.gov



ALL SUBMITTALS SHOULD BE LABELED ACCORDINGLY. PLEASE USE BELOW LABEL FOR YOUR CONVENIENCE.



<u>BID/RFP No.</u> RFP #18133	Vendor Name: _____ Lake County ATTN: PURCHASING DIVISION 18 N. County Street – 9 th Floor Waukegan, IL 60085-4350
<u>Buyer:</u> Susan Brines	
<u>Bid/RFP Description:</u> 911 CONSOLIDATION IMPLEMENTATION AND MIGRATION	
<u>BID/RFP Due Date*:</u> August 16, 2018	

***Please note: Responses are due at the 9th floor reception desk and shall be time stamped by 2:00 p.m. local time on the required due date. Please allow sufficient time for parking, passing through security and arriving at the 9th floor.**

Lake County, Illinois
Request for Proposals # 18133
911 CONSOLIDATION IMPLEMENTATION AND MIGRATION

Lake County seeks to retain a qualified firm to provide a comprehensive implementation and migration plans, and a step by step guide to be used to consolidate public safety answering point/dispatch centers for the Lake County partner public safety agencies.

GENERAL REQUIREMENTS: Proposers are to submit sealed proposals, to be opened and evaluated in private. Submit one (1) marked Original, one (1) electronic unprotected copy on a USB flash drive, and one (1) redacted copy that can be used to comply with the Illinois Freedom of Information Act (FOIA). Please refer to the FOIA statute, 5 ILCS 140/1 *et seq.*, and specifically Section 7 therein, for an explanation of the information that may be redacted.

SUBMISSION LOCATION: Lake County Purchasing Division
18 N. County Street, 9th Floor
Waukegan, IL 60085-4350

SUBMISSION DATE & TIME: **August 16, 2018 by no later than 2:00 p.m. local time**
Proposals received after the time specified will not be opened.

CONTACT / QUESTIONS: **All contact and questions regarding the Request for Proposal shall be with the Purchasing Division.** Should the proposer require additional information about this RFP, please submit questions on our website at <http://lakecountypurchasingportal.com> by selecting the RFP number and addendum link. Questions may also be submitted via email to purchasing@lakecountyil.gov. All questions shall be submitted no less than seven (7) days prior to the RFP opening date.

CONTENTS: The following sections, including this cover sheet, shall be considered integral of this solicitation.

- *Cover Sheet
- *General Terms and Conditions
- *General Information
- *Scope of Work
- *Submittals
- *Evaluation Criteria
- *Addendum Acknowledgement
- *Proposal Price Sheet
- *General Information Sheet
- *References
- *Sustainability Statement

If your RFP includes any exceptions, proposers must insert an "X" in the following box indicating a submission with exceptions and provide separately a submission with noted exceptions.

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

1. NEGOTIATIONS

Lake County reserves the right to negotiate specifications, terms and conditions, which may be appropriate to the accomplishment of the purpose of this Request for Proposal (RFP).

2. CONFIDENTIALITY

Proposals are subject to the Illinois Freedom of Information Act (FOIA) once an award or final selection is made. As such all Proposers responding are asked to submit one redacted copy of their proposal that can be used by the County to respond to any future FOIA requests for the proposal.

Please refer to the FOIA statute, 5 ILCS 140/1 *et seq.*, and specifically Section 7 therein, for explanation of information that may be redacted. For example, information exempt from disclosure in response to a FOIA request includes but is not limited to: highly personal or objectionable information; trade secrets and commercial or financial information claimed as proprietary, privileged or confidential, the disclosure of which would cause your business competitive harm; valuable formulae, computer geographic systems, designs, drawings and research data when disclosure of the same would produce private gain or public loss; certain construction related technical documents; and information associated with automated data processing operations that, if disclosed, would jeopardize system or data security.

If no redacted copy is provided, the Lake County Purchasing Division reserves the right to determine what information should be redacted as proprietary, privileged or confidential in response to a FOIA request. A Proposer who fails to provide a redacted copy of its proposal waives its right to maintain any claims against Lake County, its agents or employees for disclosure of this information.

3. RESERVED RIGHTS

Lake County reserves the right, at any time and for any reason, to cancel this RFP or any portion thereof, to reject any or all proposals, or to accept an alternate proposal. The County reserves the right to waive any immaterial defect in any proposal. Unless otherwise specified by the Proposer, the County has ninety (90) days to accept. The County may seek clarification from a Proposer at any time. Proposer's failure to respond promptly is cause for rejection. The County may require submission of best and final offers.

4. INCURRED COSTS

Lake County will not be liable for any costs incurred by respondents in replying to this RFP.

5. AWARD

Lake County reserves the right to award this contract based on the evaluation criteria set forth herein. Award shall be made by the Lake County Board to the responsible Proposer determined to be the most qualified and advantageous to the County. Lake County reserves the right to award this Contract in whole or in part if determined to be in the best interests of the County.

6. ADDITIONAL INFORMATION

Should the Proposer require additional information about RFP, please submit questions on our website at <http://lakecountypurchasingportal.com> by selecting RFP number and addendum link. Questions may also be submitted via email to purchasing@lakecountyil.gov. All questions shall be

submitted no less than seven (7) days prior to RFP opening date. ANY and ALL changes to these specifications are valid only if they are included by written Addendum to all Proposers. No interpretation of the meaning of the plans, specifications or other contract documents will be made orally. Failure of any Proposer to receive any such addendum or interpretation shall not relieve the Proposer from obligation under this RFP as submitted. All addenda so issued shall become part of the RFP documents. Failure to request an interpretation constitutes a waiver to later claim that ambiguities or misunderstandings caused a Proposer to improperly submit a proposal.

7. ADDENDUM ACKNOWLEDGEMENT

Any and all changes to the specifications and terms and conditions of this RFP are valid only if they are included by addendum issued by Lake County Purchasing. Proposers shall acknowledge addenda by signing the enclosed Addendum Acknowledgement form. It is the Proposers responsibility to check for addendums, posted on the website at <http://lakecountypurchasingportal.com> prior to the submittal due date. No notification will be sent when addendums are posted unless there is an addendum within three business days of the submittal due date.

8. DISCUSSION OF PROPOSALS AND NEGOTIATION

Lake County may conduct discussions with any Proposer who submits a proposal. During such discussions, the County shall not disclose any information derived from one proposal to any other Proposer. Lake County anticipates conducting negotiations with the successful Proposer. Your proposal should indicate any exceptions taken to this.

9. EXCEPTIONS

Any and all exceptions taken by Proposer to the terms of this RFP are to be identified in writing and included in the list of submittals.

10. CONTRACT TERM

The initial contract will commence upon execution and remain in effect for a period of 18 months. At the end of the initial contract term Lake County reserves the right to amend the scope of work through an approved change order based upon mutual agreement of the additional tasks identified in the Scope of Work of the RFP. At the end of any contract term, this agreement is subject to the appropriation of sufficient funds.

11. RESPONSIBILITY & DEFAULT

The Proposer shall be required to assume responsibility for all items listed in this RFP. The successful Proposer shall be considered the sole point of contact for purposes of this contract.

12. PURCHASE ORDER AND PAYMENT

The Proposer shall submit an invoice detailing the services and products provided, based on the breakdown of items as listed on the Price Proposal Sheets, and based on the Project Specifications. Invoices shall show the purchase order number and the address where the product or services are provided. Payment shall be made in accordance with the Local Government Prompt Payment Act.

13. INTERPRETATION OR CORRECTION OF REQUEST FOR PROPOSALS

Proposers shall promptly notify the Purchasing Division of any ambiguity, inconsistency or error that they may discover upon examination of the RFP. Interpretation, correction and changes to the RFP will be made by addendum. Interpretation, corrections or changes made in any other manner will not be binding.

14. TAXES

The County is exempt from paying certain Illinois State Taxes.

15. TERMINATION

The County reserves the right to terminate this contract, or any part of this contract, upon thirty (30) days written notice. In case of such termination, the Proposer shall be entitled to receive payment from the County for work completed to date in accordance with the terms and conditions of this contract. In the event that this Contract is terminated due to Proposers default, the County shall be entitled to purchase substitute items and/or services elsewhere and charge the Proposer with any or all losses incurred, including attorney's fees and expenses.

16. INDEPENDENT CONTRACTOR

The Proposer is an independent contractor and no employee or agent of the Proposer shall be deemed for any reason to be an employee or agent of Lake County.

17. NON-DISCRIMINATION

The Proposer shall comply with the Illinois Human Rights Act, 775 ILCS 5/1-101 et seq., as amended and any rules and regulations promulgated in accordance therewith, including, but not limited to the Equal Employment Opportunity Clause, Illinois Administrative Code, Title 44, Part 750 (Appendix A), which is incorporated herein by reference. Furthermore, the Proposer shall comply the Public Works Employment Discrimination Act, 775 ILCS 10/0.01 et seq., as amended.

18. INDEMNIFICATION

The Proposer agrees to indemnify, save harmless and defend Lake County, its agents, servants, and employees, and each of them against and hold it and them harmless from any and all lawsuits, claims, demands, liabilities, losses and expenses, including court costs and attorney's fees, for or on account of any injury to any person, or any death at any time resulting from such injury, or any damage to property, which may arise or which may be alleged to have arisen out of or in connection with the work covered by this contract. The foregoing indemnity shall apply except if such injury, death or damage is caused directly by the willful and wanton conduct of Lake County, its agents, servants, or employees or any other person indemnified hereunder.

19. INSURANCE

The Proposer must obtain, for the Contract term and any extension of it, insurance issued by a company or companies qualified to do business in the State of Illinois with an A.M. Best Rating of at least A-and provide the County with a Certificate of Insurance 15 days before the start of the project, and thereafter annually for contracts/ projects that will last more than one year. Insurance in the following types and amounts is necessary and/or where applicable:

Workers Compensation (Coverage A) and Employers Liability (Coverage B)

Workers Compensation Insurance covering all liability of the Proposer arising under the Worker's Compensation Act and Worker's Occupational Disease Act at limits in accordance with the laws of the State of Illinois. Employers' Liability Insurance shall be maintained to respond to claims for damages because of bodily injury, occupational sickness, or disease or death of the Proposer's employees, with limits listed below:

Employers Liability

- a) Each Accident \$1,000,000

- b) Disease-Policy Limit \$1,000,000
- c) Disease-Each Employee \$1,000,000

Such Insurance shall contain a waiver of subrogation in favor of Lake County.

Commercial General Liability Insurance

In a broad form on an occurrence basis shall be maintained, to include, but not be limited to, coverage for property damage, bodily injury (including death), personal injury and advertising injury in the following coverage forms where exposure exists:

- Premises and Operations
- Independent Contractors
- Products/Completed Operations
- Liability assumed under an Insured Contract/ Contractual Liability
- Personal Injury and Advertising Injury

With limits of liability not less than:

- \$ 1,000,000 Each Occurrence
- \$ 1,000,000 Products-Completed Operations
- \$ 1,000,000 Personal and Advertising injury limit
- \$ 2,000,000 General aggregate; the CGL policy shall be endorsed to provide that the General Aggregate limit applies separately to each of the Proposer's projects away from premises owned or rented to contractor.

Automobile Liability Insurance (if applicable)

Automobile liability insurance shall be maintained to respond to claims for damages because of bodily injury, death of a person, or property damage arising out of ownership, maintenance, or use of a motor vehicle. This policy shall be written to cover any auto whether owned, leased, hired, or borrowed.

The Proposer's auto liability insurance, as required above, shall be written with limits of insurance not less than the following: \$ 1,000,000 Combined single Limit (Each Accident)

Professional Liability – Errors and Omissions (if applicable)

The Engineers/Architects/Consultants for the plans of the project shall be written with limits of insurance not less than the following: \$ 1,000,000 per claim per policy year

Coverage shall be provided for up to three (3) years after project completion. Policy is to be on a primary basis if other professional liability is carried.

Professional Liability – Cyber Liability (if applicable)

Cyber Liability Insurance for property damage to electronic information and/or data; first and third-party risks associated with e-business, internet, etc., with limits of insurance not less than the following: \$ 1,000,000 per occurrence limit

Technology Errors and Omissions (if applicable)

The Proposer's Software Developer and/or IT Consultant for the plans, including developing and implementing technology for Lake County, or of the project, shall be written with limits of insurance not less than the following: \$ 1,000,000 per occurrence limit

Excess/ Umbrella Liability (if applicable)

The Proposer's Excess/ Umbrella liability insurance shall be written with the umbrella follow form and outline the underlying coverage, limits of insurance will be based on size of project: \$ 2,000,000 per occurrence limit (*minimum, and may be higher depending on the project*)

Liability Insurance Conditions

Proposer agrees that with respect to the above required insurance:

- a) The CGL policy shall be endorsed for the general aggregate to apply on a "per Project" basis;
- b) The Contractor's insurance shall be primary in the event of a claim.
- c) Proposer agrees that with respect to the above required insurance, Lake County shall be named as additional insured, including its agents, officers, and employees and be provided with thirty (30) days' notice, in writing by endorsement, of cancellation or material change;
- d) Lake County shall be provided with Certificates of Insurance and endorsements evidencing the above required insurance, prior to commencement of this Contract and thereafter with certificates evidencing renewals or replacements of said policies of insurance at least thirty (30) days prior to the expiration of cancellation of any such policies. Email Certificates of Insurance to the following email address:
purchasing@lakecountyil.gov
- e) Any hard copies of said Notices and Certificates of Insurance shall be provided to:

**Lake County
Purchasing Division
18 N. County 9th Floor
Waukegan, Illinois 60085
Attn: RuthAnne Hall, Lake County Purchasing Agent**

Failure to Comply: In the event the Proposer fails to obtain or maintain any insurance coverage required under this agreement, Lake County may purchase such insurance coverage and charge the expense to the Proposer.

20. ASSIGNMENT

The Proposer may not reassign any award made, as the result of this RFP, without prior written consent from the County.

21. JURISDICTION, VENUE, CHOICE OF LAW

This RFP and any contract resulting there from shall be governed by and construed according to the laws of the State of Illinois. Jurisdiction and venue shall be exclusively found in the 19th Judicial Circuit Court, State of Illinois.

22. CHANGE IN STATUS

The Proposer shall notify Lake County immediately of any change in its status resulting from any of the following: (a) Proposer is acquired by another party; (b) Proposer becomes insolvent; (c) Proposer, voluntary or by operation law, becomes subject to the provisions of any chapter of the Bankruptcy

Act; (d) Proposer ceases to conduct its operations in normal course of business. Lake County shall have the option to terminate its Agreement with the Proposer immediately on written notice based on any such change in status.

23. DISPUTE RESOLUTION

All issues, claims, or disputes arising out of this Agreement shall be resolved in accordance with the Appeals and Remedies Provisions in Article 9 of the Lake County Purchasing Ordinance.

24. NON-ENFORCEMENT BY THE COUNTY

The Proposer shall not be excused from complying with any of the requirements of the Contract because of any failure on the part of the County, on any one or more occasions, to insist on the Proposer performance or to seek the Proposers compliance with any one or more of said terms or conditions.

25. PRECEDENCE

Where there appears to be variances or conflicts, the following order of precedence shall prevail: Lake County General Terms & Conditions, Lake County Request for Proposal Terms Scope of Work, and the Proposal Response.

26. PERSONAL EXAMINATION

Proposers are required to satisfy themselves, by personal examination of the site as to work involved and the difficulties likely to be encountered in the performance of work under this Agreement. No plea of ignorance of conditions that exist now or hereafter, or of any conditions of difficulties that may be encountered in the execution of the work under this Agreement will be accepted as an excuse for failure to or omission on the part of the Proposer to fulfill in every respect all the requirements and specifications, nor will same be accepted as a basis for any claim for extra compensation.

The Proposer is responsible to investigate and gather all relevant and pertinent information prior to submitting a proposal. By submitting a proposal, the Proposer affirms that they have performed all due diligence and are aware of all critical factors that may affect the provision of the services as described in the RFP. Such critical factors may include but are not limited to; location, space, utilities, scope of operations, and any other conditions, which may affect the Proposer operations. No allowance will be made for not being familiar with existing conditions to be encountered.

27. PRICING

Pricing shall be included on Proposal Price Sheet.

28. PROGRESS PAYMENTS

Lake County shall make periodic payments to the proposer based upon actual progress within 30 days after receipt and approval of invoice. Said payments shall not exceed the amounts shown in the following schedule, and full payments for each task shall not be made until the task is completed and accepted by Lake County.

29. JOINT PURCHASING

The purchase of goods and services pursuant to the terms of this Contract shall also be offered for purchases to be made by other governmental units, as authorized by the Governmental Joint Purchasing Act, 30 ILCS 525/0.01, et seq. (the "Act"). All purchases and payments made under the Act shall be made directly by and between each governmental unit and the successful Proposer. The

Proposer agrees that Lake County shall not be responsible in any way for purchase orders or payments made by the other governmental units. The Proposer further agrees that all terms and conditions of this Contract shall continue in full force and effect as to the other governmental units during extended terms. The credit or liability of each governmental unit shall remain separate and distinct. Disputes between Proposers and governmental units shall be resolved between the immediate parties.

The Proposer and the other governmental units may negotiate such other and further terms and conditions to this Contract (“Other Terms”) as individual projects may require. To be effective, other terms shall be reduced to writing and signed by a duly authorized representative of both the successful Proposer and the other governmental unit.

The Proposer shall provide the other governmental units with all required documentation set forth in the solicitation including but not limited to: performance and payment bonds, Certificates of Insurance naming the respective governmental unit as an additional insured, and certified payrolls to the other governmental unit as required.

30. ECONOMIC OPPORTUNITY PROGRAM

Lake County launched a **Buy Local. Build Local. Work Local.** initiative in 2013 to increase the outreach and procurement opportunities for businesses located within Lake County, including women-owned businesses and minority-owned business enterprises (L/W/MBE). The overarching objective is to maximize participation from these businesses in the County’s procurement process, in accordance with applicable law. The County will take all necessary and reasonable steps to assure that business enterprises defined as L/W/MBE shall have a fair opportunity to participate in County contracts. As part of its Economic Opportunity Program (EOP) commitment the County will make every effort to achieve the following objectives:

- (a) To ensure nondiscrimination in the award and administration of contracts;
- (b) To create a level playing field on which L/W/MBEs can compete fairly for contracts by providing any necessary training and assistance in bid preparation;
- (c) To ensure that the County’s EOP is narrowly tailored in accordance with applicable law;
- (d) To establish a means for firms identifying themselves as L/W/MBEs to register for procurement opportunities and work cooperatively with contracted firms to report on measures that demonstrates the County’s commitment to its EOP; and,
- (e) To help remove barriers to the participation of L/W/MBEs through notification of contract opportunities.

Successful Proposers are encouraged to work with Workforce Development to post any and all opportunities for employment on County contracts. Lake County’s Workforce Development mission is to foster and ensure the economic prosperity of the Lake County community by maximizing the potential of businesses and workers. As such, Workforce Development provides a key resource for job seekers and employers.

State law mandates an open and competitive bidding process and requires that publicly procured contracts be awarded to the lowest responsible and responsive bidder with no demonstrated preference based on the bidder’s location, race and gender.

31. REPORTING REQUIREMENTS FOR AWARDED CONTRACTS

All awarded vendors will identify and report the type of ownership— L/W/MBE, and/or not L/W/MBE for any work that they or their approved subcontractors will perform. In addition, Lake County requests that all awarded vendors provide an accounting of employees assigned throughout the term

of the contract in regard to their home address and ethnicity. Lake County may use any data collected to report on potential of businesses and workers benefitting from County contracts.

32. LAKE COUNTY OWNERSHIP OF INFORMATION

All information pertaining to records, data collected, property, financial or other information acquired under the scope of this contract shall be strictly confidential and the sole property of Lake County. The Proposer shall return all information to Lake County upon termination, and/or request and shall not utilize any of the information for purposes outside of the scope of this contract or without express approval of Lake County. Upon County request, the Proposer must provide all Lake County data in a documented, standard format.

33. JOINT VENTURES & SUCCESSFUL PROPOSER MERGERS, ACQUISITIONS, DIVESTITURES OR CHANGE IN STRATEGY

In the event a joint venture is proposed, each party to the joint venture must meet all applicable requirements of the RFP. The party submitting the response shall be considered the sole contact for issues relating to this RFP. In the event of a merger, acquisition, divestiture or change in strategy, the successful proposer will state its commitment to continue to provide services.

34. OUT OF POCKET EXPENSES

All out-of-pocket expenses paid by the Proposer during the project will be incurred solely at the Proposers expense.

35. INFORMATION SECURITY

In the process of performing services to Lake County the Proposer may come in contact with information deemed important and proprietary to Lake County. The Proposer agrees that any services performed for Lake County, whether on Lake County premises or not, will meet or exceed Lake County's information security policy and privacy standards. Lake County reserves the right to audit proposer's performance in meeting these standards.

36. KEY PERSONNEL

Proposer shall not replace any Key Personnel without the County's prior written consent, which shall not be unreasonably withheld. Should one of the Key Personnel be reassigned, become incapacitated, cease employment by Proposer, and/or be unable to perform the functions or responsibilities assigned to him or her, Proposer shall (i) within ten (10) business days, temporarily replace them with another properly qualified employee and (ii) within thirty (30) calendar days, permanently replace the contact. Lake County reserves the right with advance notice, and Proposer having the opportunity to remedy, to request the dismissal and removal of Proposer staff from the project for reasonable cause. Any decision to substitute or replace Proposers Subcontractor for the implementation of proposed solution, will need a prior written consent from the County.

- Provide a summary organizational chart. Identify the primary contact and describe the roles of each key person.
- Provide detailed resumes for all key professionals who will be directly responsible for providing services to the County. Include the following information; title, number of years at your firm, total number of years of experience, professional designations or licenses.

1. INTENT

A group of more than 20 public safety agencies (PSAs) are partnering together to seek a Consultant to build on the findings from the previous 911 consolidation studies. The Consultant shall work with the Regional 911 Consolidation Project Manager, the Policy and Operations Committee, as well as any sub-committees to develop implementation and migration plans to follow when transitioning to a regional 911 environment for dispatch communication for partner PSAs and potential future partners.

The purpose of this Request for Proposal (RFP) is to establish a contract with a qualified firm to provide a comprehensive implementation and migration plans, and a step by step guide to be used to consolidate public safety answering point/dispatch centers for the Lake County partner PSAs. Lake County recognizes that the proposed project is complex and may result in additional future phases as a result of the completed work. Successful proposers should indicate interest and ability to contract for additional services as part of their proposal.

The objectives of this study are to:

- A. Develop an implementation and migration plans with detailed steps identified for consolidating to a regional 911 environment for dispatch communication for Lake County partner agencies.
- B. Build on knowledge from previous two 911 studies to further develop an implementation and migration plans to consolidate public safety answering point/dispatch centers (PSAPs) for more than 20 partner agencies and the potential for future partners.
- C. Provide technical support and subject matter expertise to the Regional 911 Consolidation Project Manager, the Policy and Operations Committee, as well as any sub-committees in the development of the implementation plan to consolidate 911 call taking/dispatch services.
- D. Determine and report the specific technical, operational, and facility needs for a consolidated dispatch center. Identify relevant third-party resources, contracts and services or commitments that will need to be continued, reassigned, or developed (i.e. opportunities for service enhancements, shorter response times, greater information sharing, enhanced officer safety, improved customer service, and fewer call transfers).
- E. Determine and report the current costs for each agency and the cost when consolidated into the regional 911 center including the proportionate share for each partner, both one time and reoccurring cost associated with the best alignment of equipment, systems, staffing, scheduling, supervision, management, operation configuration, governance, and legal factors involved in consolidating dispatch communications.
 - a. Calculate the 20 and 30-year life cycle cost calculations for the regional 911 center. Develop and then assist partners in applying a consistent methodology to calculate fully loaded 20 and 30-year life cycle cost estimates for their current operations.

2. BACKGROUND

Lake County is located in northeast Illinois, between the Chicago and Milwaukee metropolitan areas. Lake County is home to about 703,000 residents. Lake County is committed to open government and transparency, and the County board's conservative fiscal policies have allowed the County to maintain fiscal stability and achieve AAA bond rating from Standard & Poor's and Moody's.

In 2013, the Lake County Emergency Telephone Systems Board (ETSB) commissioned a study to explore options for a consolidated 911 public safety call-taking model. In 2015, the Lake County 911 Emergency Dispatch Task Force was established to guide a study tasked with collecting data and reporting findings about specific emergency response agencies, technology, and infrastructure. The study provides a framework for interested communities to collaborate to enhance the quality of service, provide greater efficiency, and lower cost.

Lake County Government, along with a diverse group of more than 20 other PSAs, have agreed to collaborate to develop an implementation and migration plan/guide to assist PSAs in consolidating. The Regional 911 Consolidation Implementation Committee's work is provided as a resource on the Lake County's website at: <http://www.lakecountyiil.gov/3922/911-Regional-Consolidation>

The PSAs have agreed to fund the efforts of the Regional 911 Consolidation Implementation Committee to provide for a project manager and a consultant to perform the detailed data analysis. The project manager's anticipated role is to work with the Regional 911 Consolidation Policy and operations Committees as well as sub-committees to develop the implementation and migration plans for consolidating 911 communication services. The Project Manager will develop and present detailed recommendations based upon the work of the Regional 911 Consolidation Implementation and Migration consultant outlining the steps required to consolidate dispatch services including but not limited to costs, staffing, supervision, standard operating procedures, facility and technology needs.

3. PROJECT TIMELINE

To ensure that that Lake County is able to implement the proposed solution, the proposers should indicate their ability to meet the deadlines indicated below:

Action Item	Proposed Schedule*
Issue RFP	July 19, 2018
Deadline for submission of questions	August 9, 2018
RFP Opening	August 16, 2018
Shortlist Presentation (if necessary)	August 27-30, 2018
Contract Negotiations	September 10-14, 2018
County Board Approval & Contract Execution	October 9, 2018
Initial Kick Off Meeting	October 10, 2018

***This timeline may be subject to change.**

4. PROJECT STATUS MEETINGS

Personnel from the Proposer, Lake County, and other interested Lake County organizations will, as scheduled at a mutually agreed upon frequency, meet to discuss the scope of this project and the progress made by the Proposer in the performance of their obligations hereunder. When ad hoc meetings need to occur, Proposer and Lake County will make every effort to accommodate same.

5. DELIVERABLES

As a result of the above scope of services and the agreement between the Proposer and the County, the Proposer shall be expected to perform all of the work previously mentioned within the Scope of Work section of the RFP and provide specific outlined for a project implementation plan for each task that includes specific dates. The selected Proposer must propose dates when major milestones will be delivered and include a completion date for each task identified in the scope of work.

6. PERFORMANCE LEVELS/CONTRACTOR EXPECTATIONS

In order to gain a robust understanding of the needs of the County, the Proposer shall converse or meet with select County staff as requested. The number and frequency of conversations/meetings shall be determined by Lake County.

7. MONITORING

Lake County staff will monitor performance levels based on progress reviews and milestone reports, as specified in the project plan created by the Proposer.

8. FINAL REPORTS

The Proposer shall develop and produce comprehensive final reports for each task contracted for. The final report for each task shall include an executive summary and all supporting documentations. Proposers shall provide an electronic version of the final report. Proposers will be expected to deliver at the end of the engagement a formal presentation to Lake County administration and any other required entities identified and agreed upon by the parties regarding the components contained in the final report. Proposers will also be expected to deliver interim presentations to key stakeholder groups when beneficial to the initiative. Lake County will not accept recommendations without accompanying supporting documentation outlining in detail the basis for the recommendation.

The selected Proposer will work with and support the efforts of the County's Consolidation Project Manager. This position will be an internal position hired by Lake County and will work with the Regional 911 Consolidation Policy and Operations Committees as well as sub-committees to develop the implementation and migration plans for consolidating 911 communication services. The Project Manager will develop and present detailed recommendations outlining the steps required to consolidate dispatch services including but not limited to costs, staffing, supervision, standard operating procedures, facility and technology needs.

The selected Proposer will be responsible for:

- **Project management experience.** Please provide examples of project management experience within the last five years managing all phases of the project life cycle in implementing large scale consolidation for public safety call taking.
- **Subject Matter Expertise.** The selected Proposer should have the ability to lead in-depth discussions with executive leadership in the field of public safety, provide needed research and data, operational and financial analysis.
- **Technical Expertise.** Proposers must provide a minimum of three years within the last five years of documented experience in writing business and technical requirements for consolidating regional 911 public safety communications and developing requests for proposals for public safety software systems (CAD, RMS, et al.) for public safety agencies. Experience, proven through two or more previous implementation of regional 911 consolidation for public safety agencies.
- **Contract Negotiations.** Proposers must demonstrate their contract negotiation experience on behalf of public safety agencies. Please provide examples of three recent contracts and key elements that were critical negotiating points.

The selected Proposer should provide a timeline to complete the following tasks over a 12 to 18-month timeline. The goal is to develop recommendations on leading practices for leadership of the PSAs for the proposed consolidated centers. The final deliverable shall be a full detailed report that provided analysis on the following tasks, recommendations, executive summary narrative and summary power point.

Please note that executive leadership may reserve the right to remove some of the tasks from the responsibility of the awarded Proposer based on work that has been and will be completed by the Regional 911 Consolidation Implementation Committee and Subcommittees.

- A. Data
- B. Technology
- C. Operations
- D. Personnel
- E. Financial Analysis
- F. Legal
- G. Governance and Transparency
- H. Facility

A. Data:

1. Convene Operations Committee to develop standardized definitions of all data elements and standards for submittal.
2. Develop standardized digital forms for the partner agencies to supply all their calls-for-service and dispatch incidents.
3. Collect relevant data, forms, reports and statistical data on calls-for-service and dispatch incidents to understand or verify:
 - a. Call volumes and other related call data, which can be utilized to determine Peak Busy Hour calls and dispatch incidents as it relates to staffing.
 - b. Call nature codes and prioritization of calls.

B. Technology:

1. Assemble and review a listing of the existing communications equipment and networks and identify opportunities to leverage these systems in the future.
2. Identify technical modifications or enhancements to existing radio systems, field units, system control and monitoring and switching methodologies. Provide a migration plan.
3. Identify technical modifications or enhancements, if appropriate, to existing information systems, such as Computer Aided Dispatch, Records Management Systems, Mobile Computer Terminals, Field Based Reporting, Automatic Vehicle Location, Automatic Number Identification Controller, Automatic Location Identification Controllers and all phone systems.
4. Develop data storage and retrieval recommendations.
5. Develop and identify consolidated dispatch technology functional and technical requirements to include technology systems for all dispatch related activities in the consolidated state
6. Determine interface requirements to connect current RMS and Mobile Data access to County, State ILETS, NFIRS, LEADS, GIS and NCIC systems.
7. Identify and document interface requirements for Mobile Data Field Reporting back to current message switches.
8. Develop a draft Request for Proposal for the new system (s) including development of a specification for acquisition, customization, implantation and maintenance/support of the new system(s) to be reviewed and approved for release by the Governance Board.

C. Operations

1. Analyze additional opportunities for consolidation of functions performed by the partner agencies and have a nexus to the dispatch function such as, alarm board, detention, 211/311/511, or other call taking systems.
2. Lead a sub-committee to use collected samples to edit into a unified set of consistent dispatch standard operating procedures and policies for the regional 911 center.
3. Identify opportunities to modify operations to improve response time to citizens' calls-for-service, reduce call transfers, and enhance customer service.
4. Make recommendations on reporting process/workflow.
5. Identify the various public safety agencies' police and fire service practices to integrate into the regional 911 consolidated communications structure.
6. Review and analyze leading practices for options and leading practices on how to manage public services call including but not limited to utilities, public works, after hour calls, etc.
7. Review and make recommendations on existing Mutual Aid-Agreement structure. Make recommendations to optimize service.

D. Personnel:

1. Review previous study, human resources analysis and projections. Modify for staffing for 20 participating committees and for updated call data.
2. Based on data analysis, develop, document and report staffing and personnel required for long-term management, technology support, and operation of a consolidated communication center, employee turnover, length of training programs, staff recruitment programs, annual leave time and shift relief factor.
3. Recommend supervision and management staffing count and structure. Provide recommended staffing schedules for typical, peak, and special impact days. Identify triggers for when to increase staffing and procedures to follow for special/unexpected peak period events. Identify leading practices for peak period staff coverage including but not limited to contracting and part time employees.
4. Provide a staffing comparison between current center staffing and the staffing for the regional 911 consolidated center including but not limited to staff members per call, optimal and minimum staffing.
5. Assess staffing requirements and address employment issues involving existing and prospective staff including, but not limited to displacement, seniority, compensation, annual leave accruals and benefits.
6. Review dispatcher, dispatch supervisor, and communications manager salary and benefits, and provide a comparison of agencies.
7. Develop detailed recommendations to address transitional issues of an operational or human resources nature.

E. Financial Analysis

Prepare a financial analysis including an estimate of all costs (capital and operating) associated with the development of the consolidated PSAPs, an estimate of realizable operating and capital cost savings, and any transition and other costs associated with the consolidation. The financial analysis shall:

1. Describe the overall financial requirements to create the consolidated public safety communications centers including the funding necessary to complete consolidation and necessary interfaces back to common central equipment systems, including Return on Investment (ROI) projections.
2. Building on the previous study, lead discussion with committees on the cost allocation model alternatives. Identifying impacts of each model on long term fiscal viability of the center. Assist partner to identify impact of different models on each partner agency. Describe and present alternatives and develop a detailed and factually supported recommendation for cost sharing between the involved agencies.
3. Building on previous work, describe and present alternatives and a recommendation for cost sharing between the involved agencies for operation of the PSAP (i.e. – based on charges for air time, population, calls for service, etc.). Include estimates of costs to each agency based on the formula developed.
 - a. Describe and present alternatives and a recommendation for a cost allocation mechanism to fund the establishment and subsequent operation of consolidated PSAPs.
 - b. Describe and present alternative models of comprehensive capital funding plan for the PSAPs including suggestions for funding mechanisms (assessments, certificates of participation; fees.)
 - c. Present alternative models for a funding mechanism for future replacement of equipment, technology systems, and radio hardware.

- d. Review staffing levels and costs for dispatch and call-taker personnel in the current configuration and compare with the forecasted staffing level and costs under a proposed consolidation environment.

Note: Lake County does not want to completely re-do the work of previous study. We need to review, update, and apply to the currently participating 20 plus-member agencies.

F. Legal

1. Advise of any regulatory, statutory or other legal requirements.
2. Review Mutual Aid Agreements, structure and operations.
3. Review existing labor agreements.
4. Advise of any regulatory, statutory or other legal requirements.
5. Other legal considerations as identified by the Policy Committee.

G. Governance and Transparency

1. Using collected drafts and work from previous study, draft documents to fully define governance structure and operations of the public safety authority.
2. Define requirements related to the new governance charter, participation, contribution, equality, performance expectations, equitable disengagement, by laws, etc.
3. Provide a preliminary transition plan and training requirements for implementing a consolidated dispatch center.
4. Identify administrative needs for scheduled and ad hoc data reporting requirements and dashboards. Provide samples from other consolidated centers similar in size and scope to Lake County.
5. Identify available wireline and wireless funding reserve streams and other potential funding sources.
6. Develop options for how to organize various involved Emergency Telephone System Boards.

H. Facility

Determine and document facility and technical requirements and needs, including but not limited to:

1. Facility requirements (i.e. physical space and general environment) including supporting future growth, if any, including 9-1-1 call-taking, radio dispatch, logging recorders, computer systems (CAD/RMS) and radio equipment.
2. Identify thresholds or operational triggers for the need to consider future expansion of the regional consolidated communications center.
3. Evaluate compliance requirements as directed in the current FBI CJIS security policies.
4. Identify system redundancies, including alternate or back up 9-1-1 answering points. Address technical requirements for emergency and alternate back-up/fail-over facilities.
5. Advise of any regulatory, statutory or other legal requirements and
6. Make recommendations on disposition of capital equipment for each involved agency and discuss and document in the findings/report impact of joint dispatch on existing and related communications systems including but not limited to voice and data systems, radio systems testing and telephone systems.
7. If needed, investigate and identify alternatives sites (land or existing space) available for construction of one or more new facilities. Considerations will include size, location, and operational requirements of current center or partner agencies. (Review will not include facility design or other architectural services).

Final Report

1. Develop and deliver an organized and detailed final report including all documentation, data, references, examples, alternatives, and sample documents. Lake County will not accept a PowerPoint in lieu of a report. Full and complete documentation of report findings and recommendations is required for contract compliance.
2. Review recommendations with the Regional 911 Consolidation Implementation Committee, make requested modifications and changes, and finalize conclusions.
3. Findings, observations and recommendations must be placed in their own section for easy reference. Document other observations the consultant had that may provide insight and aid the Project Team.
4. Prepare a draft comprehensive final report identifying **all** work completed to date, the findings from the various tasks and recommendations for the partner agencies. This shall include all supporting documents and materials. Prepare a written executive summary and executive summary PowerPoint.
5. Present a draft report to the Regional 911 Consolidation Implementation Committee for review and comment and make requested changes.
6. Present final report to Policy and Operations Committees, as well as other representatives from police, fire and city managers/administrators, elected officials and community leaders.
7. If requested, present executive overview of report and recommendations to various partner agencies.

Optional Services:

Management of the vendor selection process including the development of a proposal evaluation and scoring methodology, software demonstrations, final selection and contract negotiation with the successful software and implementation services vendor or vendors.

1. Assist with evaluation, negotiation and development of agreements for the new regional 911 consolidated system(s).
2. Develop and oversee technical vendor(s) deliverables, schedule, deadlines, implementation, installation, and cutover.
3. Assist with the development of a disposition plan of capital equipment for each involved agency.
4. Identify methods of compliance related to technology, staffing and operations with the dispatch/PSAPS standards and best practices with: NFPA 1221 (2013), Insurance Service Organizations (ISO) Fire Suppression Rating Schedule (2012) – Emergency Communications, CALEA Public Safety standards, Commission on Fire Accreditation International (CFAI) Fire & Emergency Service Self- Assessment Manual (FESSAM), 8th Edition – Communication Systems, Related NENA & APCO Standards, and other best management practices within the industry.

Please provide an hourly rate as part of proposal and an estimate of time and resources needed to complete this task for a potential future engagement and/or phase of the contract.

DETAILED SUBMITTAL REQUIREMENTS

Proposals should be prepared as simple as possible and provide a straightforward, concise description of the proposed products and services to satisfy the requirements of the RFP. Attention should be given to accuracy, completeness, relevance and clarity of content. The proposal should be organized into the following major sections:

- A. Introduction Material and Executive Summary
- B. Company Background
- C. Scope of Services
- D. Implementation Plan
- E. Client References
- F. Exceptions to the RFP
- G. Price Proposal
- H. Value added services
- I. Sustainability Statement

Introduction Material and Executive Summary

The introductory material must include a title page with the RFP number, subject, name of the Proposer, address, telephone number, e-mail address, the date, a letter of transmittal and a table of contents. The executive summary should be limited to a brief narrative summarizing the proposal.

Company Background

In this section provide information about the company so that the County can evaluate the Proposer's stability and ability to support the commitments set forth in the response to this RFP. Information in this section should contain the following information in addition to the General Information Sheet that is also included as an exhibit to this RFP:

1. Company name and location of the corporate headquarters and of the nearest office to Lake County.
2. The number of years the company has been in business and the number of years the company has been providing services to the public sector.
3. Include information on the company's customer base, such as the number of public sector clients the company serves, the number of local government clients, and the number of public sector clients in the state.
4. Identify if the company serves other industries.
5. Include a brief summary of the company's organizational characteristics such as the number of employees, their backgrounds, whether the company is privately held, publicly traded, or if it is a subsidiary to a parent company.
6. Describe any other business affiliations (e.g., subsidiaries, joint ventures, "soft dollar" arrangements with brokers).

Scope of Services

This section of the proposal should include a general discussion of the Proposer's overall understanding of the project and the scope of work. For each task that is identified in the scope of

services outlined in the specifications, please identify your firm's approach and response to address the desired service outlined.

Implementation Plan

This section should describe the Proposer's implementation plan for each task identified in the scope of work. Provide project team resumes for key members of the implementation team expected to be on the County's project.

Client References

The County considers references to be an important factor in its decision to award a contract. Proposers should supply references that will be available to speak with the County. Three references should be provided that provided similar type of work completed in the past five to seven years. A reference sheet is included as a submittal as part of this RFP document. Please provide a point with point of contact, from public safety agencies that have been provided similar consulting services involving the Single Point of Responsibility listed within your proposal.

Exceptions to the RFP

All requested information to this RFP must be supplied as this document and subsequent proposals submitted help form the basis for a contract with the selected proposer. Proposers may take exception to certain requirements in this RFP. All exceptions shall be clearly identified in this section and written explanation shall include the scope of the exceptions, the ramifications of the exceptions for the County and the descriptions of the advantages or disadvantages to the County as a result of the exception. The County, at its sole discretion, may reject any exceptions or specifications within the proposal.

Price Proposal

The price proposal cost sheeting included as part of this proposal shall be completed and returned with your response. Any additional services identified by the proposer shall be delineated separately for the County to consider.

Value Added Services

Please include any value-added services your firm provides in your submittal.

Sustainability Statement

Lake County is committed to green and sustainable practices and good environmental stewardship. Consequently, Proposers are asked to provide a Statement of Sustainability to demonstrate that they are also incorporating sustainability into their firms' practices. A Sustainability Statement form is included as part of the RFP. Proposers are asked to provide a clear description of your firm's sustainable practices, policies, or procedures in the following areas: waste minimization, energy efficiency, water efficiency, staff and education.

The County will conduct a comprehensive, fair, and impartial evaluation of proposals received in response to this procurement effort. All proposals will be evaluated by how well the proposal satisfies the described/stated needs, rather than how exactly the proposal matches the strictest interpretation of the terminology and design concepts stated herein. Newly emerging technologies, additional features, and the ability of the proposed solutions to adapt will be a consideration.

Evaluation Organization

- a. An Evaluation Committee will be established to score and evaluate the submitted proposals.
- b. The Evaluation Committee may include members from Lake County’s departments who have experience with the associated services. The Committee will be responsible for the proposal evaluation (including corporate reference checks).

Evaluation of the Proposals

Lake County will evaluate the Proposers response and the extent to which it meets the requirements delineated in this RFP. All proposals submitted in response to this RFP will be scored based on the evaluation factors identified:

Evaluation Factors:

- Understanding and ability to meet and/or exceed the scope of services for each task
- Adequate resource (depth of a firm) – possess the required technical expertise regarding the needs of each task of the project.
- Experience and ability to facilitate large groups of public stakeholders for a community-wide engagement.
- Project Management Methodology and Project Plan
- Cost Proposal

Short List

The evaluation factors will be used to assist the evaluation committee in determining a short list. Proposers will be notified by the County if they have been selected for the short list. Please note, Lake County reserves the right to not short list any and all Proposers if it is not in the best interest of the County.

Interview

Lake County reserves the right, as part of the evaluation process, to ask for additional materials, interview, or schedule site visits to any locations serviced by Proposers. Site visits may be scheduled or unscheduled as determined by the County. If applicable, the County shall contact Proposers to arrange an interview. Information provided as part of the interview may be used by Evaluation Committee to re-evaluate and re-rank Proposers

Additional Investigations

The County reserves the right to make such additional investigations as it deems necessary to establish the competence and financial stability of any firm submitting a proposal.

Best and Final Offer

The County reserves the right to request a Best and Final Offer (BAFO) if additional information or modified terms are necessary for the Evaluation Committee to complete its evaluation and ranking. A BAFO will not be used solely to reduce pricing. If a BAFO is requested, all short-listed proposers, or if the short list process is not used, all qualified Proposers will be provided an opportunity to submit a modified Response. Only one BAFO request will be issued by the County. The information received from the BAFO will be used by the Evaluation Committee to re-evaluate and re-rank the Proposers.



Addendum Acknowledgement RFP #18133

The undersigned acknowledges receipt of the following addendum(s):

ADDENDUM #	SIGNATURE

I have examined and carefully prepared the submittal documentation in detail before submitting my response to Lake County.

Submittal Number: 18133

Company Name: _____

Authorized Representative: _____

Authorized Representative: *Signature* _____

Print _____

Date: _____

It is the vendor’s responsibility to check for addendums, posted on the website at <http://lakecountypurchasingportal.com> prior to the submittal due date. No notification will be sent when addendums are posted unless there is an addendum within three business days of the submittal due date.

If the submittal has already been received by Lake County, vendors are required to acknowledge receipt of addendum via email to purchasing@lakecountyiil.gov prior to the due date.

Submittals that do not acknowledge addendums may be rejected.

All responses are to be submitted in a sealed envelope. Envelopes are to be clearly marked with required submittal information.

911 CONSOLIDATION IMPLEMENTATION AND MIGRATION

PROPOSAL PRICE SHEET

JULY 2018

The price proposal shall include a total price as a fixed fee for all services delineated in this RFP. The proposer will consider all costs (labor, overhead, administration, profit, travel, etc.) associated with providing the services listed in this RFP, delineated whether provided in-person, telephone, v. Any hourly rates for services that may not be included shall be provided with the corresponding service and rate. All additional services beyond the initial scope of the project, identified by the Proposer as beneficial to the County, shall be delineated separately for the County to consider.

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

TASK A	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Data		
TASK B	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Technology		
TASK C	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Operations		
TASK D	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Personnel		
TASK E	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Financial Analysis		
TASK F	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Legal		
TASK G	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Governance and Transparency		
TASK H	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Facility		

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

Position Title	Hourly Rate

**911 CONSOLIDATION IMPLEMENTATION AND MIGRATION
GENERAL INFORMATION SHEET**

JULY 2018

AUTHORIZED NEGOTIATORS:

Name: _____ Phone # _____ Email Address:

Name: _____ Phone # _____ Email Address:

BUSINESS ORGANIZATION: (check one only)

- Sole Proprietor: An individual whose signature is affixed to this proposal.
- Partnership: State full names, titles, and addresses of all responsible principals and/or partners on attached sheet.
- Corporation: State of incorporation: _____
- Non-profit Corporation
- 501c3-- U.S. Internal Revenue Code

By signing this proposal document, the proposer hereby certifies that it is not barred from responding on this contract as a result of a violation of either Section 33E-3 or 33E-4 of the Illinois Criminal Code of 1961, as amended.

Business Name

Signature

Title

Print or Type Name

Date

911 CONSOLIDATION IMPLEMENTATION AND MIGRATION

JULY 2018

REFERENCES

List below other similar size clients for who you have provided similar services. Please include the email address for each reference.

Agency Name: _____
Address _____
City, State, Zip Code _____
Telephone Number _____
E-Mail _____
Contact Person _____
Dates of Service _____
of Employees _____

Agency Name: _____
Address _____
City, State, Zip Code _____
Telephone Number _____
E-Mail _____
Contact Person _____
Dates of Service _____
of Employees _____

Agency Name: _____
Address _____
City, State, Zip Code _____
Telephone Number _____
E-Mail _____
Contact Person _____
Dates of Service _____
of Employees _____

Agency Name: _____
Address _____
City, State, Zip Code _____
Telephone Number _____
E-Mail _____
Contact Person _____
Dates of Service _____
of Employees _____

The County of Lake is committed to green and sustainable practices and good environmental stewardship. Consequently, we are asking Proposers to provide a Statement of Sustainability to ensure our Proposers are also incorporating sustainability into their firms' practices.

INSTRUCTIONS

On the following Sustainability Statement form, provide a clear description of your firm's sustainable practices, policies, or procedures. These practices may include, but may not be limited to, the following categories and examples:

Waste Minimization within your office or facilities, such as a recycling programs, double-sided copying, electronic internal communications (i.e. memos), use of recycled-content materials and reusable cups, limiting printing, electronic document management, instituting green purchasing policies, using green cleaning supplies and practices, or reducing packaging in materials you procure or supply.

Energy Efficiency within your office, facilities, or firm, such as lighting retrofits, photo-sensor switches for lighting, effective use of daytime lighting, using Energy Star rated appliances or equipment, using an alternative fuel or having efficient fleet policies, an anti-idling policy, or indoor temperature management (i.e. turning the thermostat up in the summer and down in the winter).

Water Efficiency within the office, facilities, or firm, such as faucet or fixture retrofits, switching from individual bottled water to office water coolers or drinking fountains, and installing drought-tolerant landscaping.

Staff encouraged to adopt sustainable practices and supported by your firm through public transit benefits, bicycle accommodations, telecommuting options, support for green seminar attendance, becoming US Green Building Council LEED accredited, or creating an internal "green team."

Education of your staff about green practices, education of your business peers about your green accomplishments, education of your community by your sustainability, or notice of any environmental awards your firm has achieved.

CONTINUE TO NEXT PAGE

SUSTAINABILITY STATEMENT

Attach additional sheets if necessary.

Waste Minimization

Energy Efficiency

Water Efficiency

Staff

Education
