

## **Consultant Draft scope of services for inclusion in an RFP:**

### **Intent**

A group of more than 20 public safety agencies (PSA's) 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, Operations and sub-committees to develop implementation and migration plans to follow when transitioning to a regional 911 environment for dispatch communication for partner PSA's 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 PSA's. 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. 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.
- B. 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.
- C. 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;
- 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.
- F. 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.

### **1. 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.

Lake County Government along with a diverse group of more than 20 other public safety agencies

have agreed to collaborate to develop an implementation and migration plan/guide to assist public safety agencies in consolidating. Two previous higher-level studies have been completed providing recommendations leading to this point. Now a group of PSA's who have agreed to invest both their time and the finances to develop detailed implementation and migration plans with sufficient information for each community to make final decisions on regional 911 consolidation.

2. **Categories of consultant work may include:**

1 – Project Management: Project management, initiation and team orientation.

2 – Review, evaluate, and make recommendations on leading practices for leadership, data, personnel, technology, operations, legal, and facility. Make recommendations on each of the above areas for the consolidated center.

- a. Data: Work with committee to develop standardized method to collect clean data and analyze.
- b. Personnel: Develop and recommend leading practices for labor, center staffing schedules, supervision, dispatch center management
- c. Technology: Work with committee to develop minimum and preferred requirements for technology systems including but not limited to CAD, RMS, Phone, Radio, etc.; migration and redundancy plans for each system.
- d. Operations: Development of finalized standard operating procedures and policies.
- e. Legal: Development of intergovernmental agreements, public safety authority and other supporting documents.
- f. Facility: Determine facility, technical, and operational requirements for consolidated PSAP alternatives (This will include concepts and planning, but not design).

3 – Prepare financial analysis of one time and reoccurring costs associated with the consolidation and financial analysis for each dispatch center if operations continued without consolidation. Analysis should include third party contracts, labor and salary, staffing needs, benefits and overtime.

4 – Develop and present final report to include a full detailed report, executive summary narrative, and summary power point.

A. **CONSULTANT TASKS AND SERVICES**

Consultant shall perform the following tasks and services:

Phase 1 – Project management, Initiation and Team Orientation

1. Share project management philosophy, included PM tasks, and
2. Define and identify the Project Team members' roles.
3. Review project scope, objectives, plans, and requirements with the Project Team.
4. Determine if other functions with a nexus to dispatch & emergency communication services are present and lend themselves to consolidation. For example, Records Units of the agencies, detention, alarm board services, etc.
5. Determine outside participation and roles/responsibilities.
6. Review current understanding of the existing facilities, telecommunications operations and nature of operating relationships between the public safety including fire, police and PSAPs stakeholders.
7. Refine calendar and milestones as present in the original proposal including:
  - a. Timetables, deliverables, and meeting schedules.
  - b. Schedule necessary progress meetings, in addition to regular contract with the Project Team.

8. Manage the consulting team to complete the designated tasks and deliverables.
9. Meet with the project manager and key stakeholders to fully review the project scope and clarify roles and responsibilities of the consultant and internal project manager.
10. Conduct meetings with the Policy and Operations Committee as well as the Sub-committees to initiate the kick off through final report completion for the implementation and migration plan development.

Review, evaluate, and make recommendations on leading practices for leadership, data, personnel, technology, operations, legal, and facility. Make recommendations on each of the above areas for the consolidated center.

Consultant shall address:

**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.

**Personnel:**

1. 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.
2. 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.
3. Provide a staffing comparison between today's 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.
4. 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.
5. Review dispatcher, dispatch supervisor, and communications manager salary and benefits, and provide a comparison of agencies.
6. Develop detailed recommendations to address transitional issues of an operational or human resources nature.

**Technology:**

1. Determine interface requirements to connect current RMS and Mobile Data access to County, State ILETS and NCIC systems.
2. Assemble and review a listing of the existing communications equipment and networks, and

identify opportunities to leverage these systems in the future.

3. Identify technical modifications or enhancements to existing radio systems, field units, system control and monitoring and switching methodologies. Provide a migration plan.
4. 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.
5. Develop data storage and retrieval recommendations.
6. Develop and identify consolidated dispatch technology functional and technical requirements
7. Requirements development and documentation will include technology systems for all dispatch related activities in the consolidated state
8. Determine interface requirements to connect current RMS and Mobile Data access to County, State ILETs, NFIRS, LEADS, GIS and NCIC systems.
9. Identify technical modifications or enhancements to existing radio systems, field units, system control and monitoring and switching methodologies.
10. Identify and document interface requirements for Mobile Data Field Reporting back to current message switches.
11. Development of 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.

### **Operations**

1. Analyze opportunities for consolidation of functions currently performed by the agencies that have a nexus to the dispatch operations (alarm board, detention, 211/311/511,).
2. Lead a sub-committee to develop 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. Review and analyze existing practices as to how public service calls are currently being handled. I.E. utilities, public works, general information call, etc. Generate concepts for consolidated handling of the aforementioned public service calls.
6. Review and make recommendations on existing Mutual Aid-Agreement structure. Make recommendations to optimize service.

### **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.

### **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.
6. Make recommendations on disposition of capital equipment for each involved agency.
7. 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.
8. 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).

### **Governance and Transparency**

The Consultant shall:

1. 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.

### **Financial Analysis**

The Consultant shall:

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. 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.

#### **Develop and Present 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 Project Team, 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 Project Team 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. Provide optional services as needed and specified within this document.
- 5. 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), 8<sup>th</sup> Edition – Communication Systems, Related NENA & APCO Standards, and other best management practices within the industry.

#### **Deliverables:**

The Consultant shall provide Lake County with the following deliverables:

- a. Digital copy of the final report.
1. – Project Management:
- a. Back up documentation on Leading practices for leadership, data, personnel, technology, operations, legal, and facility matters. Detailed recommendations with supporting documentation outlining the reason for the recommendation for the consolidated center for each of the areas listed above.
  - b. Data: Consultant will identify and/or develop standard methods for reporting all necessary data points including standardized and automated electronic forms for collection of all partner data points. Report detailing the completed analysis, observations, and recommendations developed from the data collection and analysis.
  - c. Personnel: Present and share leading practices with committees. Report recommended actions and practices for labor, center staffing schedules, supervision, dispatch center management, annual leave, training program and requirements, legal and union considerations.
  - d. Technology: Document outlining the minimum and preferred requirements for technology systems including but not limited to CAD, RMS, Phone, Radio, etc.; including migration and redundancy plans for each system.
  - e. Operations: A written set of standard operating procedures and policies. Have implemented a documented process to seek consensus on the recommended SOP's.
  - f. Legal: Final intergovernmental agreements, public safety authority and other necessary legal supporting documents for a consolidated center.
  - g. Facility: Determine facility, technical, and operational requirements for regional consolidated 911 communications facility. Written examples of leading practices in consolidated facility design and design features.
2. – Report documenting the financial analysis of current cost using consistent methods for each existing center if operations continued without consolidation.; as well as future cost under the consolidated model for each agency including one time and reoccurring costs associated with the consolidation. Report to include total cost of ownership including third party contracts, labor and salary, staffing needs, benefits and overtime, etc.
3. – Detailed final report documents. Present final report to include a full detailed report, executive summary narrative, and summary power point. ***Lake County will not accept incomplete or unsupported recommendations. All support materials must be included.***

#### **Vendor Requirements:**

Vendor will provide documentation showing, at minimum:

- 1. 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.
- 2. 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.
- 3. Experience, proven through two or more previous implementation of regional 911 consolidation for public safety agencies.
- 4. Project management experience within the last five years managing all phases of the project life cycle in implementing public safety consolidation.
- 5. Contract negotiation experience on behalf of public safety agencies.
- 6. References, with point of contact information, from public safety agencies that have been provided similar consulting services involving the Single Point of Responsibility listed within

your proposal.

**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 Exhibit "1"
- D. Implementation/Project Plan
- E. Client References
- F. Exceptions to the RFP
- G. Price Proposal
- H. Sustainability Statement

**A. 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.

**B. 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 system and 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, 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).

**Vendor Response to this RFP Should Cover the Following General Topics:**

1. Statement of Qualifications including, but not limited to: a detailed explanation of the team member(s)' qualifications, experience and expertise in providing the listed consulting services.
2. Examples of previous similar projects with public safety agencies.