

**Qualifications to Conduct a Feasibility Study for
Consolidation of Public Safety Dispatch Centers**

**HARRISON COUNTY EMERGENCY
COMMUNICATIONS COMMISSION
AND
HARRISON COUNTY, MISSISSIPPI**

COPY

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October 29, 2012

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October 29, 2012

Mr. John McAdams
Chancery Clerk
Harrison County
1801 23rd Avenue
Gulfport, Mississippi 39501

Dear Mr. McAdams:

The Matrix Consulting Group is pleased to provide you with our Qualifications to conduct a Feasibility Study for Consolidation of Public Safety Dispatch Centers in Harrison County. The Matrix Consulting Group is a firm dedicated to providing management consulting services to cities and counties across the United States. The analysis of public safety functions is a core practice of ours and encompasses over 100 separate communications studies as well as evaluations included in over 200 law enforcement and over 200 fire studies.

We have extensive experience conducting feasibility studies of the consolidation of dispatch services. Communications consolidation feasibility projects, which were conducted by members of our proposed project team, include the following:

Region	Participating Agencies
Albany County (NY)	9 agencies in the County
Dudley (MA)	Dudley, Webster, Charlton, Oxford, and Southbridge
Gardner (MA)	Five separate agencies within the Greater Gardner Regional Dispatch Collaborative
Glenn County (CA)	All police, sheriff and special fire districts in Glenn County.
Greene County (MO)	Consolidation of Springfield / Greene County's dispatch center with that of the City of Republic
Huntington Beach (CA)	Consolidation options for police and fire dispatch in Northern Orange County, California
Jackson County (CA)	Medford, Jackson County dispatch service recipients
Kalamazoo County (MI)	Kalamazoo County Sheriff's Office, City of Kalamazoo, Kalamazoo Township, Western Michigan University and Portage.
Kennebec Valley COG (ME)	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).

Region	Participating Agencies
Montgomery County (TX)	Montgomery County 911 District, the County Sheriff, the County Hospital District, cities of Conroe and The Woodlands.
Placer County (CA)	Auburn, North Lake Tahoe
San Mateo County (CA)	Millbrae, Burlingame, San Mateo, Belmont and San Carlos.
Yavapai County (AZ)	Prescott, Prescott Valley, Chino Valley, Yavapai Community College and the Central Yavapai County Fire District.
Worcester County (MA)	Boylston, Sterling and West Boylston.

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?
- 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. This approach is 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.
- **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 authority to bind it contractually and negotiate on its behalf, and will serve as the project manager for this engagement. I am also available to provide any additional information required, and will be the primary point of contact for the County. The Matrix Consulting Group is also proud to affirm that we are an equal opportunity employer.

If you have any questions, please do not hesitate to contact me through our headquarters office at 650-858-0507 or via e-mail at rbrady@matrixcg.net. We look forward to the opportunity to work with you.

Richard Brady
President



Matrix Consulting Group

ADDENDUM

TO: All Prospective Vendors for Request for Qualifications for Feasibility Study for Harrison County Consolidation of Public Safety Dispatch Centers

DATE: October 22, 2012

FROM: Melissa L. Pope, Purchase Clerk

RE: Addendum Number 1


.....
This Addendum Number 1 is being issued for Request for Qualifications for Feasibility Study for Harrison County Consolidation of Public Safety Dispatch Centers. It is addressing the following items for Changes and Clarification:

Questions and Corrections of Specifications as Detailed in Attached Pages

Responsive Bidders must acknowledge receipt of this addendum by signing and including a copy of this addendum signature sheet within your sealed Response Package when due.

DATE: 10/29/12

COMPANY: Matrix Consulting Group, Ltd.

SIGNED BY:  Richard Brady, President

ADDRESS: 201 San Antonio Circle, Suite 148, Mountain View, CA 94040

TELEPHONE: 650-858-0507 FAX: 650-917-2310

HARRISON COUNTY

PURCHASING

1801 23rd Avenue • P. O. Drawer CC • Gulfport, Mississippi 39502-0860
(228) 865-4084 / FAX (228) 865-4223



ADDENDUM

TO: All Prospective Vendors for Request for Qualifications for Feasibility Study for
Harrison County Consolidation of Public Safety Dispatch Centers

DATE: October 29, 2012

FROM: Melissa L. Pope, Purchase Clerk

RE: Addendum Number 2

.....
This Addendum Number 2 is being issued for Request for Qualifications for Feasibility Study for
Harrison County Consolidation of Public Safety Dispatch Centers. It is addressing the following
item for Changes:

New Receiving Date for Responses:

**NOVEMBER 7, 2012
10:30 AM (CST)**

Responsive Bidders must acknowledge receipt of this addendum by signing and including a
copy of this addendum signature sheet within your sealed Response Package when due.

DATE: 10-29-12

COMPANY: Matrix Consulting Group, Ltd.

SIGNED BY: _____

Richard Brady, President

ADDRESS: 201 San Antonio Circle, Suite 148, Mountain View, CA 94040

TELEPHONE: 650-858-0507

FAX: 650-917-2310

Melissa L. Pope
Purchase Clerk

ARCHITECT - ENGINEER QUALIFICATIONS

PART I - CONTRACT-SPECIFIC QUALIFICATIONS

A. CONTRACT INFORMATION

1. TITLE AND LOCATION <i>(City and State)</i> Harrison County - Gulfport, MS	
2. PUBLIC NOTICE DATE September 19, 2012	3. SOLICITATION OR PROJECT NUMBER Feasibility Study for Dispatch Center Consolidation

B. ARCHITECT-ENGINEER POINT OF CONTACT

4. NAME AND TITLE Richard Brady, President		
5. NAME OF FIRM Matrix Consulting Group, Ltd		
6. TELEPHONE NUMBER 650-858-0507	7. FAX NUMBER 650-917-2310	8. E-MAIL ADDRESS rbrady@matrixcg.net

C. PROPOSED TEAM

(Complete this section for the prime contractor and all key subcontractors.)

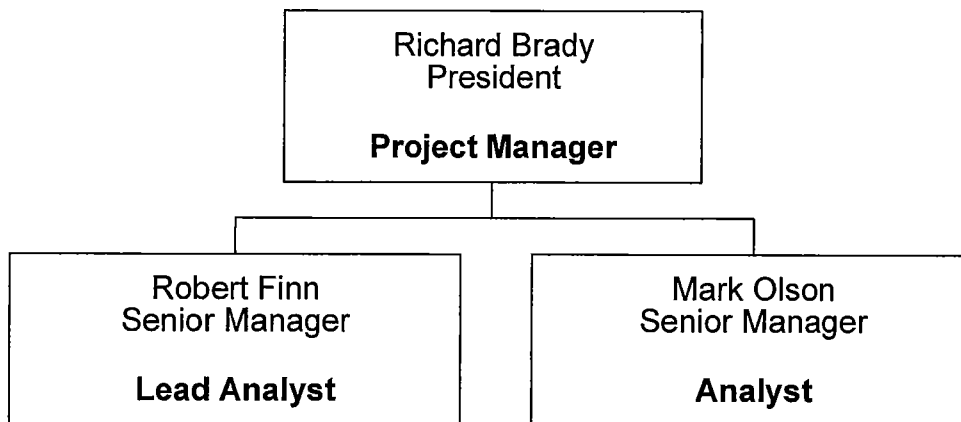
	(Check)			9. FIRM NAME	10. ADDRESS	11. ROLE IN THIS CONTRACT
	PRIME	JV PARTNER	SUBCONTRACTOR			
a.	X			Matrix Consulting Group, Ltd. <input type="checkbox"/> CHECK IF BRANCH OFFICE	201 San Antonio Circle, Ste 148 Mountain View, CA 94040	Headquarters office Richard Brady, Project Manager
b.				Matrix Consulting Group, Ltd. <input type="checkbox"/> CHECK IF BRANCH OFFICE	908 Wise Street Keller, TX 76248	Dallas Regional office Robert Finn, Lead Project Analyst
c.				Matrix Consulting Group, Ltd. <input type="checkbox"/> CHECK IF BRANCH OFFICE	909 S. Washington Street Elmhurst, IL 60126	Chicago Regional office Mark Olson, Project Analyst
d.				 <input type="checkbox"/> CHECK IF BRANCH OFFICE		
e.				 <input type="checkbox"/> CHECK IF BRANCH OFFICE		
f.				 <input type="checkbox"/> CHECK IF BRANCH OFFICE		

D. ORGANIZATIONAL CHART OF PROPOSED TEAM

(Attached)

SECTION D. ORGANIZATIONAL CHART

The following organizational chart shows the structure of our proposed project team.



E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Richard Brady	13. ROLE IN THIS CONTRACT Project Manager	14. YEARS EXPERIENCE	
		a. TOTAL 30 years	b. WITH CURRENT FIRM 10 years

15. FIRM NAME AND LOCATION *(City and State)*
Matrix Consulting Group (Mountain View, CA - Headquarters office)

16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> BA, California State University Ph.D. Oxford University	17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i> N/A
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18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*

N/A

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
Dispatch Consolidation Feasibility Study Greene County, Missouri	2012	N/A
a. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Conducted an assessment to determine the impact of overall public safety and dispatch service levels as a result of consolidation, examined potential cost savings, back up, redundancy and provided a long-range approach for consolidation of dispatch services in Greene County. (Project Manager)		
Dispatch Implementation Plan Development Glenn County, California	2009	N/A
b. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Completed the development of a Countywide Centralized Dispatch Implementation Plan which included a complete review of the current PSAP agencies, defining new system objectives, establishing an operational format for the consolidated agency, identifying which agencies should participate in the consolidated center and developing an implementation plan for the oversight and control of operations. (Project Manager)		
Feasibility Study for a Consolidated Communication Center Huntington Beach, California	2008	N/A
c. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Conducted a feasibility study for the in-house consolidation of communications and dispatch services. The study examined the feasibility of a central communication and dispatch service for fire, police and marine safety services. The study also examined the cost and service benefits arising from consolidation. (Project Manager)		
Consolidated 911/Dispatch Feasibility and Implementation Study Jackson County, Oregon	2008	N/A
d. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Conducted a feasibility assessment of consolidating the 911/dispatch centers of Southern Oregon Regional Communications (SORC) and Rogue Valley Consolidated Communications (RVCCOM). The outcome was a detailed implementation plan for the consolidation and a timeline for the phased implementation. (Project Manager)		
Citywide Operational Assessment Albuquerque, New Mexico	2012	N/A
e. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input checked="" type="checkbox"/> Check if project performed with current firm Conducted a citywide operations assessment, which included a full assessment of the police and fire dispatch centers. The project team fully evaluated the current staffing and operations of the two centers and determined the City would receive improved service while lowering costs by combining the two centers and ending the practice of staffing the fire dispatch center with sworn fire personnel. This approach will result in annual cost savings of approximately \$250,000 annually for the City. (Project Manager)		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Robert Finn	13. ROLE IN THIS CONTRACT Lead Project Analyst	14. YEARS EXPERIENCE	
		a. TOTAL 26 years	b. WITH CURRENT FIRM 2 years

15. FIRM NAME AND LOCATION *(City and State)*
Matrix Consulting Group (Keller, TX - Dallas Regional office)

16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> BS, Public Safety Administration, Grand Canyon University MBA, Organizational Leadership, Grand Canyon University	17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i> N/A
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18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*
**Licensed Master Peace Officer, Texas
Team Leader, Commission on Fire Accreditation International**

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION <i>(City and State)</i> Fire Department Performance and Management Analysis Auburn, Maine	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2011	CONSTRUCTION <i>(If applicable)</i> N/A

a. (3) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE Check if project performed with current firm
Developed a Master plan for the Auburn Fire Department which included a full analysis of the dispatch center and capabilities for providing optimal service to the fire personnel. (Project Manager)

(1) TITLE AND LOCATION <i>(City and State)</i> Fire Services Study Mesa County, Colorado	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2012	CONSTRUCTION <i>(If applicable)</i> N/A

b. (3) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE Check if project performed with current firm
Conducted a consolidation study for ten fire agencies in the County, including examining the recently consolidated dispatch center for opportunities to improve service to the fire agencies. (Project Manager)

(1) TITLE AND LOCATION <i>(City and State)</i> Fire and EMS Consolidation Feasibility Study Sterling & Rock Falls, Illinois	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2012	CONSTRUCTION <i>(If applicable)</i> N/A

c. (3) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE Check if project performed with current firm
Conducted a consolidation study of the two fire agencies and a third party EMS service for potential consolidation. Examined the current dispatch center to determine the feasibility of further consolidation with the County Sheriff primary PSAP. (Project Manager)

(1) TITLE AND LOCATION <i>(City and State)</i> Public Safety Organizational Study Springdale, Arkansas	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2012	CONSTRUCTION <i>(If applicable)</i> N/A

d. (3) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE Check if project performed with current firm
Conducted an organizational assessment of the police and fire departments which included an assessment of the dispatch center and its ability to provide adequate service to the two agencies. (Lead Project Analyst)

(1) TITLE AND LOCATION <i>(City and State)</i> Public Safety Operational Assessment Watertown, Massachusetts	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES 2011	CONSTRUCTION <i>(If applicable)</i> N/A

e. (3) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE Check if project performed with current firm
Conducted an operational assessment of the Watertown Police Department, which included an assessment of the dispatch operations. Recommendations from the study included the exploration of joining a regional dispatch center in the Boston area. (Lead Project Analyst)

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Mark Olson	13. ROLE IN THIS CONTRACT Project Analyst	14. YEARS EXPERIENCE	
		a. TOTAL 25 years	b. WITH CURRENT FIRM <1 year
15. FIRM NAME AND LOCATION <i>(City and State)</i> Matrix Consulting Group (Elmhurst, IL - Chicago Regional Office)			
16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> BA, University of Illinois - Urbana MA, University of Chicago - Harris School of Public Policy		17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i> N/A	
18. OTHER PROFESSIONAL QUALIFICATIONS <i>(Publications, Organizations, Training, Awards, etc.)</i> N/A			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
a. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Assessed feasibility of consolidating the call taking and dispatch functions for emergency communications of the City of Derby and the City of Haysville into the Sedgwick County Emergency Communications Center. Assessed organizational, operational and financial impacts to the three entities from service consolidation. (Project Manager)	2010	N/A
b. (1) TITLE AND LOCATION <i>(City and State)</i> Anaheim, California Police Communications Study	2011	N/A
b. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Determined appropriate staffing level for the Anaheim Police Department's Communications Bureau based on call volumes and national performance standards, as well as identified ways to optimize the efficiency of communications staff as an alternative to hiring additional personnel. (Principal Analyst)		
c. (1) TITLE AND LOCATION <i>(City and State)</i> Phoenix, Arizona Fire Department Innovation and Efficiency Study	2011	N/A
c. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm The project focused on reviewing organizational and operational practices in order to identify ways the Fire Department could enhance services by implementing innovative practices or utilizing staff or other resources more efficiently. Included assessment of operational changes on the Regional Dispatch Center operated by the Phoenix Fire Department. (Project Analyst)		
d. (1) TITLE AND LOCATION <i>(City and State)</i> Kansas City, Missouri -- Metropolitan Ambulance Service Trust (MAST) Operational Integration with the City	2010	N/A
d. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Project supported the City's plans to integrate the operations of MAST with the City's Fire Department. Working with the City's selected fire operational consultant, the Project Team developed observations, analysis, recommendations and discussion of expected budgetary impacts associated with specific actions, in order to ensure effective management and administrative support for the integrated enterprise. (Project Manager)		
e. (1) TITLE AND LOCATION <i>(City and State)</i> Sacramento, California Deficit Reduction Strategies	2012	N/A
e. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Reviewed current services and programs to identify deficit reduction alternatives through operating cost reductions and revenue enhancement. The review covered all aspects of city operations including police; fire and EMS; park, street, tree facility and garage maintenance; recreation; convention center operations; and the water, wastewater, solid waste and storm drainage utilities. (Project Analyst)		

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>		20. EXAMPLE PROJECT KEY NUMBER 1
21. TITLE AND LOCATION <i>(City and State)</i> Dispatch Consolidation Feasibility Study Greene County, Missouri	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2012	CONSTRUCTION <i>(If applicable)</i> N/A

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Greene County, Missouri	b. POINT OF CONTACT NAME Jim Krischke, City Administrator	c. POINT OF CONTACT TELEPHONE NUMBER 417-732-1500
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

The Matrix Consulting Group was hired by the 911 Advisory Board to conduct a detailed analysis of dispatching, as it exists today and to recommend potential future operations. During this study extensive interviews with stakeholders were conducted, data from a wide variety of sources was obtained, and key documents were studied. The study concluded with recommendations related to two potential scenarios.

- Scenario 1: Consolidation of all law enforcement and fire call-receipt and dispatch services in Springfield/Greene County 911 Emergency Communication's newly constructed facility.
- Scenario 2: Consolidation of operations under Springfield/Green County 911 Emergency Communication with suggested staffing levels.

The study concluded that maintaining the status quo was not an efficient use of County resources and that staffing the primary PSAP and a satellite facility to allow for activation of an immediate back-up center was the optimal scenario. Included in the final report was a formalized written transition plan for the agencies.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
a.	Matrix Consulting Group	Mountain View, CA	Richard Brady, Project Manager
b.	Matrix Consulting Group	Keller, TX	Robert Finn, Project Analyst
c.			
d.			
e.			
f.			

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>		20. EXAMPLE PROJECT KEY NUMBER 2		
21. TITLE AND LOCATION (City and State) Dispatch Implementation Plan Development Glenn County, California		22. YEAR COMPLETED <table border="1"> <tr> <td>PROFESSIONAL SERVICES 2009</td> <td>CONSTRUCTION (If applicable) N/A</td> </tr> </table>	PROFESSIONAL SERVICES 2009	CONSTRUCTION (If applicable) N/A
PROFESSIONAL SERVICES 2009	CONSTRUCTION (If applicable) N/A			
23. PROJECT OWNER'S INFORMATION				
a. PROJECT OWNER Glenn County, California	b. POINT OF CONTACT NAME Steve Holsinger, City Manager, Willows, CA	c. POINT OF CONTACT TELEPHONE NUMBER 530-934-7041		
24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost)				

The Matrix Consulting Group was retained by Glenn County and partnering municipalities to conduct a three phased project focusing on the analysis and opportunities for consolidated and alternate emergency 911 dispatch operations, ultimately with a focus on potential implementation of the most effective dispatch strategies for all public safety agencies in the County. This project included a complete assessment of the current systems, identifying options for regional approaches, designing a complete public safety communications system, analyzing potential sites for a centralized public safety center, identification of potential funding sources and conducting a full assessment of the current technology to identify shortcomings and areas in need of immediate replacement.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT		
(1) FIRM NAME	(2) FIRM LOCATION (City and State)	(3) ROLE
a. Matrix Consulting Group	Mountain View, CA	Richard Brady, Project Manager
b.		
c.		
d.		
e.		
f.		

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>		20. EXAMPLE PROJECT KEY NUMBER 3
21. TITLE AND LOCATION <i>(City and State)</i> Feasibility Study for a Consolidated Communication Center Huntington Beach, California	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2008	CONSTRUCTION <i>(If applicable)</i> N/A

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Huntington Beach, California	b. POINT OF CONTACT NAME Craig Junginger, Chief of Police	c. POINT OF CONTACT TELEPHONE NUMBER 503-618-2318
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

The Matrix Consulting Group was retained by the City of Huntington Beach, California to conduct a feasibility study on the in-house consolidation of its dispatch services. The City operated two separate dispatch centers (Police and Marine Safety) and contracted with a regional center for the dispatching of Fire.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
a.	Matrix Consulting Group, Ltd.	Mountain View, CA	Richard Brady, Project Manager
b.			
c.			
d.			
e.			
f.			

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>		20. EXAMPLE PROJECT KEY NUMBER 4
21. TITLE AND LOCATION <i>(City and State)</i> Consolidated 911/Dispatch Feasibility and Implementation Study Jackson County, Oregon	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2008	CONSTRUCTION <i>(If applicable)</i> N/A

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Jackson County, Oregon	b. POINT OF CONTACT NAME Danny Jordon, County Administrator	c. POINT OF CONTACT TELEPHONE NUMBER 541-774-6035
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

The Matrix Consulting Group was retained by Jackson County, Oregon to fully analyze and evaluate the feasibility of consolidating the 911/dispatch centers of Southern Oregon Regional Communications (SORC) and Rogue Valley Consolidated Communications (RVCCOM). The outcome of this work resulted in a detailed implementation action plan for consolidation, with a realistic timeline for the accomplishment of phased implementation tasks. The genesis of the study was that the expense of operating two centers continued to increase and that relevant cost-control or revenue enhancements were necessary. The study showed that a transition to a consolidated 911/dispatch center offered several advantages related to economies of scale, operational efficiency and reduced overhead costs.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

a.	(1) FIRM NAME Matrix Consulting Group, Ltd.	(2) FIRM LOCATION <i>(City and State)</i> Mountain View, CA	(3) ROLE Richard Brady, Project Manager
b.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
c.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
d.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
e.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
f.	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT <i>(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)</i>		20. EXAMPLE PROJECT KEY NUMBER 5
21. TITLE AND LOCATION <i>(City and State)</i> Citywide Operational Assessment Albuquerque, New Mexico	22. YEAR COMPLETED	
	PROFESSIONAL SERVICES 2012	CONSTRUCTION <i>(If applicable)</i> N/A

23. PROJECT OWNER'S INFORMATION

a. PROJECT OWNER Albuquerque, New Mexico	b. POINT OF CONTACT NAME Erika Wilson, Communications Center Mgr	c. POINT OF CONTACT TELEPHONE NUMBER 505-833-7201
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24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*

The Matrix Consulting Group was retained by the City of Albuquerque to conduct a citywide assessment of its operations. Included in this was a full assessment of the police and fire dispatch centers. The City is currently dispatching from two separate centers for police and fire, co-located in the same building. The project team fully evaluated the current staffing and operations of the two centers and determined the City would receive improved service while lowering costs by combining the two centers and ending the practice of staffing the fire dispatch center with sworn fire personnel. This approach will result in annual cost savings of approximately \$250,000 annually for the City.

25. FIRMS FROM SECTION C INVOLVED WITH THIS PROJECT

	(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE
a.	Matrix Consulting Group	Mountain View, CA	Richard Brady, Project Manager
b.	Matrix Consulting Group	Keller, TX	Robert Finn, Project Analyst
c.			
d.			
e.			
f.			

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

This section provides a brief description of our approach to conducting consolidation feasibility projects.

1. OVERVIEW OF OUR WORK APPROACH

The following subsections provide an overview of our approach and rationale to analyzing public safety agencies in general and Harrison County's consolidation feasibility study specifically.

(1) "Fact Based" Approach to Data Collection and Analysis

A central tenet of our approach to conducting staffing studies is that there must be a strong analytical basis for evaluating needs and making recommendations. This methodology should be flexible enough to accommodate the unique elements of each client's own scope of work and service levels. Our approach includes the following:

- Document, in detail, current demand for dispatch services including calls for service, administrative workload, and the like.
- Concurrently, document how staff resources are deployed and utilized.
- Document management systems and approaches to managing operations.
- Document in detail the current infrastructure of the participating agencies including facilities, technology, workstations, phone systems and IT systems for compatibility.
- Evaluate and define specific staffing requirements in each function required to achieve defined or alternative service level objectives.

Through these avenues the project team would develop an understanding of unique service environments impacting the Public Safety Answering Points (PSAPs) in Harrison County and approaches to providing and managing these services.

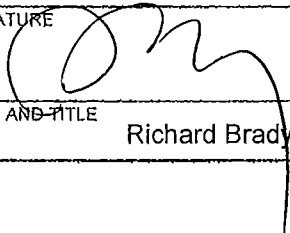
(2) Interactive Study Process

In our extensive work with public safety agencies, we have found that a successful project requires a study process which involves staff and builds internal "ownership" in project recommendations and results. To achieve this objective, we propose a multi-faceted approach, which consists of the following components:

- We would conduct a large number of one-on-one interviews, focusing on job content as well as issue identification.
- We would provide all employees with the opportunity for input on organizational and operational issues through the use of an anonymous survey.
- Other 'stakeholders' such as contracted services entities which interact with the agencies would be contacted and interviewed.

I. AUTHORIZED REPRESENTATIVE
The foregoing is a statement of facts.

31. SIGNATURE



32. DATE

10-29-12

33. NAME AND TITLE

Richard Brady, President

H. ADDITIONAL INFORMATION

30. PROVIDE ANY ADDITIONAL INFORMATION REQUESTED BY THE AGENCY. ATTACH ADDITIONAL SHEETS AS NEEDED.

- We also propose a study review process through the use of an internal steering committee. We would plan to meet with this staff committee at the completion of each project task for which there would be a deliverable.

These interactive project approaches have resulted in high rates of implementation because clients better understand the need for change and their roles in achieving it.

(3) Project Management

We believe very strongly in the science of our craft. As a result, we utilize formal project management techniques in our studies. These techniques include:

- All project work activities are defined in advance and tied to each project team member, deliverables, the schedule and the budget.
- The project manager briefs each project team member on his/her roles and expectations. This is accomplished in writing and in person.
- Internal (project team) and external (client) expectations and results are managed on a weekly basis. Formal project schedules and accountability reporting mechanisms are used to report this.
- The project manager designs and personally reviews all interim and final products before they are delivered to the client.
- We have frequent client review meetings to discuss the quality and direction of the project through interim deliverables. We commit to monthly formal reviews, including project committee meetings as well as status reports.

These project management approaches have resulted in all of our projects being delivered at a high level of quality, on time and on budget.

I. AUTHORIZED REPRESENTATIVE
The foregoing is a statement of facts.

31. SIGNATURE

32. DATE

10-29-12

33. NAME AND TITLE

Richard Brady, President

