



National Sales Office
4900 Cox Road, Suite 235
Glen Allen, Virginia 23060
tel: 804-422-8456
fax: 804-353-8059

October 30, 2012

Harrison county Chancery Clerk
ATTN: John McAdams, Clerk
1801 23rd Avenue
Gulfport, Mississippi 39501

RE: Feasibility Study for Harrison County Consolidation of Public Safety Dispatch Centers

Dear Mr. McAdams,

RCC Consultants, Inc. submits the enclosed Statement of Qualifications in response to the County's request for qualifications (RFQ) for a public safety dispatch consolidation feasibility study. We believe this response offers an exceptional range of experience and the depth of resources necessary to meet the goals and objectives of the feasibility study project.

As our qualifications show, we specialize in the planning, design, procurement, implementation, and optimization of government and public safety communications and information systems. Each member of the RCC team is a seasoned veteran of the communications industry, bringing to the County and its stakeholder municipalities years of experience in developing strategies for improving the efficiency and effectiveness of public safety communications and information systems.

Our response is presented in the format described in the instruction contained in the RFQ. It consists of a single volume that contains the required attachments contained in Addendum #1 as well as the required Standard Form 330 submittals. We acknowledge one addendum issued on October 25, 2012.

Our primary point of contact for this proposal is:

Terry Wright
Vice President, Sales and Marketing
4900 Cox Road, Suite 235
Glen Allen, Virginia 23060
Telephone: 804-422-8456
Fax: 804-353-8059
Email: twright@rcc.com

Our response demonstrates our understanding that the County and the 9-1-1 Commission is seeking a consulting firm with documented expertise and experience to provide a comprehensive study to determine the feasibility, benefits and constraints of establishing a consolidated public safety communications center. The County and its partner agencies have established a vision to provide the most efficient and effective emergency communications services possible – one that will improve the level of emergency service provided to the public. To achieve that vision, the County is undertaking this dispatch consolidation study to provide the technical and managerial

RCC Consultants, Inc.

100Woodbridge Center Drive, Suite 201 · Woodbridge, New Jersey 07095 · tel: 732-404-2400 · fax: 732-404-2556



guidance to achieve this vision of efficient and effective emergency communications services.

We have carefully chosen a project team that matches the unique challenges this project presents. Our team is led by a project manager, Mr. Alan Komenski, who will act as the County's single point of contact for this engagement. Mr. Komenski is a former consolidated communications center manager with more than 20 years of public safety communications center management experience.

The remainder of our team is composed of engineers and subject matter experts who represent all of the disciplines needed to ensure that the dispatch consolidation study is completed on time, within budget and meets the requirements of the stakeholders.

RCC is not affiliated with, nor do we have any financial interest in, any 9-1-1 systems or communications equipment manufacturer, distributor, or supplier. We do not receive or accept remuneration of any type from any manufacturer, distributor, or supplier for recommending any of their products. Our sole focus is to provide the highest level of professionally managed, technically competent, and client-centered consulting, engineering, integration and outsourcing services to our clients.

Our unbiased, independent position provides our clients a capable partner in meeting their project requirements.

As an officer of the firm, I am authorized to represent RCC in this proposal and negotiations, and I affirm that I have neither participated in nor will I participate in any action contrary to the provisions of this proposal. The contract resulting from this proposal will be signed by Michael W. Hunter, President and CEO of RCC Consultants, Inc.

If there are questions regarding our proposal or if you would like to schedule an oral presentation, I can be reached by telephone at (804) 422-8456 or by e-mail at twright@rcc.com.

We look forward to the possibility of working with the County, and we are committed to providing responsive support to the feasibility study of consolidated public safety dispatch centers project.

Sincerely,

A handwritten signature in black ink, appearing to read 'T. Wright', with a long horizontal flourish extending to the right.

Terry L. Wright
Vice President

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Terry Wright	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL 43	b. WITH CURRENT FIRM 22

15. FIRM NAME AND LOCATION *(City and State)*
RCC Consultants, Inc.

16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> Emergency Services Mgmt, Univ. of Richmond EMT-Paramedic, Medical College of Virginia	17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i>
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18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*
**APCO, Corporate Member
 NENA, Member**

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(if applicable)</i>
New River Valley Emergency Communications	\$85,000	2010
a. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Developed a governance plan for a consolidated public safety communications center serving a county, 2 towns & a major university. Developed a strategic staffing plan for the consolidation of the 4 communications centers. The staffing plan included the development of policies and procedures.		
Prince Georges County, Maryland	\$35,000	2007
b. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Conducted a staffing analysis of communications center staffing and developed a strategic staffing plan that identified staffing requirements to meet communications center service level objectives for current call loading and predicted staffing requirements for a 10-year planning horizon.		
Genesee County, Michigan	\$20,000	2007
c. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Conducted a staffing analysis of communications center staffing and developed a strategic staffing plan that identified staffing requirements to meet communications center service level objectives for current call loading and predicted staffing requirements for a 10-year planning horizon.		
City of Newport News, VA Police Department	\$115,000	2012
d. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Assisted the City in selecting a NG9-1-1 system. Conducted vendor proposal evaluations and supported purchase contract negotiations. Provided construction inspections and project management services. Supported acceptance testing. Developed an architectural space program for a new		
e. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm public safety communications center. Provide on-going technical support supporting the design and construction of a new dispatch center.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Clint Huggins	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL 13	b. WITH CURRENT FIRM 13

15. FIRM NAME AND LOCATION (City and State)
RCC Consultants, Inc.

16. EDUCATION (DEGREE AND SPECIALIZATION) BSEE, Florida State University AS, Gulf Coast Community College, Electronics Technology	17. CURRENT PROFESSIONAL REGISTRATION (STATE AND DISCIPLINE) Certified Professional Engineer FL#62424 Certified NENA Emergency Number Professional BICSI Registered Communicaitons Distribution Designer (RCDD)
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18. OTHER PROFESSIONAL QUALIFICATIONS (Publications, Organizations, Training, Awards, etc.)
Data Communications System Procurement 101, NENA ENP Magazine, June 2009
IEEE Guide for Microwave Communications System Design, Procurement, Construction
Maintenance and Operation Standard, Working Group Member

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION (City and State) Leon County, FL	(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION (If applicable)
a. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Provide technical consulting services in support of the County's procurement of a Sheriff's Office 9-1-1 CPE for 5 PSAP locations. Performed data collection surveys and interviews, RFP preparation, proposal evaluations, vendor recommendations, contract negotiations & system implementation mgmt.	<input checked="" type="checkbox"/> Check if project performed with current firm
(1) TITLE AND LOCATION (City and State) Sussex County, NJ	(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION (If applicable)
b. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Conducted an E9-1-1 PSAP and Dispatch Center consolidation study with six autonomous 9-1-1 centers. Determined operational cost savings, assessed improved interoperability and staffing needs in a consolidated environment, and conducted research of staffing recommendations for APCO & OETS guidelines.	<input type="checkbox"/> Check if project performed with current firm
(1) TITLE AND LOCATION (City and State) Suffolk County Police Department, NJ	(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION (If applicable)
c. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Provided technical consulting services in support of the PD's procurement of a 12 PSAP E9-1-1 network. Performed data collections tasks, site assessments, detailed equipment surveys, operational interviews and prepared a System Requirements Report.	<input type="checkbox"/> Check if project performed with current firm
(1) TITLE AND LOCATION (City and State) Genesee County, MI	(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION (If applicable)
d. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Provided project management and technical consulting services in support of the Genesee County 9-1-1 Consortium's procurement of CAD/RMS/JMS/MDCS systems. Performed data collection surveys and interviews, needs analysis, systems alternatives report, RFP prep, proposal evals, vendor recs, negotiations and	<input type="checkbox"/> Check if project performed with current firm
(1) TITLE AND LOCATION (City and State) OMNICOM, Inc. (acquired by RCC Consultants)	(2) YEAR COMPLETED PROFESSIONAL SERVICES CONSTRUCTION (If applicable)
e. (3) BRIEF DESCRIPTION (Brief scope, size, cost, etc.) AND SPECIFIC ROLE Was responsible for engineering projects involving the design, procurement and implementation of communications and information technology systems, including computer aided dispatch, records management systems, mobile data systems, microwave radio systems, PBX systems, structured cable & audio visual systems.	<input type="checkbox"/> Check if project performed with current firm

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Peter Berry	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL 30	b. WITH CURRENT FIRM 23

15. FIRM NAME AND LOCATION *(City and State)*
RCC Consultants, Inc.

16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> Interconnecting Cisco Network Devices (80 hours CCNA training) Northeastern University, Certificate of Professional Achievement, Telecommunications Administration	17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i>
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18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*
**Registered Communications Distribution Engineer
Avaya Systimax Structured Cabling Systems Certified Designer**

19. RELEVANT PROJECTS

a. (1) TITLE AND LOCATION <i>(City and State)</i> City of Norwalk, CT	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Planning, design, procurement and implementation support for citywide fiber optic backbone, gigabit Ethernet metropolitan area network (MAN), VoIP telephone system platform.		
b. (1) TITLE AND LOCATION <i>(City and State)</i> Manassas (VA) City Public Schools	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Design, procurement and implementation support for VoIP telephone system serving 1,000 users in 11 facilities.		
c. (1) TITLE AND LOCATION <i>(City and State)</i> State of California Bureau of State Audits	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Technical and financial audit of statewide high speed fiber optic network linking over 200 public school districts.		
d. (1) TITLE AND LOCATION <i>(City and State)</i> State of Kentucky Next Generation 9-1-1	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Planning and conceptual design for statewide MPLS network linking over 100 public safety answering positions (PSAPs) and three data centers.		
e. (1) TITLE AND LOCATION <i>(City and State)</i> City of Northampton, MA	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
(3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE <input type="checkbox"/> Check if project performed with current firm Project manager for design, procurement and installation of fiber optic network and VoIP telephone system connecting all city and public school district sites.		

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Leo A. Birbilas	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL 30	b. WITH CURRENT FIRM 12

15. FIRM NAME AND LOCATION *(City and State)*
RCC Consultants, Inc.

16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> BA, Indiana Univ. of PA, Criminology Oklahoma State Univ., Graduate School of Business DePaul Univ., Telecommunications Mgmt Process Improvement & Reengineering, AT&T	17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i> Project Management Professional (PMP) National Emergency Number Association (ENP)
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18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*
**Association of Public Safety Communications Officials - International (APCO)
 National Association of Counties (NACO) Excellence in IT Awards (3)**

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION <i>(City and State)</i> Anne Arundel County, MD	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>

a. (3) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE Check if project performed with current firm
Conducted needs analysis, alternatives development, RFP development, proposal evaluation, contract negotiations and implementation support for a CAD, RMS, Corrections Management and MDC to support all county agencies (Fire, Police and Corrections).

(1) TITLE AND LOCATION <i>(City and State)</i> Raleigh-Wake County, NC	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>

b. (3) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE Check if project performed with current firm
Conducted proposal evaluation, contract negotiations and implementation mgmt for multi-agency CAD and MDC system. Saved client \$1.2M over vendor's Best and Final Offer and secured client significantly better operational and performance terms and conditions.

(1) TITLE AND LOCATION <i>(City and State)</i> NJ Transit	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>

c. (3) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE Check if project performed with current firm
Conducted needs analysis, alternatives development, RFP development, proposal evaluation, contract negotiations and implementation support for a CAD, RMS and MDC to support statewide organization.

(1) TITLE AND LOCATION <i>(City and State)</i> Tulas Police Department	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>

d. (3) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE Check if project performed with current firm
Managed the Information System Unit including Crime Analysis. While in position, developed new CAD and RMS systems and a staff deployment system. Also served in Patrol, Traffic and Detective Divisions.

(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>

e. (3) BRIEF DESCRIPTION *(Brief scope, size, cost, etc.)* AND SPECIFIC ROLE Check if project performed with current firm

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Wayne Campagna	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL 33	b. WITH CURRENT FIRM 3
15. FIRM NAME AND LOCATION <i>(City and State)</i> RCC Consultants, Inc.			
16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> BS, University of Maryland University College, Business and Management AA, University of Maryland University College, Criminal Justice/Law Enforcement		17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i>	
18. OTHER PROFESSIONAL QUALIFICATIONS <i>(Publications, Organizations, Training, Awards, etc.)</i> Association of Public Safety Communications Officials - International (APCO) National Emergency Number Association (NENA)			

19. RELEVANT PROJECTS

(1) TITLE AND LOCATION <i>(City and State)</i>	(2) YEAR COMPLETED	
	PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
a. Nelson County, VA (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Assist in development of regional microwave system design. Prepare request forms for submission to the Commonwealth of Virginia for funds awarded through Public Safety Interoperable Communications (PSIC) Grant Program for implementation of multi-jurisdictional public safety grade microwave network for voice and data communications interoperability.	<input type="checkbox"/> Check if project performed with current firm	
b. Charlottesville-University of Virginia - Albemarle County (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Project Manager and Coordinator: Managed and coordinated capital projects for the multi-jurisdictional operation. Developed multi-million dollar RFPs and chaired evaluation committees for major acquisitions and professional services.	<input type="checkbox"/> Check if project performed with current firm	
c. Charlottesville-University of Virginia - Albemarle County (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Radio System Manager & 800 MHz Reconfiguration Project Manager: Responsible for management of the Motorola 800 MHz ASTRO SmartZone 4.1-20 Channel Digital Analog Simulcast Trunked Radio System and the management and coordination of the FCC mandated 800 MHz reconfiguration-rebanding project.	<input type="checkbox"/> Check if project performed with current firm	
d. Charlottesville-University of Virginia - Albemarle County (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE Director: Responsible for management and operation of multi-jurisdictional consolidated 9-1-1 Public Safety Answering Point (PSAP)/Emergency Communications Center.	<input type="checkbox"/> Check if project performed with current firm	
e. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.)</i> AND SPECIFIC ROLE	<input type="checkbox"/> Check if project performed with current firm	

E. RESUMES OF KEY PERSONNEL PROPOSED FOR THIS CONTRACT

(Complete one Section E for each key person.)

12. NAME Tony Busam	13. ROLE IN THIS CONTRACT	14. YEARS EXPERIENCE	
		a. TOTAL 30	b. WITH CURRENT FIRM 11

15. FIRM NAME AND LOCATION *(City and State)*
RCC Consultants, Inc.

16. EDUCATION <i>(DEGREE AND SPECIALIZATION)</i> UNIX System Administration, AT&T Bell Laboratories SESS Operation, AT&T, Lisle, IL National Fire Academy, Emmitsburg, MD Leadership with Ideation, Disney Institute	17. CURRENT PROFESSIONAL REGISTRATION <i>(STATE AND DISCIPLINE)</i>
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18. OTHER PROFESSIONAL QUALIFICATIONS *(Publications, Organizations, Training, Awards, etc.)*
NENA, Vice-Chair, Technical Lead Team; NENA, Technical Chair of Non-Traditional Signaling for 9-1-1 Committee; Association of Public Safety Communications Officials - International (APCO); Award: Oregon APCO; Award: 9-1-1 & Public Safety Oregon State Police

19. RELEVANT PROJECTS		(2) YEAR COMPLETED	
(1) TITLE AND LOCATION <i>(City and State)</i>		PROFESSIONAL SERVICES	CONSTRUCTION <i>(If applicable)</i>
a. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i> Performed a statewide assessment of local and state radio networks. Discovered opportunities to leverage state resources to create a statewide radio network serving law enforcement, fire protection and EMS in a cross-band environment.	(1) TITLE AND LOCATION <i>(City and State)</i> State of Arizona		
		<input type="checkbox"/> Check if project performed with current firm	
b. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i> Conducted studies into provisioning of Enhanced 9-1-1 and trunked 800 MHz radio in the remote villages of the Borough. Identified appropriate satellite based communications strategies to overcome the challenges of large desolate geographic areas in an extremely high latitude environment.	(1) TITLE AND LOCATION <i>(City and State)</i> North Slope, Alaska		
		<input type="checkbox"/> Check if project performed with current firm	
c. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i> Designed and implemented first large-scale multi-purpose 9-1-1 based digital data network including the nation's first statewide IP based network and mapping system for emergency services. Succeeded in outsourcing, resulting in documented program savings approaching \$6M.	(1) TITLE AND LOCATION <i>(City and State)</i> State of Oregon		
		<input type="checkbox"/> Check if project performed with current firm	
d. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i> As Enhanced 9-1-1 Program Coordinator, was responsible for the development of legislation, implementation of taxing structure, engineering and installation of Intelligent Workstation solution for enhanced 9-1-1 statewide. Administered budget involving \$12.2M nonrecurring and annual \$6.8M.	(1) TITLE AND LOCATION <i>(City and State)</i> State of Oregon		
		<input type="checkbox"/> Check if project performed with current firm	
e. (3) BRIEF DESCRIPTION <i>(Brief scope, size, cost, etc.) AND SPECIFIC ROLE</i>	(1) TITLE AND LOCATION <i>(City and State)</i>		
		<input type="checkbox"/> Check if project performed with current firm	

F. EXAMPLE PROJECTS WHICH BEST ILLUSTRATE PROPOSED TEAM'S QUALIFICATIONS FOR THIS CONTRACT

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

A. EXAMPLE PROJECT KEY NUMBER:

B. TITLE AND LOCATION *(City and State)*: **Consolidating Public Safety Communications Centers in the New River Valley Area of Virginia**

C. YEAR COMPLETED - PROFESSIONAL SERVICES:

D. YEAR COMPLETED - CONSTRUCTION *(If applicable)*:

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER: **Montgomery County, Virginia for the New River Valley 9-1-1 Authority**

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: **Carol Edmonds, Assistant County Manager**

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: **(540) 382-6954**

BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*: After action reports following the April 16, 2007 shootings on the Virginia Polytechnic Institute and State University (Virginia Tech) campus pointed to the need for improved interoperability among emergency responders. Montgomery County, the towns of Blacksburg and Christiansburg, and Virginia Tech came together as a team and formed the New River Valley Emergency Communications Working Group to improve interoperability and situational awareness in the region.

One of the first projects the Working Group undertook was conducting a study to assess the feasibility of consolidating the three Public Safety Answering Points (PSAPS) and four public safety communications centers in the region. The feasibility study recommended consolidation and the Working Group overwhelming endorsed the study and committed to consolidating these separate centers into a single public safety communications center.

Our project team used a focused six step process to build a governance model to support consolidated public safety communications centers and shared communications systems. This process is based on a proven methodology for bringing together the varied interests and requirements of the partner agencies for the common purpose of making the decisions on how consolidation will proceed.

24. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(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

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

A. EXAMPLE PROJECT KEY NUMBER:

B. TITLE AND LOCATION *(City and State)*: **Regional E9-1-1 Feasibility Study for the Metropolitan Area Planning Council (Boston, Massachusetts)**

B. YEAR COMPLETED - PROFESSIONAL SERVICES:

C. YEAR COMPLETED - CONSTRUCTION *(If applicable)*:

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER: **Metropolitan Area Planning Council – Boston, MA**

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: **Ms. Rebecca Davis, Manager, Government Affairs**

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: **(617) 451-2770 ext. 2029**

BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*: The Metropolitan Area Planning Council is a regional planning agency serving the people who live and work in Metropolitan Boston. The Council retained RCC Consultants to help assess the feasibility of creating a Regional Emergency Communications Center to potentially improve E9-1-1 service in the area.

RCC collected data, interviewed relevant personnel and analyzed the information to prepare a comprehensive report and recommendations that included the following:

- The possible and optimal configurations of Regional Emergency Communications Centers (RECCs), Public Safety Answering Points (PSAPs) and Regional PSAPs.
- The benefits and disadvantages to the options presented on emergency service, including capacity, redundancy, interoperability and customer service.
- The short- and longer-term opportunities presented by the ongoing need for system or facility replacement in various municipalities.
- The benefits and disadvantages to the options presented.
- The impacts on governance and staffing.
- The maximum and minimum municipal participation necessary for successful implementation of possible configurations.

The best possible locations for one or more RECCs.

25.

26. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(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

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

A. EXAMPLE PROJECT KEY NUMBER:

B. TITLE AND LOCATION (*City and State*): **Strategic Plan for Consolidation of Mutual Public Safety Dispatching in Erie County, Ohio**

C. YEAR COMPLETED - PROFESSIONAL SERVICES:

D. YEAR COMPLETED - CONSTRUCTION (*If applicable*):

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER: **Erie County, Ohio**

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: **Michael Bixler, Erie County Administrator**

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: **(419) 627-7672**

27. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (*Include scope, size, and cost*): Erie County selected RCC Consultants to perform an analysis and develop a comprehensive strategic plan for the eight Public Safety Answering Points that provide dispatching for Police, Fire and EMS in the County.

RCC provided the following services for this project:

- Reviewed current public safety dispatch systems and facilities in Erie County.
- Identified strengths and weaknesses of the current systems.
- Made recommendations for optimal design, including adjustments to existing configurations for overall 9-1-1 effectiveness.
- Examined relationship between the County Emergency Operations Center (EOC) and mutual dispatch center(s).
- Made recommendations for future needs of a mutual public safety dispatch system.
- Prepared a final report providing a comparative analysis highlighting the cost savings and operational efficiencies created by recommended adjustments.
- Drafted a transition plan containing discussion and analysis of steps and actions to achieve future needs to implement the proposed strategic plan.

Provided recommendations for funding sources for mutual public dispatch systems.

28. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(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

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

A. EXAMPLE PROJECT KEY NUMBER:

B. TITLE AND LOCATION (*City and State*): **9-1-1 Consolidation and PSAP Design in Natchitoches Parish, LA**

C. YEAR COMPLETED - PROFESSIONAL SERVICES:

D. YEAR COMPLETED - CONSTRUCTION (*If applicable*):

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER: **Natchitoches Parish Communications District, LA**

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: **Dennie Boyt, Fire Chief**

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: **(318) 357-3860**

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT (Include scope, size, and cost):
 Natchitoches Parish Communications District retained RCC Consultants to develop a long-range plan to consolidate 9-1-1 call taking and dispatching operations. Included in the plan is relocating those functions and services into a new 9-1-1 / Public Safety Answering Point (PSAP) Emergency Communications Center.

RCC performed the following tasks to help the District achieve its project goals:

- Evaluated potential sites being considered for location of the new consolidated 9-1-1 center and provided a recommendation to the District on site selection.
- Conducted a study to determine the near- and long-term spatial requirements for the proposed new facility.
- Developed a conceptual design for the new facility.
- Worked with the District's selected architectural firm to develop construction drawings and specifications for the new PSAP facility.
- Developed a Position Description for the 9-1-1 Director's job, and will assist the Board in interviewing, selecting and hiring a 9-1-1 Director.

As a project add-on, RCC is auditing the District's 9-1-1 billing history to determine if 9-1-1 circuit billing has been accurate and whether wireless service providers have properly paid 9-1-1 service fees.

25. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(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

(Present as many projects as requested by the agency, or 10 projects, if not specified. Complete one Section F for each project.)

A. EXAMPLE PROJECT KEY NUMBER:

B. TITLE AND LOCATION *(City and State)*: **Public Safety Communication Consolidation Study**

C. YEAR COMPLETED - PROFESSIONAL SERVICES:

D. YEAR COMPLETED - CONSTRUCTION *(If applicable)*:

23a. PROJECT OWNER'S INFORMATION - PROJECT OWNER: **Leon County, Florida Sheriff's Office**

23b. PROJECT OWNER'S INFORMATION - POINT OF CONTACT NAME: **Richard Smith, Director**

23c. PROJECT OWNER'S INFORMATION - POINT OF CONTACT TELEPHONE NUMBER: **(850) 488-5921**

24. BRIEF DESCRIPTION OF PROJECT AND RELEVANCE TO THIS CONTRACT *(Include scope, size, and cost)*: **TWO separate agencies dispatch Law Enforcement, Fire and EMS services within Leon County, Florida. The Leon County Sheriff's Office hired RCC to analyze the dispatch operations and make recommendations regarding countywide consolidated dispatch operations.**

Agencies considered in the study include Leon County Sheriff's Office, Tallahassee Police Department, Tallahassee Fire Department, Capitol Police Department, Florida State University Police Department and Florida A&M University Police Department.

RCC provided an independent analysis of current operations and recommendations regarding dispatch consolidation. Our team analyzed the following systems and operations:

- Telecommunicator and Administrative Personnel Workspace Requirements
- Telecommunicator and Administrative Personnel Scheduling and Salaries
- E9-1-1 Telephone System (Phase II Wireless)
- Computer Aided Dispatch Systems
- Records Management Systems
- Mobile Data Computer Systems
- Cost Analysis
- Emergency Operations Center Design Constraints

RCC's consolidation report included recommendations for consolidating public safety dispatch operations and emergency operations into a single countywide facility. A conceptual dispatch center/EOC layout was developed and included in the report. Our team also served as technical staff support during technical workshops/public meetings.

25. FIRMS FROM SECTION INVOLVED WITH THIS PROJECT

(1) FIRM NAME	(2) FIRM LOCATION <i>(City and State)</i>	(3) ROLE

ARCHITECT-ENGINEER QUALIFICATIONS

PART II - GENERAL QUALIFICATIONS

(If a firm has branch offices, complete for each specific branch office seeking work.)

1. SOLICITATION NUMBER (If any):
- 2a. FIRM (OR BRANCH OFFICE) NAME: **RCC Consultants, Inc.**
- 2b. FIRM (OR BRANCH OFFICE) STREET: **4900 Cox Road, Suite 235**
- 2c. FIRM (OR BRANCH OFFICE) CITY: **Glen Allen**
- 2d. FIRM (OR BRANCH OFFICE) STATE: **Virginia**
- 2e. FIRM (OR BRANCH OFFICE) ZIP CODE: **23060**
3. YEAR ESTABLISHED: **1983**
4. DUNS NUMBER: **93-826-2359**
- 5a. OWNERSHIP - TYPE: **CORPORATION**
- 5b. OWNERSHIP - SMALL BUSINESS STATUS:
- 6a. POINT OF CONTACT NAME AND TITLE: **Terry L. Wright, Vice President – Sales & Marketing**
- 6b. POINT OF CONTACT TELEPHONE NUMBER: **804-422-8456**
- 6c. POINT OF CONTACT E-MAIL ADDRESS: **twright@rcc.com**
7. NAME OF FIRM (If block 2a is a branch office):

8a. FORMER FIRM NAME(S) (If any)	8b. YR. ESTABLISHED	8c. DUNS NUMBER
Ram Broadcasting Corporation	1983	93-826-2359

9. EMPLOYEES BY DISCIPLINE

a. Function Code	b. Discipline	c(1). No. of Employees - Firm	c(2). No. of Employees - Branch
02	Administrative	25	5
13	Communications Engineer	83	3
14	Computer Programmer	6	1
21	Electrical Engineer	4	1
29	GIS Specialist	1	0
42	Mechanical Engineer	1	0
58	Technical/Analyst	4	1
OTHER	Site Acquisitions/Zoning	1	0
	Other Employee		

10. PROFILE OF FIRM'S EXPERIENCE AND ANNUAL AVERAGE REVENUE FOR LAST 5 YEARS

a. Profile Code	b. Experience	c. Revenue Index
C12	Communications Systems/TV/Microwave	8
C13	Computer Facilities; Computer Service	8
C15	Construction Management	8
C18	Cost Estimating; Cost Engineering & Analysis; Parametric Costing; Forecasting	8
E04	Electronics	8
I05	Interior Design/Space Planning	8
P06	Planning (Site, Installation & Project)	8
P13	Public Safety Facilities	8
R02	Radio Frequency Systems & Shielding Detection	8
S02	Security Systems; Intruder & Smoke Detection	8
T01	Telephone Systems	8
T02	Testing & Inspection Systems	8
T05	Towers	8
V01	Value Analysis; Life Cycle Costing	8
Z01	Zoning; Land Use Studies	8

PROFESSIONAL SERVICES REVENUE INDEX NUMBER

- | | |
|---|---|
| 1. Less than \$100,000 | 6. \$2 million to less than \$5 million |
| 2. \$100,000 to less than \$250,000 | 7. \$5 million to less than \$10 million |
| 3. \$250,000 to less than \$500,00 | 8. \$10 million to less than \$25 million |
| 4. \$500,000 to less than \$1 million | 9. \$25 million to less than \$50 million |
| 5. \$1 million to less than \$2 million | 10. \$50 million or greater |

11. ANNUAL AVERAGE PROFESSIONAL SERVICES REVENUES OF FIRM FOR LAST 3 YEARS
(Insert revenue index number shown above)

- 11a. Federal Work: **1**
- 11b. Non-Federal Work: **8**
- 11c. Total Work: **8**

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

- 12a. SIGNATURE:
- 12b. DATE SIGNED:

REQUIREMENTS

Our Understanding of the Requirements

Project Background

Harrison County and the 9-1-1 Commission seeks a qualified and experienced consulting firm to provide a comprehensive study examine the feasibility, benefits, costs and constraints of consolidating public safety dispatch functions.

The County and 9-1-1 Commission believes that consolidation of the PSAPs/dispatch services within Harrison County will reduce the cost of service to the citizens of the County. They have established a vision to provide the most efficient and effective emergency communications services possible – one that will improve the level of emergency service provided to the public. To achieve that vision, the County and 9-1-1 Commission are undertaking this consolidation feasibility study to provide the technical and managerial guidance to enable the County and 9-1-1 Commission to make an informed decision of the feasibility and projected initial and long term costs of consolidating the current 4 individual primary public safety answering points.

Project Objectives

Every project is a unique endeavor undertaken to achieve desired outcomes, including a specific system, service or result. It is these outcomes that our clients use to measure the success of the project. Project objectives can, therefore, be considered the client's criteria through which they will judge our performance during this engagement. We recognize the importance of this value-focused thinking and incorporate it in every engagement we undertake.

Based on our reading of the RFQ specifications, we understand that the primary role of the consultant is to provide guidance and recommendations for a dispatch consolidation study that explores:

- Best Practices in Consolidating Public Safety Communications
- Political Feasibility
- Technology Requirements
- Physical Space Requirements
- Dispatching Operations, Workloads, Non-Emergency Functions, Etc.
- Personnel and Strategic Staffing Requirements
- Consolidation Models and Governance Structures
- Financial Analyses, Costs and Funding Models

We understand that the County's initial objectives for the program can evolve or even change during the course of hiring a consultant, and even during the execution of the project. Our project team and our project work plan contain the flexibility to adapt to changing objectives. We will work with you to refine these objectives prior to the start of the project and we will make every effort to accommodate changes in project objectives during the course of the engagement.

Consolidation Methodology

A consolidation study is designed to produce a comprehensive understanding of the options for increasing the efficiency, effectiveness and equity via service sharing or consolidation of services. The study enables the organization to examine the options and alternatives in how to consolidate or share services.

A comprehensive framework in approaching consolidation is essential in achieving a consistent balance that respectfully engages stakeholders in consolidation discussions, while ensuring stakeholder input and developing trust.

Although consolidation can be achieved through simple collaboration and legal agreements, exceptional results demand addressing the critical success factors contained in this framework. This is where good leadership and a solid process for managing change are essential.

To accomplish the goals of the consolidation business plan, RCC employs a standard methodology that is simple, complete, and repeatable. While our methodology is based on the concept of feasibility, confirmation, clarification, and implementation, there are several nuances to its application in each project.

The RFQ desires the consultant to conduct a high-quality, professional consolidation feasibility assessment of the feasibility consolidation to determine the most efficient and effective means of providing emergency communications services to the public and emergency responders. This assessment will create the framework for improving the delivery of public safety emergency communications by translating the consolidation vision and strategy into a solution that will meet the needs of the County.

Figure 1 describes the process we use to help our clients achieve successful consolidations. The process involves three key steps and is designed to first determine the feasibility of consolidating public safety communications centers and then assessing the current political and operational environment as well as establishing critical success criteria and design drivers. These activities support the development of consolidation architecture to achieve the desired goals of the County. The gold paths depict validation paths that occur along the process. As new information is developed, the validation path is used to review and update previous assumptions and analyses. Examples of the types of information that would be defined during each step are also provided.

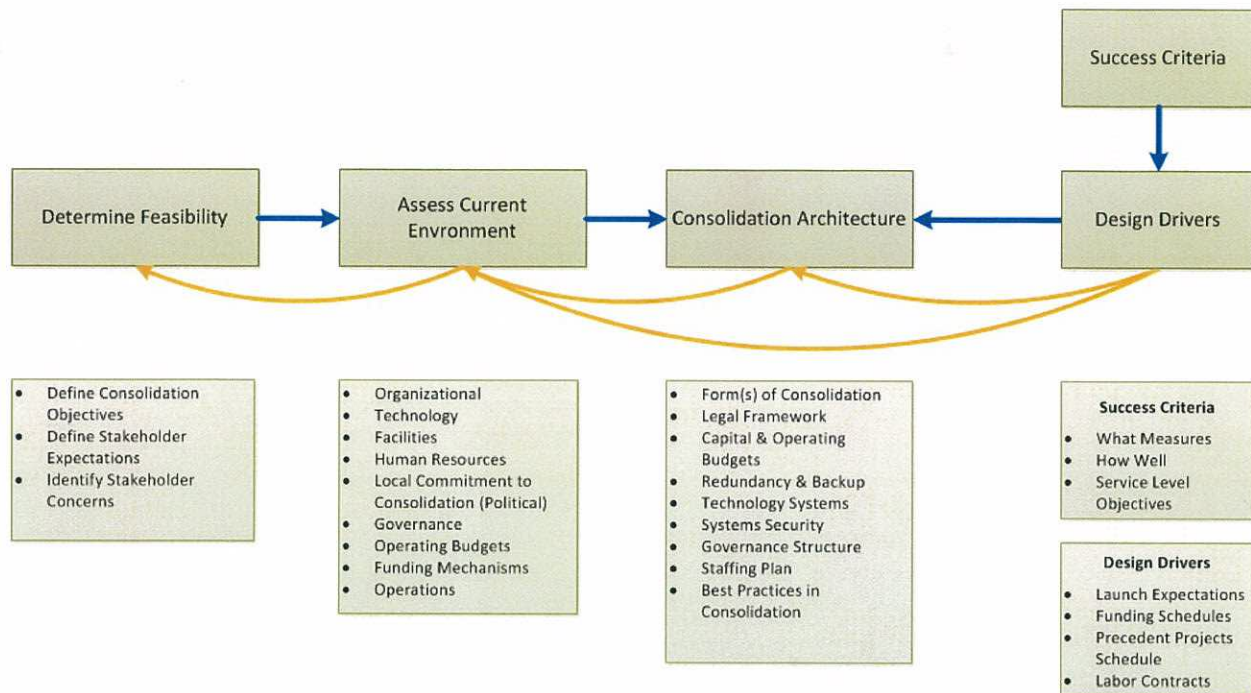


Figure 1 - PSAP Consolidation Methodology – Our approach to providing the County with an objective Public Safety Dispatch Consolidation Assessment has been tested and refined in 29 years of experience working with public safety communications centers.

Consolidating emergency communications services or finding ways to improve the efficient delivery of emergency communications services creates an opportunity to act more strategically to achieve important new benefits that probably cannot be achieved without consolidation. By relying on this proven methodology to examine and implement public safety dispatch consolidation, RCC can help the County achieve the following benefits:

- A single comprehensive strategy for emergency communications services
- Ongoing public confidence and support
- Improved operational policies and practices
- Improved accountability and quality
- Technical systems flexibility
- Long-term efficiency and cost containment
- Improved performance
- Larger, more fully dedicated staff pool
- Standardized and enhanced training
- Improved interoperability among agencies
- More rapid and efficient integration to new technologies

Proposed Project Plan

Project Plan Introduction

We are proposing a project plan that has been tailored to meet all of the requirements contained in RFQ. Our proposed approach to executing the work plan follows our consolidation assessment methodology described previously in Figure 1. The project plan is both comprehensive and flexible to ensure we help the County meet its project objectives.

This project plan is submitted as a starting point based on our understanding of the requirements, our understanding of your RFQ, knowledge of PSAPs and public safety communications centers, technologies and systems, and our experience with projects having similar scopes and requirements. We understand that your requirements may change due to a variety of circumstances. RCC is committed to providing the County with a project work plan that is tailored to your specific needs and we are prepared to modify our work plan as a result of changing needs and further discussions.

Project Organization and Initiation

Upon notification of our selection as the County's consultant, our Project Manager will begin the process of organizing the project team and preparing for executing the work plan. Within 5 business days of executing the consultant services contract or receiving a written notice to proceed, Our Project Manager will schedule a project organizational call with the County project manager. The purpose of this call is to:

- Confirm the Project Objectives
- Confirm Key Project Dates and Milestones
- Identify Key Contacts
- Establish a Date for the Project Kick-Off Meeting

This information is essential in preparing a Project Management Plan to guide the execution of the project.

The Project Management Plan, as defined by the Project Management Institute's Project Management Body of Knowledge (PMBOK), is a formal, approved document that defines how the project is executed, monitored and controlled. It often contains one or more subsidiary management plans and other planning documents that work together to ensure the success of the project. The objective of the Project Management Plan is to define the approach to be used by the Project Team to deliver the intended scope of the project.

Develop Project Management Plan

Our Project Manager is responsible for creating the Project Management Plan following input from the client and our project team. The plan will be submitted to the County for their review and approval.

Upon execution of a contract with the County, and issuance of a notice to proceed, RCC will begin the finalization of development of the Project Management Plan (PMP) with representatives from the County. Our proposed PMP contains the following four categories:

- Personnel and Organizational Structure
- Project Schedule
- Project Deliverables
- Quality Assurance Surveillance Plan

Personnel and Organizational Structure

Our Staffing Plan is designed to deliver, manage and sustain highly qualified resources for the County's Consolidation Assessment project. The composition of our team is provided in the Staffing Qualifications section of this proposal. The personnel and organizational structure of our project team will be refined and discussed during the selection process. The final team organization will be identified in the Project Management Plan and will include the following information:

- Team Member Name, Position on the Team, and Contact Information
- Project Team Organizational Structure Including County's Team
- Organizational Boundaries and Interfaces
- Roles and Responsibility Matrix

Project Schedule

The project schedule is an important component of our project management plan. The schedule is developed in coordination with our client, and we will ensure that it is approved by the County. It is necessary to the efficient execution and control of the project. Upon notice of our selection as the County's consultant, our Project Manager will begin developing a project schedule that incorporates all of the work related to supporting the project. Development of the project schedule will require the input and guidance from representatives of the County and other stakeholders. Our Project Manager will coordinate these efforts with the County.

The schedule will identify specific milestones, such as regular progress meetings, the delivery of reports and other system documents, as well as program status reports as envisioned in the County's RFQ.

The project schedule will be developed in Microsoft Project unless the County prefers another project scheduling application. Drafts of the schedule will be shared with the appropriate

representatives from the County and discussed. The final project schedule will be published to RCC project team as well as the teams from the County.

Project Deliverables

As part of our Project Management Plan, our Project Manager will work with the County to identify all of the deliverables expected during the execution of the project. This will include the format, information to be contained in the deliverable, to whom the deliverable is to be delivered and the schedule for the deliverable. These specific deliverables will be identified in the Project Management Plan and reflected as milestones in the project schedule.

Quality Assurance Surveillance Plan (QASP)

The QASP defines the County's expectations of the performance requirements and how those requirements will be measured and reported to provide an accurate overview of RCC's performance. For RCC, the QASP provides an indicator of how well our team is succeeding in meeting the expectations of our clients and provides reasonable assurance that we are delivering high quality services to our clients.

Because every project is unique, the QASP is tailored to meet our client's specific needs for the project being undertaken. To accomplish this, our Project Manager and our Executive Sponsor will work with the County to develop the quality metrics that the QASP will measure and track. The QASP will contain both contractual requirements as defined by the consulting contract executed between the County and RCC and programmatic requirements such as schedule and the quality of deliverables.

Metrics for every element to be evaluated will be established along with how these metrics will be measured. For example, the County requires bi-weekly progress reports on the project along with written status reports with oral presentations. A metric will be established for progress reporting. Our project manager will be responsible for preparing progress reports that will track our compliance with providing these reports on the agreed-upon schedule. Customer satisfaction forms will be utilized to assess the County's satisfaction of the material included and the quality of the reports. This examination of both adherence to the schedule as well as the quality and usefulness of the material provided helps to judge the overall effectiveness of this metric.

Our Executive Sponsor plays an important role in the QASP. It will be his responsibility to conduct regular and periodic surveys of the County's overall satisfaction with the performance of the RCC team. He is also responsible for monitoring the QASP and for making any adjustments to ensure the overall quality of our team and the services we provide to the County.

Project Team Collaborative Web Site

A Project Team Collaborative Web Site is an important tool in our project management process. The Project Team Site provides an important bridge between the RCC team and the County team as well as other project stakeholders in the County. Through the Project Team Site, we can:

- Post Announcements About Important Project Issues and News
- Schedule Important Project Events Like Meetings, Document Reviews, and Other Project Milestones

- Post Links to Online Resources of Interest to the Project
- Hold On-Line Discussions About the Project, Tasks, and Related Topics
- Store and Share Important Project Documents
- Track Project Issues
- Assign and Track Project Tasks
- Monitor Project Schedule
- Track Quality

Each Project Team Site is a secure Web site that is hosted on a dedicated server running Hyper Text Transfer Protocol with Secure Sockets Layer (SSL). Each team member has a unique login and password and must be authenticated on the site before they can access any services. Site members can be arranged into groups and given special accesses to view specific information on the site – or be prevented from viewing certain information on the site.

Project Initiation Meetings

Our Project Manager will provide the County with a copy of our Project Management Plan including a master project schedule in advance of the project kick-off meeting.

Our team will schedule an on-site meeting with the County the morning or day before the project kick-off meeting to review the Project Management Plan and any other project issues prior to commencing the project.

The project kick-off meeting should be widely advertised and open to all project stakeholders. The purpose of this meeting is to notify all team members and stakeholders that the project has begun and is an opportunity to communicate a shared view of the project to ensure understanding of the approved project charter and to clarify next steps involved in producing the consolidation study deliverables. The meeting will cover the following:

- Introduce Official Sponsor(s), the County Project Team and the RCC Project Team
- Introduce Key Project Stakeholders
- Review Project Scope, Definition and Objectives
- Review Project Management Procedures, Including Project Team Site Instructions
- Review High-level Timeline & Milestones, Roles, and Budget
- Review Deliverables
- Review Challenges
- Explain Next Steps
- Discuss and Answer Questions

RCC will develop an agenda for the kick-off meeting in cooperation with the County project manager. RCC will prepare an informational packet for attendees that contain:

- Letter of Introduction
- Summary of the Project Scope, Definition, and Objectives
- Summary of Project Management Procedures
- Discussion of the Project Schedule
- Summary of Project Deliverables
- Summary of Project Challenges and Next Steps

Additional informational packets will be available to provide to stakeholders who are not able to attend the project kick-off meeting.

Project Execution

1. Determine Consolidation Feasibility

A 2007 survey of State Chief Information Officers conducted by the National Association of State Chief Information Officers (NASCIO) found that 62.1% of respondents reported that a pervasive culture and resistance to change were the largest obstacles to consolidating IT data centers. (National Association of Chief Information Officers (NASCIO), 2007)

In our experience helping clients similar to the County address the question of consolidating PSAPs and dispatch centers, we have learned that the decision to consolidate often precedes development of a shared vision and clear plan for consolidation. Participants in the consolidation are often asked to make a leap of faith; they are expected to move in the direction of the unknown on the promise that consolidation will be better for them. When the reason for change is unclear, ambiguity about jobs, cost, equipment and a host of other elements can trigger negative reactions (pervasive culture and resistance to change) among stakeholders, which can threaten the success of the consolidation project.

The first step in our consolidation analysis process (Figure 2 deals with this problem by helping the County create a vision of consolidation. To accomplish this, our team will conduct interviews with several stakeholders including:

- Harrison County Chancery Clerk
- President, Harrison County Board of Supervisors
- City of Gulfport Chief Administrator
- City of Gulfport Mayor's Office
- City of Biloxi Director of Administration
- City of Biloxi Mayor
- City of Long Beach Mayor

- Harrison County Sheriff
- City of Gulfport Police Chief
- City of Gulfport Fire Chief
- City of Biloxi Police Chief
- City of Biloxi Fire Chief
- City of Long Beach Police Chief
- City of Long Beach Fire Chief
- Harrison County Fire Services Department and Volunteer Fire Department Chiefs (Group Meeting)

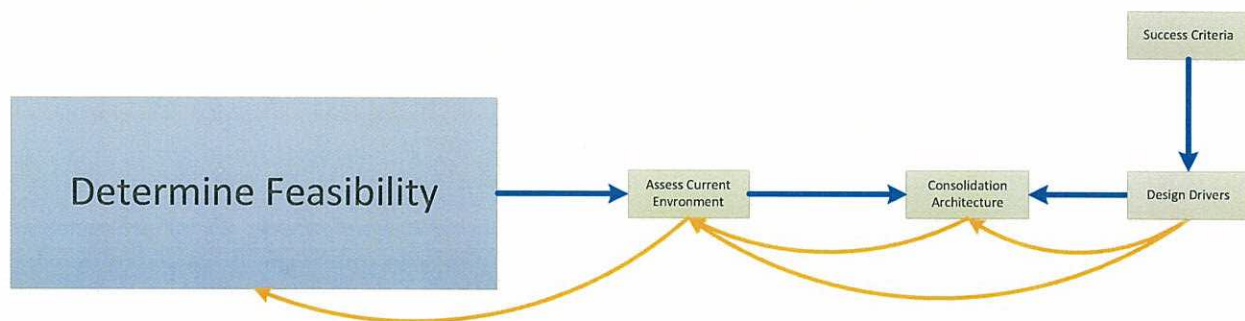


Figure 2 - Determine Consolidation Feasibility – This is the first step of our standard consolidation assessment project plan.

The purpose of these interviews will be to gain an understanding of their perspectives on:

- The Objectives of Consolidation
- Their Expectations of Consolidation
- Their Concerns about Consolidation
- How Emergency Communications Should be Managed
- How the Success of Consolidation Should be Measured
- Service Level Objectives for Answering 9-1-1 Calls and the Dispatching of Law Enforcement, Fire and EMS
- Consolidation Schedule and Process

In addition to these perspectives, our team will also collect information or solicit information regarding:

- Other capital projects that might impact consolidation
- Information on budgeting cycles and processes
- Labor or collective bargaining agreements or contracts

- Statutory frameworks covering consolidation or sharing of government services including existing consolidation or sharing agreements or arrangements that might service as a model for PSAP consolidation
- Governance structures, including statutory authority for consolidating or sharing of government services including existing governance structures or agreements that might serve as a model for PSAP/dispatch consolidation

Collectively, this information will enable our team to develop a consolidation framework that provides a common vision for consolidation. Ensuing steps in our process will add additional information and structure to the consolidation framework and ensure a validation path between each step of the process for a complete analysis of Consolidation.

2. Assess Current Environment

An assessment of the current operational environment provides the basis for the consolidation architecture. In this second part of our project plan (Figure 3), our team focuses on acquiring and analyzing current operational data, assessing the communications facilities, and interviewing stakeholders to develop a thorough understanding of the current operational environment and to identify key consolidation design drivers and success criteria.

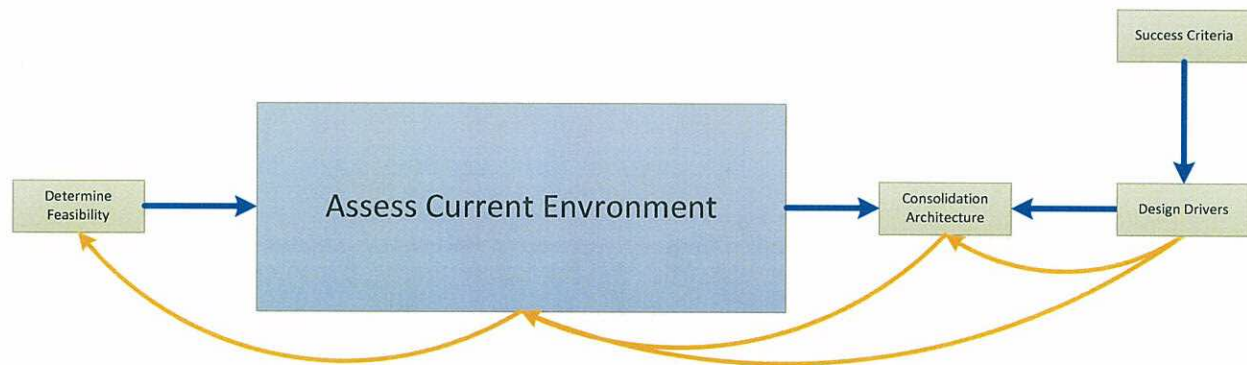


Figure 3 - Assess Current Environment – This is the second step in our PSAP Assessment Project Plan

2.1 Data Acquisition, Verification and Analysis

Data Acquisition

Prior to conducting on-site visits and interviews at the dispatch centers, our team will begin the process of collecting the background information necessary to assess the existing conditions, and project needs, and determine the system capacity requirements. Our Project Manager will prepare a list of the documents and operational data we will need from each dispatch center to perform our analyses. That will contain such items as but not limited to:

- Standard operating procedures and policy manuals
- Organizational structure and governance structures
- Service level agreements and/or service memoranda of understandings
- Training policies and programs
- Quality assurance policies and programs

- Work and staffing deployment schedules
- Previous consolidation, workforce, or architectural studies
- IT systems and radio systems maintenance agreements
- 9-1-1 and administrative telephone call data, CAD call data, and radio system traffic data

This data serves two purposes. Work volume data provide the basis for an analysis of call loading and staffing requirements. Other administrative data support various areas of the consolidated assessment and will also help to form the basis for our interviews with dispatch center managers and technical staff.

Data Verification

Data verification consists of a detailed inspection of data to determine their completeness, consistency, and usefulness in the analyses to be conducted. This process is beneficial in determining whether the data are unclear, incomplete, ambiguous, or contradictory. Our team will work with PSAP managers and technical staff before and after data are provided to ensure useable data formats.

Data Analysis

Our team will conduct an analysis of emergency and administrative call data using a number of tools to support recommendations and solution alternatives. These analyses will focus on developing a concept of the call volumes (both emergency and non-emergency telephone calls), the radio system and dispatch workloads, and will also identify all other tasks and duties that will be carried over to the consolidated PSAP/dispatch center. This will serve as a basis for determining operational staffing and supervisory staffing needs for the consolidated center.

2.2 On-Site Visits of PSAPs

RCC's project team will visit the dispatch centers in Harrison County and the Cities of Gulfport, Biloxi and Long Beach. The purpose of these on-site visits will be to assess the current PSAP operations, operating systems and technical systems, operational spaces, equipment spaces, and the operational characteristics of each facility.

Operational Characteristics: RCC's team will identify each operational position (e.g., call-taker, police dispatcher, fire dispatcher, etc.) and will identify and record all of the activities performed by that position. RCC utilizes a standard business process modeling technique to document the functional process where each element of the functional process is represented by graphical notations. The resulting graphical representation of the functional process illustrates the complete process in order, decision points, who performs the activities, defined inputs and outputs, and how information flows through the process.

Operational Characteristics include:

- 1) Work Load Analysis
 - a) Call Volumes
 - i) 9-1-1 Calls

- ii) 10 Digit and Direct Ring-Down Emergency Calls
- iii) Transferred Emergency Calls
- iv) Alarm Lines
- v) Non-Emergency Calls
- vi) Transferred Non-Emergency Calls
- vii) Administrative Calls
- b) Call Taking and Dispatch Procedures
- c) Identification and Documentation of Other Duties and Responsibilities
- d) Identification of Grad of Service and Service Delivery Goals
- 2) Staffing Analysis
 - a) Current Organizational Structure
 - b) Operational Staffing Levels
 - i) Schedule and Schedule Adherence
 - (1) Duty Records
 - (2) Absences
 - ii) Job Descriptions, Hiring Procedures, Training
 - iii) Union Requirements, if Applicable
 - iv) Retirement Status
 - c) Operational Supervision
 - i) Job Descriptions, Hiring Procedures, Training
 - ii) Schedule and Schedule Adherence
 - (1) Duty Records
 - (2) Absences
 - iii) Union Requirements, if Applicable
 - iv) Retirement Status
 - d) Compensation and Benefits
 - e) Impact of Non-Emergency Call-Taking and Dispatch Duties

f) Training and Quality Assurance Programs and Practices

Physical Characteristics: Members of our project team will conduct on-site visits to assess the physical characteristics of each facility to determine the size, layout, and ability to renovate or expand the size of the dispatch center. This information will be used to help form a recommendation for the consolidated facility or facilities. Our team will examine the physical spaces of the center including the operational spaces, administrative spaces, and support spaces, and they will assess the potential for expansion of the spaces. During interviews and the data acquisition process, we will seek to identify the design criteria used to create the space and to determine the /dispatch center management and technical staffs' perception of the strengths and weaknesses of the existing layouts.

Assessment of the physical characteristics will include:

- 1) Facility Size, Layout and Capacity for Expansion/Renovation
- 2) Critical Systems; Generators, Lightening and Grounding Protection
- 3) Operational Characteristics
 - a) Redundancy and Back-Up
 - b) Survivability
 - c) Risks
 - d) Continuity of Operations

Communications and Information Systems: Communications and information systems such as radio, 9-1-1, telephones, computer-aided dispatch, and other technologies must be procured or transitioned to the consolidated facility. RCC's team will review the current systems architecture to include system components, software licenses and support costs. The focus is on non-functional and functional architecture design patterns which will determine how best to utilize current investments as well as how to optimize and reduce ongoing costs through consolidation and how these systems can remain operational through a smooth transition to a consolidated PSAP environment.

The assessment of communications and information systems will include:

- 1) Existing Technologies
 - a) Voice Radio Systems
 - b) Data Systems
 - c) Information Systems: CAD, RMS, JMS, AVL, Fire Alerting, Alarm Monitoring, etc.
- 2) Assessment of Future Technology Impacts
 - a) Next Generation 9-1-1

- b) Public Safety Broadband
- c) Information Systems
- d) Telephony

2.3 Stakeholder Interviews

The stakeholder interview process is a technique for communicating in a small and confidential format. It allows our team, as strategic advisors, to understand the hopes, concerns, willingness, resistance, and other forces that must be understood in order for consolidation to go forward.

The purpose of the stakeholder process is to gather a wide range of information, some of which may be confidential, from dispatch center managers and from governmental and public safety leaders to help our team develop a reliable plan for consolidation that employs an approach that responds appropriately to local conditions. The interview process elicits candid, directed commentary and builds an environment that leads to trust and collaboration from the start.

We anticipate interviews with the following groups or individuals:

- Manager of the Harrison County PSAP
- Manager of the City of Gulfport PSAP
- Manager of the City of Biloxi PSAP
- Manager of the City of Long Beach PSAP
- IT Managers from Harrison County and the Cities of Gulfport, Biloxi and Long Beach (Group Meeting)
- PSAP Personnel Responsible for IT and Public Safety Information Systems
- GIS Managers, County of Harrison and Cities of Gulfport, Biloxi, and Long Beach (Group Meeting)
- Communications Commander from Harrison County Sheriff's Department
- Communications Commander from City of Gulfport Police Department
- Communications Commander from City of Biloxi Police Department
- Communications Commander from City of Long Beach Police Department
- Human Resources Directors from Harrison County and Cities of Cities of Gulfport, Biloxi, and Long Beach (Individual Meetings)
- Union Officials, if Applicable

RCC uses a standard research process for conducting stakeholder interviews that includes the following: plan, develop instruments, collect data, analyze data, and disseminate findings. The approach we propose for this project follows:

a) Stakeholder Interview Plan

Our Project Manager will work with the County to finalize the stakeholders who will be involved in the interviews. As the basis for our proposal we have assumed the existing dispatch center managers, IT managers from each municipality and university, CAD/RMS system managers in each dispatch center, and others identified by the County.

We will work with the County's team to identify what information is needed and from whom.

b) Develop Instruments

An interview protocol is developed that defines the rules that guide the administration and implementation of the interviews. Simply put, these are the instructions that our team follows for each interview to ensure consistency between interviews and thus increase the reliability of the findings. The following represents some of the instructions included in this protocol:

- What to say to interviewees when setting up the interview
- What to say to interviewees when beginning the interview, including ensuring informed consent and confidentiality of the interviewee
- What to say to interviewees in concluding the interview
- What to do during the interview (e.g., take notes, audiotape, both)
- What to do following the interview (e.g. fill in notes, check audiotape for clarity, summarize key information, submit written findings)

An interview guide that lists the questions or issues to be explored during the interview will be developed. There may be multiple guides developed specifically for each stakeholder or groups of stakeholders. Our project manager will work with the County to make the final determination on the interview guide(s).

c) Conduct the Interviews

Interviews are typically schedule for 60 minutes but the interview duration is driven largely by the interview guides developed. Interviews can be conducted at the interviewees' locations or a central interview location can be established and interviewees asked to come there. Interviews conducted at the interviewees' locations are more time-consuming because our team has to travel between interviews. Our project manager will work with the County to determine the best and most economical way of conducting these interviews.

d) Analyze and Disseminate Findings

Our interview team will review interview notes to identify patterns or themes among the participants and determine how these themes and/or patterns can be grouped.

Interview results will be disseminated in a manner that will be determined during the interview planning. The means of disseminating findings can include an interview summary report or we can prepare individual interview summaries, which can be returned to the interviewee for review and further comment. These interview summaries can be revised in accordance with the interviewee's comments and then disseminated.

3. Consolidation Architecture

Developing the Consolidation Architecture is the third and final step in our consolidation methodology (Figure 4).

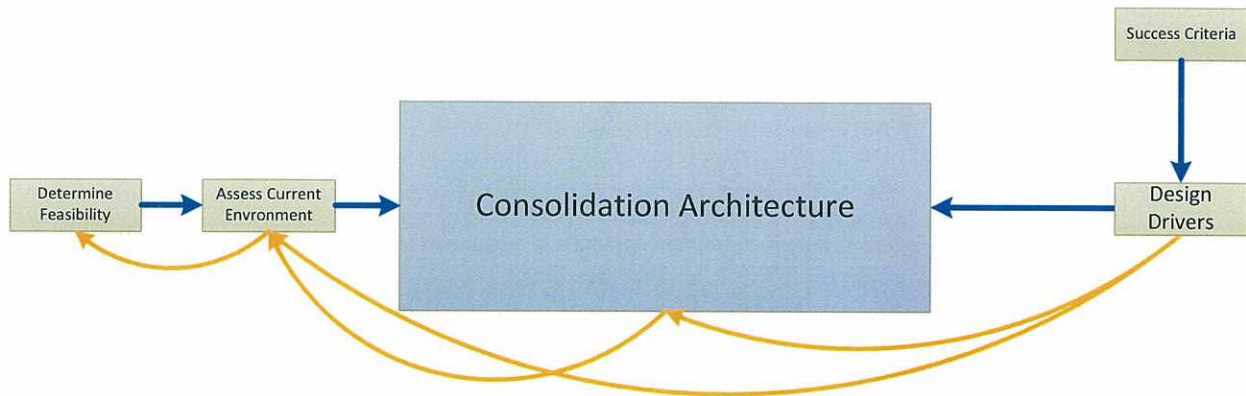


Figure 4 - Develop Consolidation Architecture

A successful consolidation does not occur naturally, but results from hard work and leadership. It can't be achieved by applying a simple formula. Consolidation is about change and the acceptance of change. It requires leadership to be the agent of change to promote the adoption of consolidation.

The consolidation architecture is the framework that will provide a common vision and language for a consolidated structure that will enable the County to provide the most efficient and effective emergency communications services possible. It is the tool that leadership will use to build consensus within the stakeholder agencies for consolidation and provide form to the consolidation.

The consolidation architecture is composed of four equally important components:

- Governance Architecture
- Human Resource Architecture
- Technology Architecture
- Economic Architecture

Governance Architecture

Administration of shared public safety services and systems that improve regional interoperability requires the collaboration and participation of public safety stakeholders in the region. Creating the capacity to work collectively among and between agencies, levels of government, and a variety of disciplines means overcoming established barriers to cooperation. Representatives of the various agencies, disciplines and levels of government must come together to formulate and agree on a unified strategy for achieving interoperability.

Barriers to cooperation are not exclusively technical issues that can be addressed by purchasing and installing compatible communications systems. To the contrary, planning for and implementing integrated interoperable systems is a complicated process that involves an array of political, organizational, legal, technical, cultural and personal issues that must be addressed and agreed upon. Because of the inherent complexity of these issues, a formal organizational structure – the Governance Architecture - is a necessary to ensure that the principal participants, stakeholders and users are intimately involved in the process.

Defining a governing body that establishes a mission, membership, decision making, structure and direction is one of the key components to planning and implementing a successful interoperability strategy in a region. The Governance Architecture ensures a place at the table for all relevant agencies and users, and formalizes and upholds equality in decision making (e.g., all participating jurisdictions have an equal vote in decisions). It is the vehicle through which agencies, stakeholders and users participating in or using interoperable systems:

- Articulate a united vision and determine the scope and focus of interoperability
- Identify legal, policy, administrative, funding and technical requirements and any obstacles to achieving interoperability
- Garner support from other regional, state and federal decision makers
- Monitor planning, implementation and management activities
- Define interoperability requirements
- Oversee systems acquisition
- Resolve obstacles to implementation
- Review system performance and make recommendations concerning systems improvements, enhancements, and next phases

The Governance Architecture will provide Recommendations in the following areas:

- Strategies and Best Management Practices that can be Incorporated into a Consolidation of Public Safety Communications Centers
- Navigating the Political Environment; Identifying and Addressing Stakeholder Concerns
- Legal Structure for Governance
- Governance Model
- Will consolidation save money?
- How will accountability be ensured?
- How will Consolidation Affect Local Autonomy?

Human Resources Architecture

Determining the staffing requirements for a consolidated communications center is a difficult task that must include an assessment of the impact on work processes, training needs, job content, impact on organizational structure, and often the harmonization of pay and benefits. To be done properly, this requires a comprehensive strategic staffing plan that includes two major outputs: staffing strategy and staffing plan. A careful distinction must be made between what is necessary to support the optimal consolidation and that which is necessary to carry out a final decision to consolidate and what form that consolidation will take.

The staffing requirements for each organizational model will be considered. A strategic staffing plan will be developed that provides recommendations for the optimal number of staff to effectively answer and process incoming emergency calls and the dispatching of emergency responders. How staff should be deployed to effectively manage non-emergency and other administrative functions without a negative impact to emergency call service level objectives.

The Human Resources Architecture will also consider how will pay, benefits, labor relations, recruitment and retention, and other human resource requirements be harmonized for maximum benefit.

Technology Architecture

Public safety information systems play an important role in the effective operations of a public safety communications center. Relying on data collected during the site visits and observations and during the interview process, our project team will provide recommendations relative to these information systems including: voice radio, CAD, mapping systems, alerting systems, system-to-system interfaces, network connectivity, NG9-1-1 systems, video systems, etc. The Technology Architecture will identify the current condition of these systems and their ability to be used in a consolidated environment, identify technological gaps in supporting a consolidated environment, risks, and back-up and redundancy impacts.

Economic Architecture

One of the primary goals of the City Council and County Board is to examine the feasibility for potential long-term cost savings and efficiencies that can be gained by sharing personnel, equipment and facilities. The Economic Architecture will examine how much consolidation will

cost and how those costs can be equitably distributed among the stakeholders. The architecture will examine the costs of staffing and operating a consolidated communications center as well as the cost of technologies to be used in the consolidated center. Recommendations for funding models that distribute the cost of operating the consolidated center will be provided.

Deliverables

The results of our work will be reported in 3 deliverables. The following summarizes each deliverable:

Deliverable 1 – Written Status Report (50% Completion)

This report will contain summaries of the stakeholder interviews as well as a detailed analysis of the call volumes and workloads in each of the existing public safety communications centers. This report will describe emergency and non-emergency telephone call volumes, radio and dispatch workloads, identify all other duties and responsibilities of communications center staff and provide estimates of the number of operational and supervisory staff necessary to support the consolidation alternatives.

Deliverable 2 – Oral Status Report (75% Completion)

This oral report will include summaries of the work completed to date and will examine the technology requirements for consolidation. This includes emergency and non-emergency telecommunications systems and systems supporting the facility as summarized below:

Facilities - During on-site visits, the project team will examine the physical spaces supporting the operations of the PSAP/dispatch center. This presentation will include a summary of the spatial requirements, support spaces and services including power, grounding, and backup capabilities. RCC will develop a high-level space plan to support the consolidation concepts and provide recommendations regarding how facilities can be altered to accommodate consolidation or if a new purpose-built facility or facilities will be necessary.

Communications and Information Systems - Communications and information systems such as land mobile radio, 9-1-1, telephones, computer-aided-dispatch, and other technologies must be expanded, modified, procured or transitioned to the consolidated facility. Considerations of the impact of new or advancing technologies such as Next Generation 9-1-1 and Next Generation Public Safety Broadband networks must also be factored into the technology decisions. A network architecture will be recommended that will support the consolidation and that represents the most economical and efficient way of supporting the needs of a consolidated center.

Deliverable 3 Final Report (100% Completion)

Our team will develop a comprehensive business plan for consolidating public safety communications centers. This plan will be developed in accordance with the following outline:

1. Executive Summary
 - 1.1. Key Success Factors

- 1.2. Mission
- 1.3. Objectives
2. Governance Structure
 - 2.1. Legal Status
 - 2.2. Representation
 - 2.3. Structure
3. Description of Consolidated Dispatching Services
 - 3.1. Consolidated Structure (Analysis of Alternatives)
 - 3.2. Operational Requirements
 - 3.3. Human Resource Requirements
 - 3.4. Service Levels
 - 3.5. Facility Requirements
4. Financial Plan
 - 4.1. Pro-Forma Budget for Consolidation
 - 4.2. Funding Formulas and Distribution of Costs of Services
5. Implementation Plan
 - 5.1. Phased Approach
 - 5.1.1. Technology
 - 5.1.2. Human Resource Harmonization
 - 5.1.3. Facility

The plan will be provided as a draft. After a two week review period.

Administration of shared public safety services and systems that improve regional interoperability requires the collaboration and participation of public safety stakeholders in the region. Creating the capacity to work collectively among and between agencies, levels of government, and a variety of disciplines means overcoming established barriers to cooperation. Representatives of the various agencies, disciplines and levels of government must come together to formulate and agree on a unified strategy for achieving consolidation.

Barriers to cooperation are not exclusively technical issues that can be addressed by purchasing and installing compatible communications systems. To the contrary, planning for and implementing integrated interoperable systems within a consolidated environment is a

complicated process that involves an array of political, organizational, legal, technical, cultural and personal issues that must be addressed and agreed upon. Because of the inherent complexity of these issues, a formal organizational structure is a necessary first step to ensure that the principal participants, stakeholders and users are intimately involved in the process.

Defining a governing body that establishes a mission, membership, decision making, structure and direction is one of the key components to planning and implementing a successful consolidation strategy in a region. The governance structure ensures a place at the table for all relevant agencies and users, and formalizes and upholds equality in decision making (e.g., all participating jurisdictions have an equal vote in decisions). It is the vehicle through which agencies, stakeholders and users participating in a consolidated PSAP/dispatch center:

- Articulate a united vision and determine the scope and focus of interoperability
- Identify legal, policy, administrative, funding and technical requirements and any obstacles to achieving interoperability
- Garner support from other regional, state and federal decision makers
- Monitor planning, implementation and management activities
- Define service level objectives and interoperability requirements
- Oversee systems acquisition
- Resolve obstacles to implementation
- Review system performance and make recommendations concerning systems improvements, enhancements, and next phases

This report will examine and recommend options for the form of governance with particular emphasis on requirements and issues related to a new governance charter, participation, contribution, equity, performance expectations, and equitable disengagement. Additionally, the report will provide guidance on meeting industry standards for and acceptable service levels for a consolidated public safety communications center.

This report will examine the economic feasibility for the consolidation alternatives. The economic feasibility, or cost benefit analysis, will provide the agencies with an assessment of the costs, benefits and risks of each consolidation alternative. The economic feasibility does not just examine the cost of operating a consolidated communications center; it must also identify funding mechanisms, cost sharing arrangements, revenue generation, distribution of shared revenue sources, and resource management. The economic feasibility must examine the broad economic picture including the economic impact on the agencies and their stakeholders (including projected benefits, whether it is economically beneficial for the agencies and their stakeholders, and whether emergency communications services will be provided at the same or higher quality/same or lower costs.

Following the review period, our team will meet with the County to discuss edits, revisions or changes to the plan. These edits, revisions and/or changes will be made to the draft and a final report will be delivered.

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: OCTOBER 30, 2012

COMPANY: RBC CONSULTANTS, INC

SIGNED BY: 

ADDRESS: 4000 Cox Rd, STE 035, GLEN ALLEN, VA 23060

TELEPHONE: 804-422-8454 FAX: 804-353-0300