

CITY OF PORTLAND
AGREEMENT FOR PROFESSIONAL, TECHNICAL, OR EXPERT SERVICES

CONTRACT NO. 30002847

SHORT TITLE OF WORK PROJECT:

Interoperable Communications Strategic Plans Update
and Public Safety Answering Point Feasibility Study

This contract is between the City of Portland ("City," or "Bureau") and Geo-Comm, Inc, hereafter called Contractor. The City's Project Manager for this contract is Bob Cozzie.

Effective Date and Duration

This contract shall become effective on September 5th, 2012. This contract shall expire, unless otherwise terminated or extended, on August 31st, 2013.

Consideration

- (a) City agrees to pay Contractor a sum not to exceed \$274,100 for accomplishment of the work.
- (b) Interim payments shall be made to Contractor according to the schedule identified in the STATEMENT OF THE WORK AND PAYMENT SCHEDULE.

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CONTRACTOR DATA AND CERTIFICATION

Name (please print): Geo-Comm, Inc

Address: 601 W. Saint Germain St., St. Cloud, MN 56301

Employer Identification Number (EIN) 41-1811590

[INDEPENDENT CONTRACTORS: DO NOT PROVIDE SOCIAL SECURITY NUMBER (SSN) – LEAVE BLANK IF NO EIN]

City of Portland Business License # _____

Citizenship: Nonresident alien ☐ Yes ☒ No

Business Designation (check one): ☐ Individual ☐ Sole Proprietorship ☐ Partnership ☒ Corporation

☐ Limited Liability Co (LLC) ☐ Estate/Trust ☐ Public Service Corp. ☐ Government/Nonprofit

Payment information will be reported to the IRS under the name and taxpayer I.D. number provided above. Information must be provided prior to contract approval.

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TERMS AND CONDITIONS

1. Standard of Care: Contractor shall perform all services under this contract using that care, skill and diligence that would ordinarily be used by similar professionals in this community in similar circumstances.

2. Effect of Expiration

Passage of the contract expiration date shall not extinguish, prejudice, or limit either party's right to enforce this Contract with respect to any default or defect in performance that has not been corrected.

3. Order of Precedence

This contract consists of these Terms and Conditions, the Statement of Work and Payment Schedule, and any exhibits that are attached. Any apparent or alleged conflict between these items will be resolved by using the following order of precedence: a) these Terms and Conditions; b) Statement of Work and Payment Schedule; and c) any exhibits attached to the contract.

4. Early Termination of Contract

(a) The City may terminate this Contract for convenience at any time for any reason deemed appropriate in its sole discretion. Termination is effective immediately upon notice of termination given by the City.

(b) Either party may terminate this Contract in the event of a material breach by the other party that is not cured. Before termination is permitted, the party seeking termination shall give the other party written notice of the breach, its intent to

terminate and fifteen (15) calendar days to cure the breach. If the breach is not cured within 15 days, the party seeking termination may terminate immediately by giving written notice that the Contract is terminated.

5. Remedies and Payment on Early Termination

- (a) If the City terminates pursuant to 4(a) above, the City shall pay the Contractor for work performed in accordance with the Contract prior to the termination date. No other costs or loss of anticipated profits shall be paid.
- (b) If the City terminates pursuant to 4(b) above, the City is entitled all remedies available at law or equity. In addition, Contractor shall pay the City all damages, costs and sums incurred by the City as a result of the breach.
- (c) If the Contractor justifiably terminates the contract pursuant to subsection 4(b), the Contractor's only remedy is payment for work prior to the termination. No other costs or loss of anticipated profits shall be paid.
- (d) If the City's termination under Section 4(b) was wrongful, the termination shall be automatically converted to one for convenience and the Contractor shall be paid as if the Contract was terminated under Section 4(a).
- (e) In the event of early termination the Contractor's work product before the date of termination becomes property of the City.

6. Assignment

Contractor shall not subcontract, assign or transfer any of the work scheduled under this agreement, without the prior written consent of the City. Notwithstanding City approval of a subcontractor, the Contractor shall remain obligated for full performance hereunder, and the City shall incur no obligation other than its obligations to the Contractor hereunder. The Contractor agrees that if subcontractors are employed in the performance of this Agreement, the Contractor and its subcontractors are subject to the requirements and sanctions of ORS Chapter 656, Workers' Compensation.

7. Compliance with Applicable Law

Contractor shall comply with all applicable federal, state and local laws and regulations. Contractor agrees it currently is in compliance with all tax laws.

8. Indemnification for Property Damage and Personal Injury

Contractor shall indemnify, defend, and hold harmless the City, its officers, agents, and employees, from all claims, losses, damages, and costs (including reasonable attorney fees) for personal injury and property damage arising out of the intentional or negligent acts or omissions of the Contractor, its Subcontractors, suppliers, employees or agents in the performance of its services. Nothing in this paragraph requires the Contractor or its insurer to indemnify the City for claims of personal injury or property damage caused by the negligence of the City. This duty shall survive the expiration or termination of this contract.

9. Insurance

During the term of this contract, Contractor shall maintain in force at its own expense, the insurance noted below:

- (a) Workers' Compensation insurance in compliance with ORS 656.017, which requires subject employers to provide Oregon workers' compensation coverage for all their subject workers (contractors with one or more employees, unless exempt under ORS 656.027).
- (b) Commercial General Liability insurance with a combined single limit of not less than \$1,000,000 per occurrence for Bodily Injury and Property Damage. It shall include contractual liability coverage for the indemnity provided under this contract, and shall provide that City of Portland, and its agents, officers, and employees are Additional Insureds, but only with respect to the Contractor's services to be provided under this Contract:

Required by operating Bureau X

Waived by operating Bureau Director or designee ____

- (c) Automobile Liability insurance with a combined single limit of not less than \$1,000,000 per occurrence for Bodily Injury and Property Damage, including coverage for owned, hired, or non-owned vehicles, as applicable:

Required by operating Bureau X

Waived by operating Bureau Director or designee ____

- (d) Professional Liability insurance with a combined single limit of not less than \$1,000,000 per claim, incident, or occurrence. If insurance is provided on a "claims made" basis the Contractor shall acquire "tail" coverage or continue the same coverage for three years after completion of the contract, provided coverage is available and economically feasible. If not feasible, contractor shall notify City immediately.

Required by operating Bureau X

Waived by operating Bureau Director or designee ____

- (e) There shall be no cancellation, material change, reduction of limits, or intent not to renew any required insurance without 30 days written notice from the Contractor or its insurer(s) to the City.
- (f) Certificates of insurance. The Contractor shall furnish acceptable insurance certificates to the City showing the required insurance coverage. The certificate will specify all of the parties who are Additional Insureds. Certificates and Insurers are subject to City approval. Complete policy copies shall be provided to the City upon request. The Contractor shall be financially responsible for all pertinent deductibles, self-insured retentions, and/or self-insurance.

10. Ownership of Work Product

All work product produced by the Contractor under this contract is the exclusive property of the City. "Work Product" includes, but is not limited to: research, reports, computer programs, manuals, drawings, recordings, photographs, artwork and any data or

information in any form. The Contractor and the City intend that such Work Product shall be deemed "work made for hire" of which the City shall be deemed the author. If for any reason a Work Product is deemed not to be a "work made for hire," the Contractor hereby irrevocably assigns and transfers to the City all right, title and interest in such work product, whether arising from copyright, patent, trademark, trade secret, or any other state or federal intellectual property law or doctrines. Contractor shall obtain such interests and execute all documents necessary to fully vest such rights in the City. Contractor waives all rights relating to work product, including any rights arising under 17 USC 106A, or any other rights of authorship, identification or approval, restriction or limitation on use or subsequent modifications. If the Contractor is an architect, the Work Product is the property of the Contractor-Architect, and by execution of this contract, the Contractor-Architect grants the City an exclusive and irrevocable license to use that Work Product.

Notwithstanding the above, all pre-existing trademarks, services marks, patents, copyrights, trade secrets and other proprietary rights of Contractor are and will remain the exclusive property of Contractor.

11. EEO Certification: In the event Contractor provides in excess of \$2,500.00 for services to the City in any fiscal year, Contractor shall obtain EEO certification from the City.

12. Equal Benefits

Contractor must comply with the City's Equal Benefits program as prescribed by Chapter 3.100 of the Code of the City of Portland. The required documentation must be filed with Procurement Services, City of Portland, prior to contract execution.

13. Successors in Interest

The provisions of this contract shall be binding upon and shall inure to the benefit of the parties hereto, and their respective successors and approved assigns.

14. Severability

The parties agree that if any term or provision of this contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and provisions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the particular term or provision held to be invalid.

15. Waiver

The failure of the City to enforce any provision of this contract shall not constitute a waiver by the City of that or any other provision.

16. Errors

The Contractor shall promptly perform such additional services as may be necessary to correct errors in the services required by this contract without undue delays and without additional cost.

17. Governing Law/Venue

The provisions of this contract shall be interpreted, construed and enforced in accordance with, and governed by, the laws of the State of Oregon without reference to its conflict of laws provisions that might otherwise require the application of the law of any other jurisdiction. Any action or suits involving any question arising under this contract must be brought in the appropriate court in Multnomah County Oregon.

18. Amendments

All changes to this contract, including changes to the scope of work and contract amount, must be made by written amendment and approved by the Chief Procurement Officer to be valid. Any amendment that increases the original contract amount by more than 25% must be approved by the City Council to be valid.

19. Business License

The Contractor shall obtain a City of Portland business license as required by PCC 7.02 prior to beginning work under this Contract.

20. Prohibited Conduct

The Contractor shall not hire any City employee who evaluated the proposals or authorized the award of this Contract for two years after the date the contract was authorized without the express written permission of the City and provided the hiring is permitted by state law.

21. Payment to Vendors and Subcontractors

The Contractor shall timely pay all subcontractors and suppliers providing services or goods for this Contract.

22. Access to Records

The Contractor shall maintain all records relating to this Contract for three (3) years after final payment. The City may examine, audit and copy the Contractor's books, documents, papers, and records relating to this contract at any time during this period upon reasonable notice. Copies of these records shall be made available upon request. Payment for the reasonable cost of requested copies shall be made by the City.

23. Audits

(a) The City may conduct financial and performance audits of the billings and services specified in this agreement at any time in the course of the agreement and during the three (3) year period established by paragraph 22. Audits will be conducted in accordance with generally accepted auditing standards as promulgated in Government Auditing Standards by the Comptroller General of the United States Government Accountability Office.

(b) If an audit discloses that payments to the Contractor exceed the amount to which the Contractor was entitled, the Contractor shall repay the amount of the excess to the City.

24. Electronic Signatures

The City and Contractor may conduct this transaction, including any contract amendments, by electronic means, including the use of electronic signatures.

25. Merger Clause

This Contract encompasses the entire agreement of the parties, and supersedes all previous understandings and agreements between the parties, whether verbal or written.

26. Dispute Resolution/Work regardless of disputes

The parties shall participate in mediation to resolve disputes before conducting litigation. The mediation shall occur at a reasonable time after the conclusion of the Contract with a mediator jointly selected by the parties. Notwithstanding any dispute under this Contract, the Contractor shall continue to perform its work pending resolution of a dispute, and the City shall make payments as required by the Contract for undisputed portions of the work. In the event of litigation no attorney fees are recoverable. No different dispute resolution paragraph(s) in this contract or any attachment hereto shall supersede or take precedence over this provision.

27. Progress Reports: / ☒ / Applicable / ☐ / Not Applicable

If applicable, the Contractor shall provide monthly progress reports to the Project Manager as described in the Statement of the Work and Payment Schedule.

28. Contractor's Personnel: / ☒ / Applicable / ☐ / Not Applicable

If applicable, the Contractor shall assign the personnel listed in the Statement of the Work and Payment Schedule for the work required by the Contract and shall not change personnel without the prior written consent of the City, which shall not be unreasonably withheld.

29. Subcontractors

The Contractor shall use the subcontractors identified in its proposals. The Contractor shall not change subcontractor assignments without the prior written consent of the Chief Procurement Officer. Failure to use the identified M/W/ESB subcontractors without prior written consent is a material breach of contract.

30. Third Party Beneficiaries

There are no third party beneficiaries to this contract. Enforcement of this contract is reserved to the parties.

31. SPECIAL PROVISIONS, UASI GRANT-FUNDED ACQUISITIONS

For any Statements of work that utilize UASI grant funding, the following terms and conditions shall apply.

(a) All publications and printed deliverables produced under this Contract shall prominently contain the following statement: "This document was prepared under a grant from the Office of Grants and Training, United States Department of Homeland Security. Points of view or opinions expressed in this document are those of the authors and do not necessarily represent the official position of policies of the Office of Grants and Training or the U.S. Department of Homeland Security."

(b) Contractor shall be accountable for and shall repay any overpayment, audit disallowance, or any other breach of Contract that results in a debt owed to the City or the Federal Government.

(c) Contractor shall, upon specific request from the City or the Office For Domestic Preparedness, agree to cooperate with the Office for Domestic Preparedness in any preparation by the Office for Domestic Preparedness of a national or program environmental assessment of the funded program or activity or the Services provided under this Agreement.

STATEMENT OF THE WORK AND PAYMENT SCHEDULE

SCOPE OF WORK

See attached Exhibit A

CONTRACTOR PERSONNEL

The Contractor shall assign the following personnel to do the work in the capacities designated:

NAME	ROLE ON PROJECT
Lex Rutter	Technical and Interoperability
Kathy Liljequist, GISP	GIS Consultant
Christy Hayes, ENP	Project Coordinator
Gregory Ballentine	Supporting Management
Todd Pieper	Supporting Management

SUBCONTRACTORS

The Contractor shall assign the following subcontractors to perform work in the capacities designated:

NAME	ROLE ON PROJECT
Nancy Pollock, ENP	Project Manager
Michael Pedigo, ENP	Governance Consultant
Barry Luke	Operations Team Lead
John Powell, ENP	ISCP Project Lead
Cheryl Greathouse	Associate Consultant – Operations
Michelle Sumner	Associate Consultant – Operations
Dwight Purtle, ENP	Associate Consultant – Operations/ISCP
Kenneth Hobbs	Governance Consultant
Paul Linnee, ENP	Peer Review/Subject Matter Expert Consultant

The City will enforce all diversity in workforce and Minority, Women and Emerging Small Business (M/W/ESB) subcontracting commitments submitted by the Contractor in its Proposal. For contracts valued \$100,000 or more, the Contractor shall submit a Monthly Subconsultant Payment and Utilization Report (MUR), made part of this contract by reference, reporting ALL subcontractors employed in the performance of this agreement. An electronic copy of the MUR may be obtained at: <http://www.portlandonline.com/shared/cfm/image.cfm?id=119851>.

COMPENSATION

The maximum that the Contractor can be paid on this contract is \$274,100 (hereafter the “not to exceed” amount.). The “not to exceed” amount includes all payments to be made pursuant to this contract, including reimbursable expenses, if any. Nothing in this contract requires the City to pay for work that does not meet the Standard of Care or other requirements of the Contract. The actual amount to be paid Contractor may be less than that amount.

The Contractor is entitled to receive progress payments for its work pursuant to the Contract as provided in more detail below. The City will pay Contractor based on these invoices for acceptable work performed and approved until the “not to exceed” amount is reached. Thereafter, Contractor must complete work based on the Contract without additional compensation unless there is a change to the scope of work.

Any estimate of the hours necessary to perform the work is not binding on the City. The Contractor remains responsible if the estimate proves to be incorrect. Exceeding the number of estimated hours of work does not impose any liability on the City for additional payment.

If work is completed before the “not to exceed” amount is reached, the Contractor’s compensation will be based on the Contractor’s bills previously submitted for acceptable work performed and approved.

PAYMENT TERMS: Net 30 Days**Hourly Rates**

The billing rates shall not exceed those set forth below:

Staff	Hourly Rate
Nancy Pollock, ENP – Project Manager	\$125.00
Barry Luke	\$125.00
Cheryl Greathouse	\$125.00
Michelle Sumner	\$125.00

John Powell	\$125.00
Dwight Purtle, ENP	\$125.00
Lex Rutter	\$125.00
Michael Pedigo, ENP	\$125.00
Kenneth Hobbs	\$125.00
Kathy Liljequist, GISP	\$125.00
Christy Hayes, ENP	\$95.00
Paul Linnee, ENP	\$125.00
Company Management	\$185.00

Reimbursement. Contractor may be reimbursed, upon advance written approval by authorized City personnel, for certain expenses incurred in connection with personnel assigned to provide services for the City on the City's Site. All invoices shall be accompanied by original receipts and any additional backup that may be appropriate, and required by the City. Reimbursement will be made based on the following guidelines:

- **Commercial Air Travel.** Commercial air travel reservations are to be arranged based on the lowest coach fare available within a reasonable time frame surrounding the desired arrival or departure time. The City shall reimburse Contractor for one round trip to the subject work location, unless otherwise agreed to by the City in writing. When possible, air travel arrangements should be reserved at least twenty-one (21) days in advance. Direct billing for commercial air travel is NOT permitted; however, City may elect to arrange travel reservations on behalf of Contractor's personnel. Weekend travel is not reimbursable, unless otherwise agreed to by the City's Project Manager in writing. In the event weekend travel is reimbursed, such reimbursement shall be made based on an amount up to and in lieu of any authorized per diem amounts and, if applicable, any other daily expense reimbursement.
- **Rental Cars - Surface Transportation.** Vehicle rental will be reimbursed based on a minimum ratio of one (1) compact auto per two (2) Contractor's personnel. Reimbursement for vehicle rental will not be approved for Contractor's personnel falling below that ratio. Cost for additional insurance is not reimbursable, nor will reimbursement be permitted for fuel obtained at a vehicle rental agency. City does not assume any liability of any type in connection with rental vehicles reserved or operated by Contractor's personnel. Direct billing for rental vehicles is not permitted. If the City's Project Manager elects to provide a per diem for auto rental, such per diem shall be the same per diem as allowed for City employees.
- **Lodging.** Contractor shall arrange for their own lodging if required, and approved in writing by the City. The City will reimburse Contractor per individual for a daily lodging expenses based on GSA per diem rates; such per diem shall be the same per diem as allowed for City employees. GSA per diem rates can be found at the U.S. General Services Administration website: <http://www.gsa.gov/Portal/gsa/ep/home.do?tabId=0>.
- **Per Diem.** The City will provide a Per Diem for each full day (eight hours) worked for Contractor's personnel assigned to deliver services. The per diem rate will be the same as the one published on the U.S. General Services Administration website, identified as the Meal and Incidental Expenses (M&IE) for the Portland, Oregon area.
- **Personal Entertainment.** Expenses incurred for personal entertainment while traveling on the City business are not reimbursable. Personal entertainment includes items such as in-room movie charges, sightseeing, attendance at sporting events, reading materials, birthday gifts, haircuts, etc.

Progress Payments

Upon delivery of each Deliverable (per the payment plan attached as Exhibit B and schedule in Exhibit A), the Contractor shall submit to the City's Project Manager an invoice for work performed by the Contractor in completion of that Deliverable. The invoice shall contain the City's Contract Number and set out all items for payment including, but not limited to: the name of the individual, labor category, direct labor rate, hours worked during the period, and tasks performed. The Contractor shall also attach photocopies of claimed reimbursable expenses, if applicable. The Project Coordinator shall stamp and approve all subconsultant invoices and note on the subconsultant invoice what they are approving as "billable" under the contract. The billing from the prime should clearly roll up labor and reimbursable costs for the prime and subconsultants - matching the subconsultant invoices. Prior to initial billing, the Contractor shall develop a billing format for approval by the City.

The City shall pay all amounts to which no dispute exists within 30 days of receipt of the invoice. Payment of any bill, however, does not preclude the City from later determining that an error in payment was made and from withholding the disputed sum from the next progress payment until the dispute is resolved.

The Contractor shall make full payment to its subcontractors within 10 business days following receipt of any payment made by the City to Contractor.

INDEPENDENT CONTRACTOR CERTIFICATION STATEMENT

SECTION A

CONTRACTOR CERTIFICATION I, undersigned, am authorized to act on behalf of entity designated below, hereby certify that entity has current Workers' Compensation Insurance.

Contractor Signature _____ Date _____ Entity _____

If entity does not have Workers' Compensation Insurance, City Project Manager and Contractor complete the remainder of this form.

SECTION B

ORS 670.600 Independent contractor standards. As used in various provisions of ORS Chapters 316, 656, 657, and 701, an individual or business entity that performs labor or services for remuneration shall be considered to perform the labor or services as an "independent contractor" if the standards of this section are met. The contracted work meets the following standards:

1. The individual or business entity providing the labor or services is free from direction and control over the means and manner of providing the labor or services, subject only to the right of the person for whom the labor or services are provided to specify the desired results;
2. The individual or business entity providing labor or services is responsible for obtaining all assumed business registrations or professional occupation licenses required by state law or local government ordinances for the individual or business entity to conduct the business;
3. The individual or business entity providing labor or services furnishes the tools or equipment necessary for performance of the contracted labor or services;
4. The individual or business entity providing labor or services has the authority to hire and fire employees to perform the labor or services;
5. Payment for the labor or services is made upon completion of the performance of specific portions of the project or is made on the basis of an annual or periodic retainer.

City Project Manager Signature _____ Date _____

SECTION C

Independent contractor certifies he/she meets the following standards:

1. The individual or business entity providing labor or services is registered under ORS Chapter 701, if the individual or business entity provides labor or services for which such registration is required;
2. Federal and state income tax returns in the name of the business or a business Schedule C or form Schedule F as part of the personal income tax return were filed for the previous year if the individual or business entity performed labor or services as an independent contractor in the previous year; and
3. The individual or business entity represents to the public that the labor or services are to be provided by an independently established business. Except when an individual or business entity files a Schedule F as part of the personal income tax returns and the individual or business entity performs farm labor or services that are reportable on Schedule C, an individual or business entity is considered to be engaged in an independently established business when four or more of the following circumstances exist. Contractor check four or more of the following:

- _____ A. The labor or services are primarily carried out at a location that is separate from the residence of an individual who performs the labor or services, or are primarily carried out in a specific portion of the residence, which portion is set aside as the location of the business;
- _____ B. Commercial advertising or business cards as is customary in operating similar businesses are purchased for the business, or the individual or business entity has a trade association membership;
- _____ C. Telephone listing and service are used for the business that is separate from the personal residence listing and service used by an individual who performs the labor or services;
- _____ D. Labor or services are performed only pursuant to written contracts;
- _____ E. Labor or services are performed for two or more different persons within a period of one year; or
- _____ F. The individual or business entity assumes financial responsibility for defective workmanship or for service not provided as evidenced by the ownership of performance bonds, warranties, errors and omission insurance or liability insurance relating to the labor or services to be provided.

Contractor Signature _____ Date _____

CONTRACTOR SIGNATURE:

This contract may be signed in two (2) or more counterparts, each of which shall be deemed an original, and which, when taken together, shall constitute one and the same Agreement.

The parties agree the City and Contractor may conduct this transaction, including any contract amendments, by electronic means, including the use of electronic signatures.

I, the undersigned, agree to perform work outlined in this contract in accordance to the STANDARD CONTRACT PROVISIONS, the terms and conditions, made part of this contract by reference, and the STATEMENT OF THE WORK made part of this contract by reference; hereby certify under penalty of perjury that I/my business am not/is not in violation of any Oregon tax laws; hereby certify that my business is certified as an Equal Employment Opportunity Affirmative Action Employer and is in compliance with the Equal Benefits Program as prescribed by Chapter 3.100 of Code of the City of Portland; and hereby certify I am an independent contractor as defined in ORS 670.600.

Geo-Comm, Inc

BY: _____ Date: _____

Name: _____

Title: _____

185587

Contract No. _____

Contract Title: Interoperable Communications Strategic Plans Update and Public Safety Answering Point Feasibility Study

CITY OF PORTLAND SIGNATURES:

By: _____ Date: _____
Bureau Director

By: _____ Date: _____
Chief Procurement Officer

By: _____ Date: _____
Elected Official

Approved:

By: _____ Date: _____
Office of City Auditor

Approved as to Form:

By: _____ Date: _____
Office of City Attorney

The PDCC (Portland Dispatch Center Consortium) requested consulting assistance to study the various elements required for updating the regional ICSP, developing regional SOPs, and determining the feasibility of leveraging technologies through PSAP co-location/consolidation.

Project Stakeholders/Entities:

Clackamas County Department of Communications (CCOM)
Clark Regional Emergency Services Agency (CRESA)
Columbia 9-1-1 Communications District (C911CD)
Lake Oswego Communications (LOCOM)
Portland Bureau of Emergency Communications (BOEC)
Port of Portland Airport Communications Center (ACC)
Washington County Consolidated Communications Agency (WCCCA)

This project is divided into four functional phases that include Project Initiation, ICSP Development, Regional SOP Development, and Regional Technical and Backup Cooperation Feasibility. Contractor anticipates gathering the data for all phases during project initiation and through the use of Contractor's data collection tool customized specifically for the PDCC study. While Phases Two to Four have their own unique outcome, Contractor envisions completing similar tasks concurrently throughout the project in an effort to reduce interview time, site visits, and the overall timeline for the project.

ICSP Development

Contractor shall conduct a comprehensive review of the existing operations and technology for the stakeholder agencies with a goal of confirming and identifying improvements for updating the regional ICSP in order to provide recommendations for region-wide technical and operational cooperation during a major event, in addition to daily operations.

Regional SOP Development

Contractor shall develop and recommend regional SOPs in order to assist the stakeholders with standardized planning and response in the region. The SOPs will be based on the regional ICSP and Portland Area 2010 NECP Goal 1 After Action Report.

Regional Technical and Backup Cooperation Feasibility

Contractor shall review the current technical partnerships among the PDCC stakeholder agencies and determine recommendations for leveraging existing and future technical equipment in an effort to enhance communication, functionality, and reduce costs.

Contractor shall review the feasibility of co-location or consolidation specifically for the CCOM, LOCOM, and WCCCA PSAPs based on the consolidation models outlined in 1.4.4 of the RFP (attached to this contract as Exhibit C). Recommendations will be based on industry standards and best practices, where applicable. This effort will be conducted with the goal of determining the optimum PSAP configuration for the PDCC region. Specifically, Contractor shall address:

- Existing conditions
- Political, technological, operational, facility, and financial options for each consolidation models as well as identifying any "deal breakers"

- Potential improvements and impact of each model including the evaluation of retaining the current structure
- Final recommendation of the optimum PSAP configuration
- Recommendations for any implementation planning of final recommended model
- Project Communication

Contractor shall provide written status reports every week during each of the major tasks outlined in the Scope of Work as well as a minimum of three in person report presentations and two on-site final report presentations to PDCC project team. In addition, and if desired by the PDCC, Contractor shall develop a secure project portal web site where the project team can facilitate the timely exchange of information as part of this project.

Scope of Work

(Each phase below is detailed individually even though tasks for the phases will be completed concurrently.)

Phase One: Project Initiation

Phase Two: Strategic Plan Update

Phase Three: Regional SOP Development

Phase Four: Regional Technical and Backup Cooperation Feasibility

Phase One: Project Initiation

Task One: Project Preparation and Data Review Teleconference

Within five business days of receiving a signed contract, Contractor's project manager will conduct an introductory project call with the PDCC project manager. During this call, the PDCC will review and discuss the project scope and existing ICSP, SOPs, and the data available for each of the participating public safety entities. PDCC will provide point of contact information for each entity involved in the Interoperable Communications Strategic Plan Update and PSAP Feasibility Study.

Note: Contractor understands that attendance could be requested at a project orientation meeting within five days of contract signing. If that meeting occurs, the task one activities would take place at that meeting.

Task Two: Project Initiation Meeting

Following the initial data review, an on-site project initiation meeting shall be conducted where Contractor's team members present a specific detailed approach to the project and the anticipated project schedule to the PDCC project team. The project initiation meeting shall be scheduled at a mutually agreeable time within 30 days of contract signing. The project initiation meeting will provide a forum to define and manage the expectations of agency stakeholders as Contractor reviews the potential outcomes for the project. This meeting shall be immediately followed by a working session where the project team members and stakeholders will discuss their current strategic plans, standard operating procedures, PSAP environments, strength and weaknesses as well as opportunities that currently exist for PDCC PSAPs. Contractor shall be represented by project manager Nancy Pollock, project coordinator Christy Hayes, and communication consultants John Powell, Barry Luke, Lex Rutter, and Michael Pedigo.

Project Initiation Meeting Agenda:

- Introductions: PDCC and Contractor project teams

- Review project objectives and goals
- Review and refine work plan and study methodology
- Establish and jointly accept project responsibilities
- Review project timeline, including periodic progress reporting
- Discuss the process for data collections, conducting site visits, and interviews

Task Three: Data Collection Tool

Based on the scope of the project, as well as the data provided by the PDCC project manager, and information gained from the project initiation meeting and stakeholder workshop, the Contractor team shall develop a customized online data collection tool. The tool shall be designed to solicit the operational, technical, and systems and equipment inventory data for updating the ICSP, SOPs information, and PSAP information to be utilized throughout the study. The tool will be made available for completion electronically.

While the tool is simple to use, Contractor project team members shall be available as an additional resource for any questions or clarifications relative to the data requested. The online data collection tool will include requests for basic data to supplement the documentation provided by the PDCC. This introductory data allows Contractor to prepare for the on-site visits and gain a picture of current operations, systems, and technology from a statistical standpoint. With this preliminary information, Contractor shall be better prepared when applying interview and observation tools while on-site in Phase Two.

Once the data has been collected, if additional information is needed, Contractor's project team shall reach out to the PDCC points of contact for the data still required. Contractor shall document these requests and shall make note of whether or not contact was made. Once the required attempts have been made, Contractor shall notify the PDCC's project manager of missing data and of agencies that may not have been able to make contact. Contractor shall make two attempts to gather data from each jurisdictional contact and shall track attempts to collect information and the information received for each agency. Collecting data from non-responsive agencies will be the responsibility of the PDCC.

Task Four: On-site Data Gathering

After receiving the requested information from the data collection tool, Contractor's project team will return to the district and begin direct assessments of current PSAP facilities, operations, operating systems, and technical systems at each of the participating agencies. These on-site interviews and observations will gather sufficient information about the operations of the PDCC stakeholder agencies in order to compare and contrast functions with operational and technical effectiveness.

The information gathered will be related to the existing conditions and will include the items identified in Exhibit C. Contractor anticipates verifying previously collected data and filling in any gaps through observation time and selected interviews.

Phase Two: Strategic Plan Update

Task One: Data and Existing ICSP Review

Contractor shall work with the PDCC to review and evaluate the various components of the existing ICSP and identify any missing information required to update the plan. Contractor shall focus on updating the ICSP in whole and will specifically address the following items identified in Exhibit C:

- CBRNE and natural disaster support
- Funding mechanisms
- Governance
- Incident plans
- Interoperability and interoperable equipment
- Operational templates
- Policies, procedures, and best practices
- PSAP physical and facility survey
- Regional Information
- Short, mid, and long term goals
- System and hardware inventory
- Appendices

This baseline evaluation shall include gathering and reviewing ICSP documentation that is not directly related to operations and equipment including recent operational surveys, existing systems updates, PSAP agreements, previously completed interoperable radio studies, memorandums of understanding, and technology use information collected from the individual agencies.

From review of the existing data, Contractor shall identify the additional information needed to update the ICSP. This information will be provided to the PDCC points of contact, and Contractor shall work with the assigned contact to facilitate the collection of equipment and system resources used to support the Region's operational and interoperable communications systems.

Task Two: Operations Assessment

Using the information collected, Contractor shall compare the technical information from PDCC and the information gathered during review to the operating procedures employed by each PSAP and each associated response agency. The individual agency standard operating procedures shall be factored into the emerging ICSP technical plan. Contractor shall document differences in the original ICSP to the current environment at each of the stakeholders. This information shall be incorporated into the updated ICSP and shall include at a minimum the existing physical dispatch centers, facilities, operations, policies and procedures, funding, systems and equipment inventory, hardware, and radio communications.

Task Three: Technology Assessment

Contractor shall complete an assessment of the system applications and technical systems required to maintain a fully functional PSAP. Contractor shall evaluate the operating systems and dispatch equipment in each PSAP including at a minimum CAD systems, RMS, voice and data radio systems, legacy systems, mapping systems, alerting systems,

interfaces, PSAP and network connectivity, telephone equipment, and computers to determine the current level of interoperability. The information shall be reviewed to determine what, if any, changes have been made to technology since the completion of the original ICSP and shall be reviewed to determine or identify which systems could be leveraged to enhance current operational processes. This information shall be used to update the ICSP and shall be the basis for recommendations in Phase Four.

Task Four: Governance Model Review

Contractor shall review the established governance model to determine if there is alternate governance models that may be better suited for the PDCC, or may offer adjustments to current models that will improve governance. Contractor shall review the operational and governance templates for implementing and sustaining the ICSP. Contractor shall make recommendations for updating the operational and governance templates, as needed.

As appropriate, Contractor shall provide examples of alternate governance structures for review by the PDCC and the participating stakeholders. The plans presented shall be designed for a governance member group and not as an authoritative committee. Contractor shall include a recommended structure in the ICSP but it is ultimately the responsibility of the PDCC and region stakeholders to make modifications to the existing models and enter into the appropriate agreements for creating a governing body.

Task Five: Policy and Procedures Review

Contractor shall work with the PDCC to review the ICSP's current policies and procedures for collecting and maintaining data for the ICSP. Contractor shall assist in determining the relevant policies, procedures, and best practices for current and future operations, and those not required to maintain the ICSP.

A critical component to a functional ICSP is ensuring that the plan is updated as systems and hardware in the region change. During the policy and procedures review, Contractor shall review standard operating procedures to ensure appropriate maintenance procedures are in place and gather any needed information for developing the regional SOP in Phase Two. This database maintenance process will be used to guide agencies through the process of identifying and reporting data needed to maintain the asset database. The maintenance process will include a standard process for agencies to report changes to their current equipment, inventory, regional radio cache, systems, telecommunications, as well as frequencies, bandwidth, calling channels, programming channels, and other pertinent data needed for maintaining the ICSP.

Task Six: ICSP Updates

Contractor shall compile and assess the information collected from the data collection tool, site visits, interviews, and PDCC's historical documentation. Contractor shall work with the PDCC's project team to update the ICSP. The goal of the ICSP is to ensure that agencies operational and technical capabilities are identified, documented, and that the agencies are prepared to respond to emergencies across jurisdictions. Contractor shall assess the region's ability to support operations in the event of emergency including a CBRNE event or other natural disasters. Contractor shall review the current recommendations for each goal established in the plans and provide updated recommendations, where needed for improvement.

During revision and update of the regional ICSP, Contractor shall include the following topic areas outlined in Exhibit C:

- CBRNE and Natural disaster support
- Funding mechanisms
- Governance
- Incident plans
- Interoperability and interoperable equipment
- Operational templates
- Policies, procedures, and best practices
- PSAP physical and facility survey
- Regional Information
- Short, mid, and long term goals
- System and hardware inventory
- Appendices

Contractor shall work with the PDCC's project team to update the best practices, policies, procedures, and protocols for operability and interoperability outlined in the ICSP. Contractor shall complete a needs analysis and develop a migration plan for implementing any recommended solutions. The end result of the planning effort shall be a well-documented Interoperable Communications Strategic Plan that shall be updated to encompass the latest crucial areas of governance, standard operating procedures, technology, training, planned events, localized emergencies, and regional incidents.

Following Contractor's internal review, the draft ICSP shall be delivered to the PDCC project team for review and discussion and to answer any questions prior to developing the final ICSP in the following task. Contractor shall meet with the PDCC on-site to review the draft plan documents and recommendations. PDCC shall have a chance to review and ask questions directly of Contractor in order to ensure that the PDCC has a good understanding of the updates required and the recommendations being made.

Task Seven: Final ICSP and Presentation

Following the on-site draft plan review meeting described in task six, Contractor shall update the Regional ICSP and then provide one printed copy and one electronic copy of the final ICSP to the PDCC's project manager.

Following completion of the ICSP, Contractor shall return to Oregon for a verbal presentation of the final ICSP to the PDCC and key stakeholders as determined by the PDCC. At this point the ICSP shall be complete except for the co-location/consolidation recommendations being developed in Phase Four. Upon completion of Phase Four, Contractor shall update the Short, Mid and Long term goals section of the ICSP with the recommendations developed as part of Phase Four.

Phase Three: Regional SOP Development

Task One: SOP Development and Standardization

Using information gathered during Phase One and Two and the updated regional ICSP, Contractor shall conduct an assessment of the interoperability processes and procedures in place at the stakeholder entities. Contractor shall use the

information gathered from prior meetings with key public safety stakeholders within the UASI working group to review the current plans and to solicit input into the needs for a regional SOP for standardizing planning and response to large events in the region. The regional SOP will take into consideration the ability of the region to support operations during a CBRNE event or natural disaster.

From this assessment, Contractor shall develop recommendations, based on industry standards and best practices, for a standardized regional SOP for use in responding to major emergency events and recommendations provided in the Portland Area 2010 NECP Goal 1 After Action Report. In addition to those SOPs listed in Exhibit B of the After Action Report, Contractor shall include SOP recommendations for deploying and managing the use of regional radio caches. Specifically, Contractor shall assist the region in developing a high level plan with recommendations and action items for completing the various ICS forms.

Contractor shall conduct a conference call with the PDCC project team to review the draft regional SOP document and recommendations and answer any questions.

Task Two: Presentation of the Regional SOP

Contractor shall incorporate any necessary changes into the regional SOP and then provide one printed copy and one electronic copy of the final regional SOP to the PDCC's project manager.

Contractor shall return to Oregon following the completion of developing the final regional SOP for an in person presentation of the final regional SOP to the PDCC and key stakeholders.

Phase Four: Regional Technical and Backup Cooperation Feasibility

During Phases One through Three, Contractor shall structure the data collection tool, interviews, and time on-site, to collect the data required for updating the ICSP, developing a regional SOP, and for assessing and determining the feasibility for consolidating technologies or the CCOM, LOCOM, and WCCCA PSAPs in this phase.

During Phase Four, Contractor shall concurrently review and collect any additional data needed to complete the co-location or consolidation feasibility study. At the conclusion of Phase Four, Contractor shall develop recommendations for each of the desired consolidation feasibility options listed in Exhibit C, and shall incorporate this information into a comprehensive final report for the PDCC.

Contractor shall provide the PDCC with an assessment based on a thorough understanding of current PSAP operations, common goals and objectives, redundancies, system functionality and interoperability, common operating systems, staffing, training, procedures, records management, and other opportunities that may lead to the improvement of service delivery while reducing or maintaining current spending levels.

The Contractor shall closely follow standards and guidance set forth by SAFECOM, EIA, TIA, and the Portland Area 2010 NECP Goal I After Action Report. The American National Standards for PSAP Capability Criteria (ANS 1.102.2-2010) shall also serve as a guideline when assessing the data and making recommendations. The NFPA 1221 Standard for the

Installation, Maintenance, and Use of Emergency Services Communication Systems, 2010 Edition standard on Public Safety Communication Centers shall also be used as a reference. In addition, Contractor shall examine the staff structure for each PSAP in relation to industry effective practices and standards by utilizing APCO Project Responsive Efforts to Address Integral Needs in Staffing (RETAINS) and the NFPA 1061: Standard for Professional Qualifications for Public Safety Telecommunicator. When looking at basic training requirements, shift work alignment, and other staffing and human resource issues, Contractor shall utilize the APCO ProCHRT Challenges Facing 9-1-1 Public Safety Communications Professionals report for additional guidance. During the review of Next Generation readiness, Contractor shall utilize resources such as NENA 53-507 Virtual PSAP Management (OID) standard and NENA 57-750 v1 NG9-1-1 System and PSAP Operational Features and Capabilities Requirements standard.

Contractor shall provide an objective assessment and approach when recommending system improvements and when developing recommendations on whether or not technology sharing and/or co-location/ consolidation are an appropriate option for the PDCC. Contractor understands that if any level of service consolidation is deemed politically acceptable and economically feasible; the primary focus will be to enhance the quality of public safety services to the citizens, first responders, and the participating communities. If changes within the current PDCC structure are recommended, the final action-based implementation plan must represent the number and structure of the participating communities and can only be accomplished once community decisions are made regarding the study recommendations. This approach ensures a realistic and achievable action-based implementation plan rather than an academic plan involving recommendations not accepted and/or communities that may decide not to proceed. Therefore, Contractor offers a timeline that will permit agencies to indicate intent to participate in a recommended change and development of the action-based implementation plan within the required project timeline and budget. If no organizational changes are recommended or accepted, the project would conclude without this additional planning activity.

Step One: Assessment of Existing Conditions

Task One: Operations Observations, Documentation Review, and Evaluation

During Phases One and Two, Contractor shall complete direct assessments of current PSAP operations, operating systems, and technical systems and facilities at each of the PDCC entities. Contractor's activities will include observation time with call-takers and dispatchers, reviewing and assessing communications personnel job and task procedures, and the collection of additional data.

Contractor shall gather information as it relates to budgets, facilities, NG9-1-1, operating systems, operations, organizational structure, staffing, stakeholder perspectives, and training. The information gathered shall be related to the existing conditions and shall include items identified in Exhibit C. During the data gathering process, Contractor shall collect the following information at a minimum:

- Call Processing
- 9-1-1, ten-digit emergency and non-emergency, and administrative call volumes
- Call handling procedures
- Call processing statistics, including 9-1-1 call transfers
- Communications needs and functions between PSAPs
- Service levels

- Operations observations to examine call handing from answer to dispatch of response personnel
- Identifying PSAP challenges
- Service delivery goals
- Facilities
- Available equipment for existing and consolidated model(s)
- PSAP survivability; back-up PSAP options
- Facility size, layout, and expansion or renovation potential
- Operational effectiveness
- Readiness for a major event
- Review primary and secondary PSAPs
- Financial, Political, and Governance
- Assessment of political climate
- Budget overview and funding sources, including projected changes
- Current operational costs
- Cost estimates
- Funding model and options
- Review current governance structure; identify options and potential models
- Staffing
- Current organizational structure
- Operational staffing levels and scheduling
- Assess management, supervision, and personnel structures
- Human resources process review (recruitment, hire, retention)
- Technical support staffing levels
- Non-call handling and dispatch tasks performed by employees
- Interaction with other emergency response entities
- Readiness for a major event
- Compensation
- Labor climate
- Training and quality assurance practices
- Standard operating procedure review for manager, supervisor, and dispatch staff
- Review compliance with standards
- Identify area's for training improvement
- Training processes for new hire and veteran staff members
- Technology
- Technology in use
- Interview agency radio and technology staff and/or service providers
- Voice and data radio, IP networks, and 9-1-1 and non-emergency answering equipment
- Assess current and future technology opportunities
- Building and system security

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- Paging and station alerting and other alarm systems
 - Intranet and Internet connectivity
 - Connectivity to local, regional, state, and federal computer systems and databases
 - Review existing conditions, systems and system components of the PSAPs' including CAD systems, RMS, ENS, EMD, Mobile Data Systems, GIS, telephony, etc.
 - Potential technological roadblocks for consolidation
 - Miscellaneous
 - Identify issues unique to each PSAP
 - PSAPs perspective on consolidation

During the PSAP visits, Contractor shall interview key PSAP staff such as the PSAP director and manager, PSAP training coordinators, operational supervisors, appropriate radio/technology staff or contractors, and human resource managers. Meetings with management personnel will focus on planning, politics and governance, finance, and priorities related to staffing issues, facility needs, quality assurance, and budgeting.

Contractor shall document feedback on the most efficient way to manage emergency communications in the PDCC service areas, options to be considered in the study, future opportunities in the region, and other projects and priorities that are of importance to stakeholders.

Task Two: Existing Conditions Report

The Contractor shall compile information collected from the online data collection tool, interviews, site visits, and historical documentation review into an Existing Conditions Report. The report shall provide an overview of the findings and current information about each of the public safety entities. The report shall address each PSAPs governance, stakeholder views, funding, staffing, training, GIS, Master Street Address Guide (MSAG), and Automatic Location Identification (ALI) status, current dispatch facility, training programs, and dispatch functions.

The draft Existing Conditions Report will be delivered to the PDCC project team. Contractor's project manager and relevant team members will meet the PDCC project team in Oregon for a formal presentation of the draft Existing Conditions Report. From this meeting, Contractor and the PDCC project team will determine the impact of findings on the remainder of the project and what, if any, modifications are needed to the remaining Scope of Work. A final Existing Conditions Report will be released to the PDCC and PSAPs within ten days of the on-site presentation.

Step Two: PSAP Assessment and Recommendations Development

Task Three: Consolidation Feasibility Assessment

Once the Existing Conditions Report is accepted, Contractor shall analyze the data collected to look for PSAP similarities, areas of common functions and operations, system requirements, staffing needs, systems and operations currently working well, as well as aspects that could be improved through greater coordinated efforts. Contractor shall consider a range of models for sharing current technologies and for consolidating or co-locating the CCOM, LOCOM, and WCCCA PSAPs from maintaining the status quo through consolidating into one or more PSAPs in order to present the most thorough technological and PSAP analyses. Contractor shall identify and document the tiers for partial or full

consolidation of the technologies and PSAPs in order to determine the optimum communications center configuration(s) for the PDCC. Contractor shall closely examine the possibility of keeping the systems and structure the same as it currently exists; full consolidation; and multiple-hybrid consolidation or technology sharing scenarios.

For each identified scenario, Contractor shall analyze the similarities and differences relative to collective bargaining agreements, personnel policies, job descriptions, training, compensation and benefits, and reporting structures. During the assessment, Contractor shall document the advantages and disadvantages of each option, current successes, anticipated improvements, negative impacts, the impact on call workflow, transfers, etc., and rank the following scenarios provided in Exhibit C from the most to least desirable.

Consolidation or co-location of CCOM, WCCCA, and LOCOM

Consolidation or co-location of CCOM and WCCCA

Consolidation or co-location of CCOM and LOCOM

Consolidation or co-location of CCOM, WCCCA, and LOCOM

Consolidation or co-location of WCCCA and LOCOM

Separate law and fire dispatch centers

Status quo

The information gathered shall be used to form final recommended technological/PSAP configuration models. If needed, Contractor shall continue to gather information from PSAP staff and stakeholders in order to refine and clarify data.

Contractor assessment shall include an assessment of the Washington and Clackamas Counties 800 MHz radio system, analysis of feasibility of the equipment centralization, shared technology options of CPE, radio, fire alarm systems, mapping, telephone, and other related informational system equipment owned by current PSAPs and the need for new systems or equipment at each level of possible co-location or consolidation.

Contractor shall also assess non-call handling/dispatch tasks at any agency that is affected by each option. The duties shall include at a minimum:

- Emergency Operations Center (EOC) support
- Entering records, tickets, permits, or local government licenses
- Functioning as a switchboard or receptionist for other government operations
- Holding cell monitoring
- Jail duties
- Management of key holder or contact files
- Monitoring alarms or tracking systems
- Police reports taken over the phone
- Public disclosure requests
- Releasing impounded animals or vehicles
- Tactical dispatch teams
- Walk-in complaints
- Other support duties

Task Four: Political Assessment

Contractor shall use the results of the interviews with the PSAP and individual and group stakeholders to assess the current political environment around PSAP consolidation and/or system improvements. Contractor shall assess all viewpoints on efficiencies for managing emergency communications for the region and the impact on potential models for the region. Contractor shall work with the PDCC to identify and breakdown any potential or actual issues that may prohibit or contribute to the success of consolidation or co-location between CCOM, LOCOM, and WCCCA based on observations and discussions with the county and city officials. In addition, Contractor shall evaluate the importance of the PSAP assessment initiative compared to other projects in region that may be perceived as having an equal or higher priority.

Task Five: Governance Assessment

Contractor shall examine options for governance creation that consider the overall administrative, policy and management functions, and funding options for all operations. The consideration of governance will explore the current structure as well as multiple consolidation models and will take into consideration the Special Tax Districts, ORS 190, county or city department, or other government entities allowed by Oregon law. Contractor shall propose model governance structures to ensure each PSAP has fair and equitable participation. The recommended governance structure will outline at a minimum the following items identified in Exhibit C

- Executive/administrative board structure
- User agency committees
- Use of an existing or development of a new government entity
- Advantages and disadvantages for each model

Task Six: Facility Assessment

Contractor shall assess the current CCOM, LOCOM, and WCCCA PSAP facilities and determine the suitability and costs associated with utilizing the existing facilities, expanding some of these facilities, or if new structures would be needed within each model. The assessment shall include how the facility would meet current operational needs, call volumes, space, workstations, staffing, and identify the advantages and disadvantages of each of the consolidation scenarios outlined in Exhibit C, as well as future needs based on local growth forecasts.

If none of the current facilities are structurally, technically, operationally, or politically adequate to support the optimum recommendation, Contractor shall provide high level site and facility requirements and cost estimates based on industry standards and effective practices.

Redundancy, Diversity, and Continuity of Operations Assessment

Contractor shall complete an assessment to determine the feasibility of utilizing any or all of the current backup facilities, vacated facilities, or the additional PSAPs for suitability as potential backup sites. Contractor shall also evaluate the systems that monitor the networks and processes for notification and restoration of 9-1-1 failures, availability of current and future technologies, and resources when examining potential backup facilities.

Contractor shall examine each PSAP's ability to handle rapid changes in call volume. Significant increases in 9-1-1 call volume during and after a major incident has the potential to overload a 9-1-1 network or PSAP. Contractor shall examine

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the 9-1-1 network for potential single points of failure or inadequate capacity which may have a negative impact on continuous operations.

Task Seven: Technology Assessment

Contractor shall evaluate the operating systems and dispatch equipment in each PSAP including CAD systems, radio systems, mapping systems, alerting systems, interfaces, PSAP and network connectivity, NG9-1-1 equipment, telephone equipment, and computers to determine the compatibility of these systems within any level of technological or PSAP co-location or consolidation being considered and to identify any technological gaps or roadblocks for providing services in a co-located or consolidated environment. Contractor shall also assess the compatibility of these systems if no co-location or consolidation were to occur to support interoperability recommendations under the current PSAP structure.

The systems and equipment shall be reviewed for:

- Redundancy and diversity of mission critical technology and resources from a facility perspective
- Physical location, condition, and access controls of support space related to day-to-day operations
- Current and future technology gaps
- Potential accommodation of new technology, such as wireless 9-1-1 and NG9-1-1 versus the current collection of individual PSAPs
- Staffing requirements

Task Eight: Interoperability Analysis

Data for the existing radio systems shall be collected during the data collection process and reported in the Existing Conditions Report. This radio system information and the technical and operational communications system information collected will be used to analyze the interoperability capacity for local law enforcement, fire, and EMS services for each potential model. Interoperability capacity will be evaluated on a local, regional, and statewide level. Contractor shall base analysis on successful public safety governance models, industry effective practices, and compliance with the optimum levels of interoperability governance defined by SAFECOM in its current Interoperability Continuum.

Task Nine: Geographic Information System Public Safety Assessment

As part of the PSAP review and observation process, Contractor shall complete an analysis of the GIS systems currently used in the PSAPs. Contractor understands that the PDCC is mindful in regards to NG9-1-1, and this preliminary review shall assess the suitability of regional 9-1-1 GIS for use in each of the models being considered. Contractor shall survey the PSAPs to determine the status and use of GIS in the PSAPs today. Contractor shall collect a sample of the available GIS, MSAG, and ALI data for a comprehensive analysis. Contractor shall select five cities for the review along with a corresponding set of ALI and MSAG records. The analysis will focus on synchronization of the three data components related to accurately locating the origin of a 9-1-1 call: the GIS map data, ALI data, and MSAG. The greater synchronization among databases provides a higher probability of accurately locating emergency callers in a consolidated operation. This analysis shall provide valuable information to participating communities regarding GIS data and NG9-1-1 transition regardless of consolidation feasibility.

GIS map data and the synchronization of it with the other databases such as ALI and MSAG will play a critical role in NG9-1-1. In the NENA i3 Next Generation 9-1-1 architecture, all emergency calls are validated and routed based on

location, including wire line 9-1-1 calls. This presents new challenges and requirements for local and regional GIS data planning and management. GIS map data will have a heightened degree of criticality because calls will be routed to NG9-1-1 ESNets and PSAPs geographically based on a caller's location and a point in polygon selection.

Contractor shall perform an analysis on the synchronization and accuracy of the GIS map data, ALI database, and MSAG. Contractor shall review a sample of no more than 50,000 ALI records and corresponding MSAG records as part of this analysis. Specifically, Contractor shall provide a review of the following:

- MSAG Review
- Overlaps
- Field errors-high, low
- Map Data Review
- Streets
- Naming standards
- Address ranging and address assignment
- Address points
- Address assignment
- 9-1-1 ALI Database and MSAG Comparison
- MSAG valid addresses
- 9-1-1 Database and Map Comparison
- Geocode address records
- Required GIS data layers for NG9-1-1 call routing
- Data Report Card

After analyzing the GIS and related database components, the results shall be compiled into a digital report. In addition to the summary results document outlining NG9-1-1 GIS recommendations and the level of data synchronization, Contractor shall provide each agency a digital list of synchronization errors between the GIS and MSAG data. The lists of errors will allow review of each issue individually, if desired.

Additionally, Contractor shall identify how current GIS systems and processes would change or could migrate under consolidation or other upgrade recommendations provided by Contractor. Contractor shall will provide feedback on the accommodation of new technology and the use of GIS under upgrades to NG9-1-1 where appropriate.

Task Ten: Projected Workload and Staffing Levels

Using the data collected during Phases One and Two, and interviews with appropriate staff, Contractor shall develop call projections for the region for 9-1-1 and ten-digit emergency and non-emergency calls, events dispatched to participating agencies, agency initiated calls, push to talk events, mobile data workload, as well as routine administrative calls including staffing levels for 5, 10, and 15 years. Consideration will also be given to staffing levels based on the effect of NG9-1-1.

Contractor shall examine the organizational structure within each model being considered and determine the recommended PSAP staffing requirements and structure in relation to industry effective practices and standards. Staffing

projections will be made for the current, 5, 10, and 15 years. Contractor shall utilize a proprietary methodology for calculating PSAP staffing recommendations that addresses workforce needs and creates effective coverage for essential public safety operations. This method is designed to match local philosophies regarding service levels and cost. The methodology is based on decades of public safety communications experience and utilizes data gathered during assessment as well as Erlang-C and APCO Project RETAINS tools. Contractor shall review proposed methodology with the PDCC project team and seek approval by the CCOM, Locom, and WCCA administration prior to completing.

Staffing predictions will take into consideration at a minimum:

- Answering and processing incoming 9-1-1 calls
- Answering and processing incoming ten-digit emergency and non-emergency calls
- Processing incoming and outgoing administrative calls
- Pre-arrival instructions
- Dispatching and monitoring of events and units
- Local standards of care for call processing timelines

Task Eleven: Workflow Processes, Procedures, and Training Analysis

Contractor shall review workflow processes, operating procedures, and training from each PSAP in order to develop a comparative analysis and strategic improvement recommendations. Contractor shall accomplish this review and analysis by:

- Reviewing policy, procedures, and training documentation
- Observing the live 9-1-1 environment of each PSAP
- Conducting interviews with incumbent workers, supervisors, trainers, and managers

During the review and analysis phase, Contractor shall develop workflow and process documentation, which reflects current procedures within the existing PSAP configuration. The results from this review and comparative analysis shall serve as the foundation for recommendations in workflow processes, operational procedures and training programs in support of the transitional phase and implementation of a consolidated PSAP model.

Organizational Structure and Human Resources

Contractor shall review the current organization structures of the PSAPs and provide recommendations for organizational structures for the proposed PSAP configuration. Recommendations shall include staffing requirements for executive, administrative, management, and supervisory, training and quality needs, technical support, professional, and facilities. Contractor shall base forecasts from the data previously provided, observations, and interviews completed in Phases One and Two for each of the centers' recruitment, screening, and selection processes, as well as basic and ongoing telecommunicator training, and the current depth of supervision and role of supervisors in daily operation.

Once the organizational structure is defined, Contractor shall review current job descriptions and titles, pay structures, benefits, longevity, retirement packages, union and/or labor contracts, and potential transitional employment issues to identify potential issues with the PSAP configuration recommendations. Contractor shall identify Oregon laws governing labor unions, legal requirements, and differing laws related to each of the co-location and consolidation scenarios.

Contractor shall address each issue, identify potential roadblocks, and provided recommendations to address each concern to aid and/or resolve the identified issue.

Task Twelve: Projected Cost Estimates

Using information obtained from the PSAPs and the information received during Phases One and Two, Contractor shall evaluate the individual PSAPs staffing, operational, training, technical, and maintenance expenditures for the past three years. Detailed budgets for leveraging technologies, the co-location and consolidation scenarios outlined in Exhibit C, and any recommended models shall be developed and a cost analysis completed to assess the cost efficiency or inefficiency of merging PDCC technologies or the CCOM, LOCOM, and WCCCA PSAPs. Contractor shall complete cost projections, including any anticipated savings, of the current PSAP structure compared to any recommended technological or PSAP consolidation model and/or alternate configuration models that span the next ten years.

Personnel Costs

Beyond the costs of establishing and maintaining the actual PSAP facility are the costs for the personnel needed to appropriately staff operations and the systems and technology required to perform work functions. The analysis shall include the associated costs for the required staff, hiring, training, and professional fees based on the highest average pay of the three agencies and needed to support public safety services at existing local agencies and for any consolidation model presented based on current costs and reasonable projections.

For each co-location or consolidation scenario and any proposed technical partnership, Contractor shall provide a high level assessment of the potential labor relations issues related to merging staff from the various departments into the consolidated model.

Technology and Maintenance Costs

Contractor shall review current systems and equipment and the technology to determine the technical and operational costs that include 9-1-1 and non-emergency answering equipment, CAD, RMS, ENS, enterprise service bus, radio consoles, and procurement and maintenance costs associated with a regional technological partnership. Operational costs and cost savings will be projected for 10 years.

Contractor shall also review the systems and equipment needed to support any proposed co-located or consolidated PSAP models. Estimated one-time costs shall be calculated as well as cost for any ongoing maintenance for the required systems.

Facility Expenditures

Contractor shall determine the expenditures for each of the presented models using the information gathered throughout the project that includes associated capital costs, construction or renovation for new or existing facilities, insurance, comparisons to three or more similar PSAPs.

Cost Comparison Analysis

Contractor shall complete a cost comparison analysis of current PSAP operations, current funding, and initial startup costs for any recommended changes, compared to the expected benefits and potential cost savings of each model. The cost

analysis will assist in determining if the cost involved in implementing the co-location or consolidation scenarios is/are justified from both a financial and operational perspective and will provide the PDCC with return on investment projections for the proposed recommendations. The overall cost analysis shall include any potential for ongoing or capital cost savings, such as cost-sharing of future technologies and dispatch equipment and budgetary estimates and cost savings for 10 years.

Task Thirteen: Develop Cost Sharing Models and Funding Mechanisms

Contractor shall review current funding for the PSAPs, contractual obligations, outstanding debts, and identify additional potential revenue opportunities for maintaining any newly developed communications systems and infrastructures.

Contractor shall review any current shared funding agreements for PSAPs serving the participating agencies within the PDCC region and compare them to at least three other consolidation PSAP operations that Contractor has worked with or consolidated PSAPs that have produced case studies.

Contractor shall also review the current funding streams and potential funding mechanisms for all 9-1-1 funding including 9-1-1 excises taxes, wireline and wireless surcharges, local support, and state grants allowable within current State of Oregon laws and rules. An assessment of revenues and expenditures shall be conducted to identify potential areas of surplus and deficit both in the short and long-term. Contractor shall offer findings and conclusions relative to the current funding structures as well as potential options to improve the long-term financial stability.

Task Fourteen: Draft Technical Partnership Assessment Report

Utilizing assessment information gained from the previous phases and tasks, Contractor shall develop a draft Technical Partnership Assessment Report. The report shall detail potential technologies that may be shared between the agencies and the feasibility of merging to form a regional technical partnership in an effort to reduce costs while maintaining or improving service to the communities. The report shall detail forecasted budgets including anticipated costs for personnel, maintenance, equipment, and systems for each relevant to the model. The draft Technical Partnership Assessment Report will analyze the full financial impact of any proposed model.

Task Fifteen: Draft Consolidation Assessment Report

Contractor shall prepare a draft Consolidation Assessment Report for the PDCC. The report shall detail the impact on training, staffing, operations, management, GIS, technology, interoperability, governance, and finance for each of the potentially viable models being considered. The report shall detail forecasted budgets including anticipated capital, operational costs relevant to the model. The draft Consolidation Assessment Report shall analyze the full financial impact of each model.

Following Contractor's internal review, the draft reports shall be delivered to the PDCC project team prior to release of the final Recommendations Report.

Task Sixteen: Presentation of the Technical Partnership and Consolidation Assessment Reports

Contractor's project manager and relevant consultants shall meet on-site with the PDCC to present the draft Technical Partnership Assessment Report and draft Consolidation Assessment Report. This meeting ensures all aspects of the research are consistent and the analyses are validated and serves as one of the required status report presentations.

This process affords the PDCC project team an opportunity to review Contractor's assessment from potential improvements regarding the status quo up to and including a newly formed consolidated PSAP serving the region. In addition, the review process allows questions and responses to be made prior to developing the Final Recommendations Report. Some of the anticipated review activities include:

- Clarifications
- Identifying final report elements
- Establishing format and structure of final report
- Addressing concerns about potential models and their feasibility

Final reports will be released to the PDCC and PSAPs within ten days of the on-site presentation.

Step Three: Final Recommendations Report

Task Seventeen: Final Recommendations Report Development

Contractor has no preconceived outcomes regarding the feasibility of technical partnerships or full/partial consolidation among the participating agencies in this project. Since the possibilities related to PSAP improvements, technology sharing, and and/or co-location/consolidation are endless, it is impossible to predict the final study results, recommendations, and local agency participation in those recommended actions.

Contractor shall prepare the Final Recommendations Report detailing the most optimum PSAP configuration, feasible options for a regional technical partnership, and recommendations. The determination of the most optimum configuration shall be based on data and reports to date, applicable standards and best practices, guidance provided in the previous phases and tasks, and the Contractor's experience and expertise. The report shall include an executive summary as well as the description and documentation of all of the elements within the project scope of work.

In addition to completing the Final Recommendations Report, Contractor shall update the Short, Mid and Long terms goals sections of the ICSP with the co-location and/ or consolidation recommendations developed in Phase Four.

An electronic copy ready for printing of the Final Recommendations Report will be delivered to the PDCC project manager for distribution.

Task Eighteen: Presentation of Final Recommendations Report

Contractor's project manager and relevant team members will return to Oregon for an on-site presentation of the Final Recommendations Report to the PDCC project team and project stakeholders.

Step Four Implementation Action Plan Development

Following the completion of the Final Recommendations Report, Contractor shall begin the process of developing an Implementation Action plan based on the recommendations. The implementation plan may cover consolidation of the PSAPs under one of the scenarios identified earlier, or if consolidation is not chosen or is not appropriate, Contractor shall assist in developing a plan outlining implementation of technical, operational, or other improvements identified by the study.

Task Nineteen Plan Development

Contractor shall work closely with PDCC to develop an Implementation Action Plan based on the accepted recommendations and PSAPs choosing to move forward. The Implementation Action Plan will provide the necessary post-decision planning and support, if structural changes are recommended.

If necessary, Contractor shall travel on-site to each of the PSAPs moving forward to validate critical information necessary to complete the Implementation Action Plan. The Implementation Action Plan details and coordination shall include information such as:

- Governance
- Assistance with budgetary pricing for recommended model
- Dispatch radio equipment
- Dispatch operational needs and equipment
- Construction/remodel pricing
- Funding plan assistance
- Assist PDCC in developing a fee schedule for agencies using the combined system
- Identification of possible funding sources to support participating communities
- Facility planning
- Assist in determining space requirements
- Assist with determination of future space requirements
- Assist the PSAP with design requirements standards
- Assist with location determination criteria
- Technology planning
- Backup, failover, and continuity of operations plans
- Operational planning
- Including staffing plans, including pay and benefits review and staffing merge plans considering current collective bargaining agreements
- Implementation timeline
- Project meetings

Task Twenty: Final Implementation Action Plan Presentation

Following the delivery of the Final Implementation Action Plan, Contractor's project manager will meet with the PDCC project team to discuss the Final Implementation Action Plan and recommendations.

Project Deliverables and Schedule

Project Deliverables	Approximate Due Date
Contract Signing	September 5, 2012
Deliverable: Project Initiation Meeting	October 1, 2012
Deliverable: Final Interoperable Communications Strategic Plan	December 19, 2012

Project Deliverables	Approximate Due Date
Deliverable: Final Regional SOP	February 8, 2013
Deliverable: Existing Conditions Report	February 22, 2013
Deliverable: Data Report Card	February 22, 2013
Deliverable: Draft Consolidation Feasibility Report	May 6, 2013
Deliverable: Draft Technical Partnership Report	May 6, 2013
Deliverable: Final Recommendations Report	June 14, 2013
Deliverable: Final Implementation Action Plan	August 9, 2013

Project Deliverables**Approximate****Due Date**

Project Initiation Meeting	1-Oct-12
Final Interoperable Communications Strategic Plan	19-Dec-12
Final Regional SOP	8-Feb-13
Existing Conditions Report	22-Feb-13
Data Report Card	22-Feb-13
Draft Consolidation Feasibility Report	6-May-13
Draft Technical Partnership Report	6-May-13
Final Recommendations Report	14-Jun-13
Final Implementation Action Plan	9-Aug-13

Payment Schedule**Description****Payment**

Completion of Onsite Project Initiation Meeting	\$ 76,205.00
Client Acceptance of Interoperable Communication Strategic Plan	\$ 44,975.00
Client Acceptance of Final Regional SOP, Data Report Card and Existing Conditions Report	\$ 33,590.00
Client Acceptance of Draft Consolidation Feasibility Report	\$ 46,240.00
Client Acceptance of Final Recommendations Report	\$ 30,000.00
Client Acceptance of Final Implementation Action Plan	\$ 43,090.00
Total	\$ 274,100.00

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Phase One: Project Initiation

Team Member	Hourly Rate	Estimated Hours	Estimated Cost
Nancy Pollock, ENP – Project Manager	\$ 125.00	116	\$ 14,500.00
Barry Luke	\$ 125.00	79	\$ 9,875.00
Cheryl Greathouse	\$ 125.00	51	\$ 6,375.00
Michelle Sumner	\$ 125.00	7	\$ 875.00
John Powell	\$ 125.00	79	\$ 9,875.00
Dwight Purtle, ENP	\$ 125.00	51	\$ 6,375.00
Lex Rutter	\$ 125.00	78	\$ 9,750.00
Michael Pedigo, ENP	\$ 125.00	78	\$ 9,750.00
Kenneth Hobbs	\$ 125.00	7	\$ 875.00
Kathy Liljequist, GISP	\$ 125.00	34	\$ 4,250.00
Christy Hayes, ENP	\$ 95.00	91	\$ 8,645.00
Paul Linnee, ENP	\$ 125.00	2	\$ 250.00
Company Management	\$ 185.00	26	\$ 4,810.00
Phase One Totals		699	\$ 86,205.00

Phase Two Strategic Plan Update

Team Member	Hourly Rate	Estimated Hours	Estimated Cost
Nancy Pollock, ENP – Project Manager	\$ 125.00	41	\$ 5,125.00
John Powell	\$ 125.00	156	\$ 19,500.00
Dwight Purtle, ENP	\$ 125.00	43	\$ 5,375.00
Lex Rutter	\$ 125.00	75	\$ 9,375.00
Michael Pedigo, ENP	\$ 125.00	8	\$ 1,000.00
Christy Hayes, ENP	\$ 95.00	38	\$ 3,610.00
Paul Linnee, ENP	\$ 125.00	2	\$ 250.00
Company Management	\$ 185.00	4	\$ 740.00
Phase Two Totals		367	\$ 44,975.00

Phase Three: Regional SOP Development

Team Member	Hourly Rate	Estimated Hours	Estimated Cost
Nancy Pollock, ENP – Project Manager	\$ 125.00	74	\$ 9,250.00
Barry Luke	\$ 125.00	70	\$ 8,750.00
Cheryl Greathouse	\$ 125.00	6	\$ 750.00
Michelle Sumner	\$ 125.00	6	\$ 750.00
John Powell	\$ 125.00	62	\$ 7,750.00
Dwight Purtle, ENP	\$ 125.00	2	\$ 250.00
Lex Rutter	\$ 125.00	2	\$ 250.00
Michael Pedigo, ENP	\$ 125.00	8	\$ 1,000.00
Kenneth Hobbs	\$ 125.00	4	\$ 500.00
Christy Hayes, ENP	\$ 95.00	30	\$ 2,850.00
Paul Linnee, ENP	\$ 125.00	6	\$ 750.00
Company Management	\$ 185.00	4	\$ 740.00
Phase Three Totals		274	\$ 33,590.00

Phase Four: Regional Technical and Backup Cooperation Feasibility

Team Member	Hourly Rate	Estimated Hours	Estimated Cost
Nancy Pollock, ENP – Project Manager	\$ 125.00	169	\$ 21,125.00
Barry Luke	\$ 125.00	116	\$ 14,500.00
Cheryl Greathouse	\$ 125.00	15	\$ 1,875.00
Michelle Sumner	\$ 125.00	14	\$ 1,750.00
John Powell	\$ 125.00	20	\$ 2,500.00
Dwight Purtle, ENP	\$ 125.00	30	\$ 3,750.00
Lex Rutter	\$ 125.00	18	\$ 2,250.00
Michael Pedigo, ENP	\$ 125.00	96	\$ 12,000.00
Kenneth Hobbs	\$ 125.00	13	\$ 1,625.00
Kathy Liljequist, GISP	\$ 125.00	70	\$ 8,750.00
Christy Hayes, ENP	\$ 95.00	98	\$ 9,310.00
Paul Linnee, ENP	\$ 125.00	13	\$ 1,625.00
Company Management	\$ 185.00	28	\$ 5,180.00
Phase Four Totals		700	\$ 86,240.00
Hourly Project Totals		2040	\$ 251,010.00
Expenses			\$ 43,090.00
Subtotal			\$ 294,100.00
Project			\$ (20,000.00)
Discount			
Project Total			\$ 274,100.00

Estimated Hours and Cost

Staff	Hourly Rate
Nancy Pollock, ENP – Project Manager	\$ 125.00
Barry Luke	\$ 125.00
Cheryl Greathouse	\$ 125.00
Michelle Sumner	\$ 125.00
John Powell	\$ 125.00
Dwight Purtle, ENP	\$ 125.00
Lex Rutter	\$ 125.00
Michael Pedigo, ENP	\$ 125.00
Kenneth Hobbs	\$ 125.00
Kathy Liljequist, GISP	\$ 125.00
Christy Hayes, ENP	\$ 95.00
Paul Linnee, ENP	\$ 125.00
Company Management	\$ 185.00