



## Galena Group, Inc.

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December 29, 2016

Suzy Rogers, Chair of the Washoe County E911 Advisory Committee  
P.O. Box 1900  
Reno, Nevada 89505

Dear Ms. Rogers,

We appreciate the opportunity to assist the Washoe County E911 Advisory Committee with a 2017 update of the Washoe County Emergency 911 Master Plan.

This Proposal and Statement of Work defines the principle activities and responsibilities for Galena Group, Inc. (GGI) to develop the update.

### Background

Beginning in 2006, the Washoe County E911 Emergency Response Advisory Committee (E911 Committee) engaged a consulting firm to develop a 5-year Master Plan. The Master Plan is required for compliance with the Nevada Revised Statutes regarding the collection of the E911 surcharge, (Please see excerpt below from the 2015 Nevada Revised Statute – please note, the bolded text is our emphasis). At that time, Galena Group, Inc. acted on behalf of the E911 Committee in the selection of the consulting firm, and assisted in the development of the Plan.

*NRS 244A.7643 Surcharge: Imposition; master plan required in certain counties; amount; collection; penalties for delinquent payment...*

*...3. A board of county commissioners may not impose a surcharge pursuant to this section unless the board first adopts a 5-year master plan for the enhancement or improvement, as applicable, of the telephone system for reporting emergencies in the county. The master plan must include an estimate of the cost of the enhancement or improvement, as applicable, of the telephone system and all proposed sources of money for funding those costs. For the duration of the imposition of the surcharge, the board shall, at least annually, review and, if necessary, update the master plan.*

In 2012, the E911 Committee engaged the Galena Group, Inc. to help update the original plan. Since the development of the original Plan and the 2012 update, the Public Safety Answering Points (PSAPs) in Washoe County have made significant progress toward many of the technological, operational and governance goals.

The E911 Committee Members have continued to look toward improvements in efficiency and conduct research related to the Master Plan goals. However, five years have elapsed since the 2012 update (finalized in early 2013), and a formal revision of the Master Plan is needed. As mentioned, Galena Group, Inc. has previously provided services to the E911 Committee as outsourced staff, and is familiar with the PSAP facilities, technologies and personnel serving Washoe County, the City of Reno and the City of Sparks.

Several recent projects have kept Galena Group personnel immersed in current 911 technologies, operations and funding mechanisms. The projects included several Emergency Dispatch technology and operational assessments and studies. These engagements involved large municipalities, counties and state-wide 911 assessments. Most recently, we acted as the Project Manager for the implementation of a new law and fire/EMS Computer Aided Dispatch, Records Management (law), and mobile data system. Additionally, we again performed as the Project Manager for a state-of-the-art, Next Generation 9-1-1 system for a city of about 400,000 people. We believe this current, nation-wide experience brings a well-rounded and fresh view to the issues and questions that should be addressed in the 2017 update of the Master Plan.

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## Project Plan

At a minimum, the 2017 update of the 5-year Master Plan will include the following elements:

- Washoe County's 911 Emergency Response Advisory Committee accomplishments
- Reno, Sparks and Washoe County Public Safety Answering Point (PSAP) comparison to *newest* best practices
- Overview of current and near future 911 technologies
- Recommendations for future enhancements
- Estimated cost projections for future enhancements
- Updated 5 year goals for the 911 Committee
- Review of current funding sources
- Proposed sources of future funding
- Related legislation overview.

The list above incorporates the components needed to realistically assess the state of the County-wide emergency dispatch function, and the minimum requirements of the NRS Statutes for the 5-year plan.

To develop the 2017 updated Master Plan, the Galena Group, Inc. (GGI) will begin by meeting with the 911 Committee Members and the PSAPs to collect data related to current technologies and operations, and future requirements. GGI will review the original and 2012 updated Master Plan and any new information provided by E911 Committee Members. Additionally, GGI will again review the *current* NRS legislative requirements related to the E911 surcharge.

Using data collected from these tasks, combined with our understanding and research of the current and near future technologies, GGI will develop a complete and comprehensive 2017, 5-year Master Plan update document. This document will be presented to the E911 Committee in draft format for review and discussion prior to the final version. GGI will present the final version to the E911 Committee, and to the Board of County Commissioners if requested.

Throughout the project, GGI will provide updates at each of the E911 Committee meetings.

### ***Estimated Costs and Time***

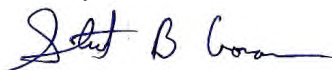
Galena Group, Inc. is committed to providing quality services for each of our engagements. Our fees are based on the level of assistance required to render superior performance. Due to our primary Reno, Nevada office location and strong, continued association with the involved agencies, we have discounted our fees to a rate of \$100 an hour. We estimate that it will take a total of 225 hours of effort to complete this project.

Thus, our professional fees will be \$22,500.00. Our firm is local to Washoe County, so we do not anticipate any additional expenses. Therefore, the **project total is not to exceed \$22,500.00** for fees and expenses, based upon the workplan provided.

Our assumption is, starting in late July, 2017 we will be able to finalize the 2017 updated Master Plan within approximately a three-month period. Stuart Cronan will act as the Lead Consultant on this important project.

We look forward to working with the Washoe County E911 Emergency Response Advisory Committee on this important project.

Sincerely,



Stuart B. Cronan  
Galena Group, Inc.

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July 17, 2017

Lieutenant Bill Ames, Chair of the Washoe County E911 Advisory Committee  
911 Parr Boulevard  
Reno, Nevada 89512

Dear, Lieutenant Ames,  
Galena Group, Inc. (GGI) is pleased to provide this proposal to develop the 5-year Master Plan for purchasing and maintaining portable event recording devices (body cameras) and vehicular event recording devices (vehicle recorders). Minimum requirements for the Master Plan are defined in the revised NRS 244A.7643. We appreciate the opportunity to provide this proposal and quote to the Washoe County E911 Advisory Committee.

This proposal is provided as an addition to the existing proposal to update the E911 Master Plan, as approved by the Committee. The E911 Master Plan update and this 5-year Master Plan for portable event recording devices and vehicular event recording devices are to be developed concurrently. They will be integrated into one unified Master Plan document. We have attached the previous proposal for reference. With the addition of this proposal, we will be adding and enhancing information in the E911 Plan Update to meet new requirements of SB176. The result will be a cohesive Master Plan for the Committee.

### **Background**

As presented in the previous E911 Master Plan proposal, beginning in 2006, the Washoe County E911 Emergency Response Advisory Committee (E911 Committee) engaged a consulting firm to develop a 5-year Master Plan. The Master Plan was required for compliance with previous Nevada Revised Statutes regarding the collection of the E911 surcharge. At that time, Galena Group, Inc. acted on behalf of the E911 Committee in the selection of the consulting firm, and assisted in the development of the Plan.

Prior to the recent enactment of SB176, the statute (NRS 244A.7643) that applied to the Master Plan requirement, focused on E911 technology and operations in the application of the E911 surcharge. The implementing of SB176 added the following to the Master Plan requirements, if the E911 surcharge funds are to be used for this purpose:

*“purchasing and maintaining portable event recording devices and vehicular event recording devices, as applicable.”*

The revised Statute, states in part:

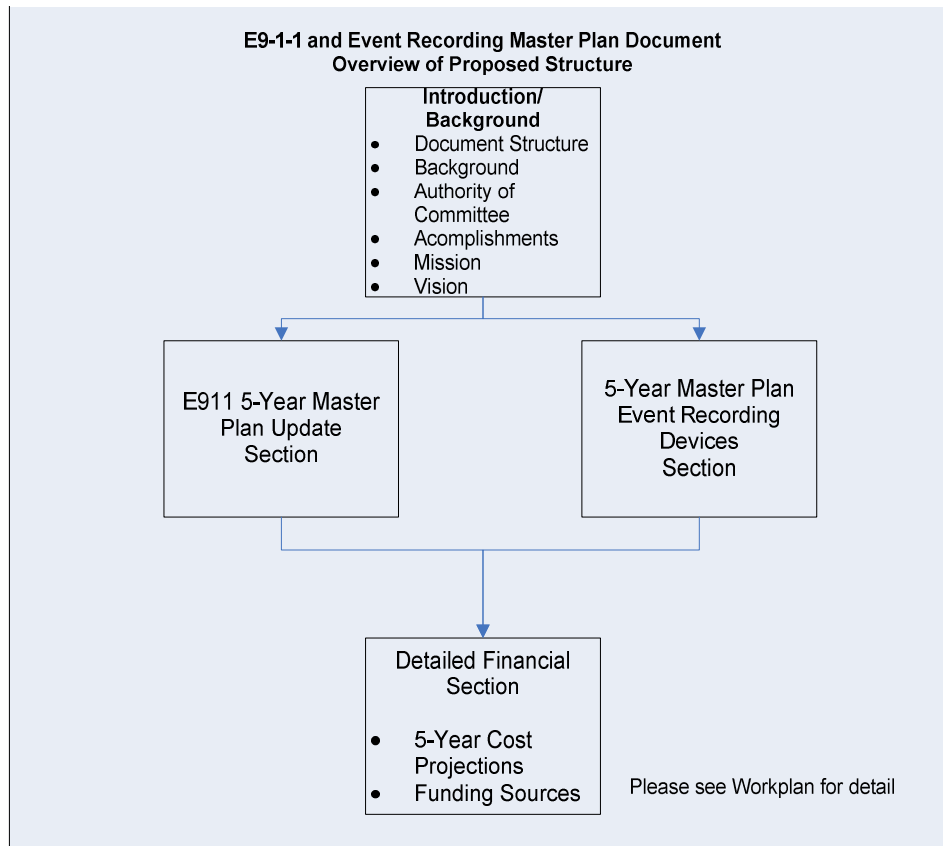
*3.] A board of county commissioners may not impose a surcharge pursuant to this section unless the board first adopts a 5-year master plan for the enhancement of the telephone system for reporting emergencies in the county or for the purpose of purchasing and maintaining portable event recording devices and vehicular event recording devices, as applicable. The master plan must include an estimate of the cost of the enhancement of the telephone system or of the cost of purchasing and maintaining portable event recording devices and vehicular event recording devices, as applicable, and all proposed sources of money for funding those costs. For the duration of the imposition of the surcharge, the board shall, at least annually, review and, if necessary, update the master plan.*

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This Proposal and Workplan defines the principle activities and responsibilities for Galena Group, Inc. (GGI) to develop the Master Plan for purchasing and maintaining portable event recording devices and vehicular event recording devices. We refer to the original proposal to note areas that may be enhanced by this plan and new requirements.

Emergency Dispatch (E911) related technologies and event recording devices are divergent technologies. The Plan development, policies and procedures and operational aspects of the two areas are separate functions. The new legislation places E911 technology funding, and Event Recorder funding under the governance of the Washoe County E911 Advisory Committee.

We present a depiction of the proposed 5-Year Master Plan Document structure below, and a summary description of our workplan on the following Page.



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## Project Workplan Summary

Our approach is designed to concurrently develop distinct E911 and Event Recorder Master Plans with separate research, planning and recommendations, as sections of the 5-Year Master Plan. The two plans will dovetail into a detailed Financial section which will address the costs and funding of each section for the Five-Year Plan. This detailed Financial Section will address the cost estimates of each discipline including:

- E911 costs (as presented in the E911 Master Plan Proposal)
- Cost estimate for purchasing and maintaining portable event recording devices and vehicular event recording devices.
- All proposed sources of money for funding those costs, including the 911 surcharge, as specified in NRS 244A.7643.

We will review 911 funding history, projections, funding sources. Based on the documented analysis and recommendations presented in the previous sections, we will present the Event Recorder cost estimates over 5 years. The estimates will include pricing for alternative approaches (e.g. cloud/hosted; owned, locally maintained).

At a minimum, the new a 5-Year Master Plan for Portable Event Recording Devices (Body Cameras) and Vehicular Event Recording Devices (Vehicle Recorders), as defined in the revised NRS 244A.7643 will include at a minimum, the following elements:

- New/revised legislation overview.
- Washoe County's 911 Emergency Response Advisory Committee responsibilities
- Overview of current and near future event recording technologies and technical approaches and best practices
- Recommendations for future enhancements
- Existing equipment and potential transition issues
- Presentation of possible need for interagency agreements
- Estimated cost projections, including recommended and alternative designs
- 5-year goals for the 911 Committee, related to Event Recorders, in addition to original 911 goals
- Review of current funding sources
- Possible sources of future funding
- Present findings and recommendations including technical, implementation, operational and policy recommendations
- Financial presentation for 5-year funding approaches

The list above incorporates additions to the original E911 5-Year Plan Update, the impact of the regional Event Recorder use, and the requirements of the NRS Statutes for the 5-year plan. To develop the new 5-year master plan for portable event recording devices, the Galena Group, Inc. (GGI) will begin by meeting with the primary Members of the Regional Body Camera Working Group. Via these interviews, we will collect information related to the group's position on current technologies, operations, and future requirements.

We will assess the Working Group's approach to the numerous issues that the use of the technology presents. Additionally, GGI will review the *current* NRS legislative requirements related to the E911 surcharge.

Using data collected from the above tasks, combined with our understanding and research of the current and near future technologies, GGI will develop a comprehensive 5-year Strategic Plan. This information will be fully integrated into the overall E911 Plan.

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A draft of the Master Plan document may be presented to the E911 Committee, and any subset of the Committee for review and discussion prior to developing the final version. GGI will present the final version to the E911 Committee, and to the Board of County Commissioners, if requested.

***Personnel***

Mr. Stuart Cronan will act as the Lead Consultant on this important project. Mr. John Scruggs (Matrix Consulting Group) will provide direct consulting assistance with Personal Event Recorder technology, policies, recommendations and related financial analysis. We note that Mr. Scruggs conducted numerous body worn camera pilot programs for a major West Coast city. He conducted extensive research, to develop and write the body worn camera policy for that city. Mr. Scruggs served on a body worn camera legislative work group that co-authored a state body worn camera legislation. Stuart Cronan's and John Scruggs' Bios are presented as an attachment to this letter proposal.

***Estimated Costs and Time***

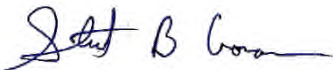
Galena Group, Inc. is committed to providing quality services for each of our engagements. Our fees are based on the level of assistance required to render superior performance. We estimate that it will take total of 110 hours of effort to complete this project. We anticipate Mr. Cronan to require 80 Hours of effort at a rate of \$100 per hour and Mr. Scruggs 30 hours, at \$150 per hour. Our total fees are estimated to be a total of \$12,500.00 for Mr. Cronan and Mr. Scruggs. This pricing assumes that the work effort as described in this proposal and the E911 Master plan update (as previously proposed), will occur concurrently.

Thus, our professional fees will be \$12,500.00. Our firm is local to Washoe County, so we do not anticipate any additional expenses. Therefore, for this proposal, the **total is not to exceed \$12,500.00** for fees and expenses, based upon the workplan provided. These fees are in addition to the fees for the E911 5-Year Master Plan Update (Attached).

Our assumption is, starting mid-August 2017, we will be able to finalize the 2017 updated Master Plan, inclusive of this proposal, within a three to four-month period. As presented, Stuart Cronan will act as the Lead Consultant and John Scruggs will provide technical advice, review and oversight on this important project.

We look forward to working with the Washoe County E911 Emergency Response Advisory Committee on this important project.

Sincerely,



Stuart B. Cronan  
Galena Group, Inc.

## John Scruggs' and Stuart Cronan's Biographical Summary:

### John Scruggs

John Scruggs has an extensive background in law enforcement, including having previously served as a Captain for the Portland Police Bureau. He has served in all facets of law enforcement including patrol, investigations, training and administration during his 26-year career. In addition to his law enforcement background Mr. Scruggs has significant experience in police technology and the legislative process.

Mr. Scruggs conducted numerous body worn camera pilot programs for the City of Portland. He conducted extensive research, talked with over 50 agencies to develop and write the body worn camera policy for the city. Mr. Scruggs served on a body worn camera legislative work group that co-authored the state body worn camera legislation. He received the 2015 partnership award from the Oregon Chiefs of Police Association and the Oregon State Sheriff's Association for his work on the Oregon Body Worn Camera bill.

He implemented the Automatic License Plate Reader program for the City of Portland, OR. This included: Researching, issuing the RFP, Acquisition, developing policy, training and deployment. Additionally, Mr. Scruggs briefed City and State elected officials to preserve the use of the technology. Mr. Scruggs served on a state-wide board to help other organizations develop ALPR policy that would be consistent with best practices.

Mr. Scruggs co-authored the Oregon Body Worn Camera Policy Framework for the Oregon Chiefs of Police Association to guide other agencies in the development of their body worn camera policies.

Mr. Scruggs has a Master of Public Administration from Portland State University. He received his Bachelor's degree in Political Science from Portland State University. Mr. Scruggs has also received mid-management and executive management course certificates from the Oregon Department of Public Safety Standards and Training.

### Stuart Cronan

Mr. Cronan's experience in management, operations and consulting in the telecommunications arena has focused on public safety. In 2002, Mr. Cronan, founded Galena Group, Inc. a management and information technology consulting firm located in Reno, Nevada. Mr. Cronan began his consulting career with Ernst & Young as Senior Manager and was the Practice Leader for their national telecommunications practice. He has 30 years of experience in design and implementation of information systems.

Mr. Cronan's recent experience includes acting as Project Manager for several large public safety information technology implementations as well as various management studies and implementation assistance for leading edge information technology projects. Some recent projects Mr. Cronan directly participated in, or acted as lead, include:

- Technology assessment of two Public Safety Answering Points (PSAPs) serving Snohomish County Washington. The assessment included funding issues, as well as developing a new formula for the distribution of 911 surcharge funds within the County.
- Operational and technology assessment of two PSAPs, in Sarpy County and Douglas County (Omaha area) NE.
- Review of dispatch technology in the Police and Fire Dispatch Centers in Anchorage, Alaska, including 911 phone system, CAD system, radio consoles, mapping/GIS, paging, and station alerting (as subcontractor to Matrix Consulting Group). He assisted both agencies with the RFP process, vendor selection and implementation of a new CAD/RMS/Mobile Data system(s) and Next Generation 911 system. Mr. Cronan is currently working directly with Anchorage Police Department's Information Technology Department.

Mr. Cronan holds a Bachelor of Arts from California State University, Northridge and a Commercial Federal Communications Commission General Radiotelephone License.