



WASHOE COUNTY

Integrity Communication Service

www.washoecounty.us

STAFF REPORT

COMMITTEE MEETING DATE: *February 10, 2022*

DATE: Wednesday, February 02, 2022

TO: 911 Emergency Response Advisory Committee

FROM: Quinn Korbolic, IT Manager, Washoe County Technology Services
775-328-2348, qkorbolic@washoecounty.us

THROUGH: Behzad Zamanian, CIO Washoe County Technology Services

SUBJECT: A review and discussion of a proposal from Galena Group, Inc. to implement Five-Year Master Plan update recommendations including establishment of a PSAP tactical backup plan, conduct a NG911 readiness study, establishing a structured process for funding 911 programs and equipment including funding prioritization; and recommendations from the 2018 911 Five-Year Master Plan regarding the reporting of operational metrics; and, possible action to approve the proposal and direct staff to execute a contract with Galena Group for a cost not to exceed [\$43,680].

SUMMARY

The E911 Master Plan approved by the Washoe County Board of County Commissioners in December 2021, contained several recommendations that, if implemented, will contribute to improved provision of 911 services, 911 fund management, reporting, and 911 technology advancement.

To implement the Master Plan recommendations, staff recommends approval of the proposal from Galena Group, Inc. to provide staff augmentation services specifically to implement the Master Plan Recommendations. The Galena Group proposal specifies four tasks: 1) Develop a process and format to track and report PSAP operational metrics to the committee, 2) Establish a structured process for purchase authorization and develop funding priorities, 3) Conduct a NG9-1-1 Readiness Assessment, 4) Develop tactical and long-term PSAP backup strategies. The full statement of work is attached.

Galena Group's Staff Augmentation proposal has a twelve-month timeline and a cost not to exceed \$43,680.

PREVIOUS ACTION

On December 14, 2021 the Board of County Commissioners approved and adopted the Washoe County Regional 911 Master Plan Update as recommended by the 911 Emergency Response Advisory Committee on September 28, 2021.

On October 28, 2021, the Emergency Response Advisory Committee approved the Washoe County Regional 911 Master Plan Update and recommended that the Board of County Commissioners approve and adopt Regional 911 Master Plan Update.

On August 25, 2020, the Board of County Commissioners moved to direct staff to update the 911 Emergency Response Five-Year Master Plan to include, but not be limited to, inclusion of a plan for Public Safety Answering Point (PSAP) back-up sites, a Computer Aided Dispatch upgrade, and modifications to NRS from the 2019 Nevada State Legislature.

On February 20, 2018, the Board of County Commissioners adopted the Washoe County Regional 911 Emergency Response Advisory Committee Five Year Master Plan Update; and approved the 911 Emergency Response Advisory Committee's recommendation to increase the 911 telephone line surcharge to \$0.85 per month for each customer access line to the local exchange of a telecommunications provider; \$0.85 per month for each telephone number assigned a customer by a supplier of mobile telephone service; and \$8.50 per month for each customer trunk line to the local exchange of a telecommunications provider.

On January 16, 2018, the Board of County Commissioners adopted the Washoe County Board of County Commissioners' Policy for the Use of 911 Surcharge Funds for the Body Camera Mandate Set Forth in Nevada Senate Bill 176 (2017).

On October 10, 2017, the Board of County Commissioners adopted Ordinance No. 1601, which amended Washoe County Code ("WCC") Chapter 65 by: (1) expanding the permissible use of the 911 telephone line surcharge to include the purchase and maintenance of portable event recording devices and vehicular event recording devices, as permitted by NV SB 176 (2017); (2) clarifying the powers and duties of the 911 Committee; (3) adding definitions of "law enforcement agency", "portable event recording device" and "vehicular event recording device"; and (4) amending the 911 Committee's membership as required by NV SB 176 (2017).

On June 25, 2013, upon recommendation by the 911 Committee, the Board of County Commissioners adopted the Washoe County Regional 911 Emergency Response Advisory Committee Five Year Master Plan Update to the 911 Strategic Master Plan; and adopted the Regional 911 Emergency Response Advisory Committee Guidebook prepared by the Galena Group.

BACKGROUND

Nevada Revised Statutes (NRS) 244A.7643 requires that a County adopt a 911 Five-Year Master Plan before implementing a 911 Surcharge:

NRS 244A.7643 2 - 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.

FISCAL IMPACT

The Enhanced 911 Fund (208) has sufficient budget authority in FY22 and in the planned FY23 budget to cover the expenses of the Galena Group Inc. contract [\$43,680], if approved by the Emergency Response Advisory Committee.

RECOMMENDATION

Staff recommends that the 911 Emergency Response Advisory Committee approve the proposal and statement of work from Galena Group, Inc. to provide staff augmentation services to implement the Washoe County Regional 911 Master Plan recommendations for a cost not to exceed [\$43,680].

POSSIBLE MOTION

Should the Committee agree with staff's recommendation a possible motion would be: "Approve the proposal and statement of work from Galena Group, Inc. to provide staff augmentation services to implement the Washoe County Regional 911 Master Plan recommendations for a cost not to exceed [\$43,680]."



Galena Group, Inc.
Information Technology / Communications & Management Consulting
9190 Double Diamond Pkwy Reno, NV 89521

Tel: 775 852.4545
Fax: 775 852.4002
www.GalenaGroup.com

January 5, 2022

Quinn Korbolic,
IT Manager, Regional Services
Washoe County, Nevada Technology Services
1001 E. Ninth St.
Reno, NV 89512

Dear Mr. Korbolic,

We appreciate the opportunity to provide the following proposal to assist Washoe County (County) and the Washoe County E9-1-1 Emergency Response Advisory Committee (Committee) with implementation of the 9-1-1 5-year Master Plan (Plan). Our assistance, in the form of staff augmentation, would focus on the implementation of specific recommendations listed below, and as presented in the 2018 and the 2021, 9-1-1 Plans.

Galena Group, Inc. (GGI) personnel have a history of working for the County and the Committee since the Committee's formation. Additionally, our recent and extensive emergency dispatch projects nationwide, places us in a position to provide additional value. This letter outlines the principal activities and responsibilities for GGI to provide 5-Year Master Plan implementation support for the following:

- Develop a Process and Format to Track and Report PSAP Operational Metrics to the Committee
- Establish a Structured Process for Purchase Authorization and Develop Funding Priorities
- Conduct a NG9-1-1 Readiness Assessment.
- Develop Tactical (current design) and Long-Term (future) PSAP Backup Strategies

The following describes the background and tasks detailing our approach in providing staff augmentation for implementation of recommendations identified in the recent Washoe County 9-1-1 Five-Year Master Plans.

Background

Beginning in 2006, the Washoe County E9-1-1 Emergency Response Advisory Committee engaged Matrix Consulting Group to develop a 5-year Master Plan. The Master Plan is required for compliance with the Nevada Revised Statutes to allow for the collection of a 9-1-1 surcharge. At that time, Galena Group, Inc. acted as the Committee's staff and advocate in selecting the consulting firm to develop the Plan, as well as assisting with overall scheduling and coordination.

In 2012, and 2017, the Committee engaged the Galena Group, Inc. to update the original 9-1-1 Plan. In 2021, the Committee contracted Federal Engineering to develop the latest 9-1-1 Master Plan Update.

Galena Group, Inc. previously provided services to the 9-1-1 Committee as outsourced staff. Due to our experience assisting the Committee and each of the PSAPs, we are familiar with the region's facilities, technologies, and issues.

Since the development of the original Plan in 2006, the 9-1-1, Public Safety Answering Points (PSAPs) in Washoe County have made significant strides toward many of the technological, operational, funding goals, and recommendations. The recommendations identified in the 2018 and 2021 Master Plans require committed effort to accomplish. However, there is no dedicated staff to assist in coordinating or implementing the recommendations. On November 18th, 2021 Washoe County Technical Services requested that the Committee approve "staff augmentation" to assist with completing some of the previous and current recommendations. The Committee approved the request.

Presented below are some of the 5-Year Master Plan recommendations that require dedicated effort. We explain the tasks to be performed and the anticipated outcome of that effort.

5-Year Master Plan Recommendations, Implementation Assistance

The following task plan outlines the assistance and the deliverables which we will produce at each stage.

Task 1 | Develop a Process and Format to Track and Report PSAP Operational Metrics to the Committee

The 2018, 5-year Master Plan stated:

"The purpose of performance measurement is to impart key information to assist in managing and decision-making. ...periodic performance management reports from the three PSAPs should demonstrate a link between dispatch operations and the various technologies and programs funded by the Committee."

We also note: *"Although the Committee has no operational purview over the three PSAPs, effective performance management information should be expected from the three PSAPs to demonstrate the need for E911 funds to enhance services."*

Our approach is to develop a PSAP reporting format. The information or metrics should include pertinent information and demonstrate proficiency in call handling, dispatching and deploying appropriate resources and responses to emergency incidents. The

information should be readily obtainable to minimize any impact upon PSAP staff or management.

We will work with each PSAP to ensure the consensus of dispatch management. The reporting structure will be a consistent and concurrent reporting process. Since the primary PSAPs use the same CAD, 9-1-1 call taking and radio systems, consistency should not be a significant issue.

Responsibilities under this task include:

- Develop a consolidated format that may include metrics such as:
 - Call totals (9-1-1, emergency, nonemergency)
 - Incidents presented by Fire, Medical, Law as quantity and priority
 - 9-1-1 average call answer times
 - Radio traffic stats (number of PPT, time on air by Talk Group)
 - Available CAD or other data to help demonstrate operational efficiencies and the application of technology.
- Review and gain concurrence with PSAP management for reporting metrics, data sources, timing, and format of the 9-1-1 Committee presentations.
- Inform the 9-1-1 Committee the meaning of the presented information and possible relationship in funding of various 9-1-1 technologies.

Task Result

Establish a defined process and format to report specific Emergency Dispatch operational metrics to the Washoe County E9-1-1 Emergency Response Advisory Committee. The format and content will be reviewed and endorsed by primary PSAP management. The report is to be presented to the Committee at least once a quarter. The Committee will be provided a presentation and document outlining the significance of the data to be provided in the reports.

Task 2 | Establish a Structured Process for Purchase Authorization and Develop Funding Priorities

This task combines related recommendations from the 2021 and previous 5-year master plans. The 2021, 5-Year Master Plan recommends:

“...Washoe County establish a structured process for the funding of 9-1-1 programs and equipment.”

Section 3.3.9, “Recommendations” in the 2021 Plan, further defines this recommendation. Additionally, the recommendation to *“Update list of funding priorities annually”* was presented in the 2013 Plan and reaffirmed in the 2018 Plan. The original list of funding

priorities was presented in the 2013 5-year Master Plan Update. At that time, there was competition between acceptable (allowable) requests due to limited funding. The goal was to have the Committee prioritize acceptable funding requests to assist in the decision-making process.

At the November 18th, 2021, Committee meeting a staff report titled: “...*Order of priority for 911 fund expenditures*”, was discussed. The report was presented by the IT Manager, of Washoe County Technology Services. The staff report identified the latest state legislation [NRS 244A.7645] defining the order of priority for 9-1-1 fund expenditures and noted: “*The 911 Emergency Response Advisory Committee had requested that additional prioritization of expenditures be drafted to include additional specificity and examples to what could reasonably be concluded is part of allowable expenses under NRS 244A.7645.*”

We will begin this task by reviewing and documenting the existing funding priorities as defined in the NRS. We will then compare it to the allowable expenditures as codified in County policy and ordinance. We will also compare known Federal Communications Commission definitions of acceptable use of 9-1-1 surcharge funds. Once we have completed our analysis of this information we will:

- Define acceptable and nonacceptable expenses under applicable County, State and Federal rules, policies, and legislation.
- Develop an analysis of the differences between various regulations and policies.
- Categorize the current list of proposed Committee funding items into previously defined “acceptable” and “nonacceptable”.
- Finalize the draft versions of the definitions, regulation analysis, and the draft of the categorized potential fundable items.
- Coordinate and facilitate sessions presenting the definition of acceptable expenses, analysis of the regulations, and gaining concurrence with a prioritization of the Committees fundable list.

Parallel with the effort above, we will work with County staff and the committee to establish a structured process for the funding of 9-1-1 programs and equipment. This will include refining, developing, and documenting:

- Definitive funding rules
- Formal application process
- System of managing awards
- A process to ensure projects are completed and reimbursement requests are fulfilled.

Throughout Task 2 we will consult with appropriate Committee, PSAP and agency personnel. All final products under this Task including processes, definitions, and prioritizations will be presented to the Committee for approval and implementation.

Task Result

A well-defined list of “acceptable” expenses under the applicable County, State and Federal rules, legislation and policies; a clear analysis of the differences between various funding legislation and policies; codified list of fundable, prioritized expenses. A structured process for the funding of 9-1-1 programs and equipment, for the Committee’s approval.

Task 3 | Conduct a NG9-1-1 Readiness Assessment

The 2021 Plan recommends a NG9-1-1 Readiness Assessment under section 3.4.4.4 “Recommendations”:

“Prior to any procurement of a new call handling system the County should conduct a NG9-1-1 Readiness Assessment. That will provide the County with the status of PSAPs’ readiness to transition to NG9-1-1 along with recommendations on how to proceed.”

Among the reasons identified for this assessment is to be certain the NG9-1-1 system is compliant with the latest NENA i3 standards and other applicable Next Generation standards. The need to seamlessly interface to a new, state-of-the-art CAD system, the age of the existing NG9-1-1 system, and the desire to take advantage of evolving technologies are all part of why it is needed to address a NG9-1-1 Readiness Assessment at this time.

As part of the NG9-1-1 assessment, we will review the state of the delivery of NG9-1-1 calls and associated data. The Plan stated the following items:

“The Call Handling Functional Element is an integral component of a NG9-1-1 network. Prior to replacing the current call handling existing equipment, the County needs to verify the new solution will be compliant with any current NENA i3 NG9-1-1 standards. This will ensure it is compatible with any future ESInet and Next Generation Core Services (NGCS).”

“The County may want to combine the implementation of a NENA i3 compliant ESInet and NGCS with the replacement of the hosted call handling system.”

We will focus on reviewing the current state of the NG9-1-1 system and provide an analysis of any gaps with the latest NENA i3 standards. This analysis entails the ability to handle call routing, resiliency, CAD interface capabilities or issues, and ability to leverage the latest in new or developing technologies. We will also investigate local, regional, and

State initiatives, plans or developments toward implementing an ESInet and NGCS functionality.

This research and analysis will include a detailed review of current applicable standards, the up-to-date NG9-1-1 vendor capabilities, and will include inviting select NG 9-1-1 vendors to present their existing available functionality and their stated roadmap toward future i3 compliance. These recommended presentations would be used for educational purposes. Timing and format of these presentations would be approved by the Committee and pursuant to any legal constraints.

Task Result

A Next Generation 9-1-1 Readiness Assessment and presentation addressing current state of the NG9-1-1 system and provide an analysis of any gaps in meeting the latest NENA i3 standards. The Assessment will include ability to handle call routing, resiliency, CAD interface capabilities, and capacity to leverage the latest in new or developing technologies. We will also investigate local, regional, and State initiatives, plans or developments toward implementing an ESInet and NGCS functionality.

Task 4 | Develop Tactical (Current design) and Long-Term (Future) PSAP Backup Strategies

Under section 3.1.1, "Recommendations", the Plan presents the recommendations that the *"three PSAPs create a regional back-up plan that details the capabilities, capacities, networking/bandwidth needs, technology, and equipment needs for each of the PSAPs."*

Many changes to PSAP backup capabilities have occurred since the 2018 Plan recommending the implementation of a separate "flee-to" site as a stand-alone backup center for the 3 PSAPs. As a part of the overall backup plan recommendation, a first step is to assess the current situation as to existing functional capability and capacity. The tactical planning would include identifying possible scenarios that would require relocation or augmentation of a PSAP. It would also include immediate steps that may be taken to improve the current ability to provide a viable backup under the circumstances identified in the planning.

This initial planning would be a significant step towards identifying the requirements, design, cost and implementation needs of a longer-term regional backup approach. The tactical plan is imperative to offering an immediate understanding of these needs.

We would initiate planning through interviews and facilitated sessions with the appropriate personnel including PSAP and agency management. We would examine current plans, possible scenarios, and existing capabilities. This would include known, near term PSAP upgrades, changes, and planning.

This would culminate with a documented set of scenarios and the required actions needed to regain the emergency dispatch function of the affected PSAP(s). Again, this would be the initial strategic approach to backup planning and would likely be used in an additional step toward a more solidified long-term design. We anticipate a presentation of the results of this development process to PSAP management for review and approval. We note that PSAP management would be directly involved in the development of this process.

Task Result

A PSAP approved, tactical PSAP backup plan based upon multiple scenarios and current capabilities. The plan could also be used to justify any immediate steps that may be taken to provide a viable PSAP backup under current conditions.

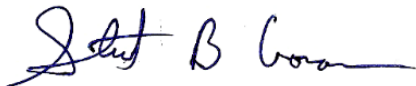
Estimated Costs and Time

Galena Group, Inc. is committed to providing quality services. Our fees are based on the level of assistance required to render superior performance. Due to our Reno, Nevada office location and continued association with the Washoe County E9-1-1 Emergency Response Advisory Committee and involved agencies, we have discounted our fees to a rate of \$120 per hour. We estimate that it will take a total of 364 hours of effort over 12 months to complete the tasks outlined for this support.

Therefore, our professional fees will total \$43,680.00. Our firm is located in Washoe County, so we do not anticipate any additional expenses. Based on the effort as defined in this proposal our **project total will not exceed \$43,680.00** for fees and expenses, based upon the workplan provided.

Stuart Cronan will act as the lead for this assistance. Please let us know if you have any questions or need additional information. We look forward to working with the Washoe County E9-1-1 Emergency Response Advisory Committee on the implementation of these recommendations.

Sincerely,



Stuart B. Cronan, President
Galena Group, Inc.



Galena Group, Inc.
Information Technology / Communications & Management Consulting
9190 Double Diamond Pkwy Reno, NV 89521

Tel: 775 852.4545
www.GalenaGroup.com

Stuart Cronan's Next Generation 9-1-1 (NG9-1-1) Experience

Stuart Cronan is President of Galena Group, Inc. an information technology and communications consulting firm located in Reno, NV, founded in 2002. Galena Group, Inc. is focused on Public Safety. Mr. Cronan has over 30 years of management, operations and technology consulting experience in in the public safety communications and information technology arena.

He began his consulting career with Ernst & Young, where he became a Senior Manager and led their national telecommunications practice.

Stuart also was Senior VP and Western Regional Manager with the international technology/communications consulting firm RCC Consultants (now Black & Veatch Public Safety), overseeing all engineering and consulting in New Mexico, Arizona, California, Oregon, and Washington. He also was a Manager with The Warner Group (now Gartner Group) a public safety consulting firm.

Recent NG9-1-1 Related Projects

Recent projects include multiple Public Safety Answering Point (PSAP) technology assessments as well as specifications, selection, contract negotiations and implementation of NG9-1-1 and state-of-the-art computer aided dispatch and records management, radio, and mobile data systems. Due to Stuart's continued, direct involvement in NG9-1-1 projects he stays engaged with NG9-1-1 technology, vendor offerings, and standards development. Stuart is a member of the Association of Public-Safety Communications Officials (APCO) and the North American Emergency Number Association (NENA) and has presented a number of papers to both organizations.

The following is a list of some recent projects. *All* required a complete and current knowledge of state-of-the-art Next Generation 9-1-1 (NG9-1-1) technology, networking, interfaces and standards. This includes IP networks, NG9-1-1 Core Services and i3 ready PSAP requirements.

- **Oconomowoc Emergency Dispatch Consolidation Study, WI**

Provided an in-depth, objective review of the technology costs and benefits of PSAP consolidation and a recommended the best course of action for the City. The recommendation was based on criteria such as levels of service, resilience, training and professional development, and immediate and long-term cost effectiveness. This project also required a complete understanding of state-of-the-art NG9-1-1 technology, networking, and standards.



- **Humboldt County 5-Year 9-1-1 Master Plan, NV**

Engaged to develop the 5-year 9-1-1 master plan, similar to Washoe County's, fulfilling requirements of Nevada Revised Statute regarding collection of 9-1-1 surcharge. Included a review of all PSAP related technology including 9-1-1 call talking. Plan resulted in numerous technological and operational recommendations.

- **Indian Nation Council of Governments (INCOG), OK**

Assessed the technology of PSAPs in the Tulsa Oklahoma area for a feasibility study to consolidate multiple fire agencies' dispatch into one potential center. The assessment included NG9-1-1, Computer Aided Dispatch, radio, mobile data, station and personnel alerting for fire and medical. It also involved data network transport design / resiliency alternatives to the various PSAPs. This involved an in-depth review of the call taking between multiple PSAPs including Tulsa and the local EMS transport company as well as 9 separate fire dispatch centers.

- **Pepperell, Townsend and Ashby, MA**

Conducted a consolidation feasibility study for 3 PSAPs in Massachusetts from a technology perspective. Assessed the technical requirements for creating a Regional Dispatch Center. This included network transport alternatives and logistics; software; technology integration; radio and computer equipment; 9-1-1 and phone systems; and interoperability between locations and CAD systems. This project also required a complete understanding of state-of-the-art NG 9-1-1 technology, networking, and standards.

- **Municipality of Anchorage, AK**

Project Manager for the successful implementation of the Anchorage Alaska, NG9-1-1 System. This assignment included developing the technical specifications and RFP for the Anchorage, AK, NG9-1-1 System, vendor selection assistance, contract negotiations (which resulted in a \$5 million savings over 10 years) and implementation project management.

- **City of Reno, City of Sparks and Washoe County, 911 Emergency Response Advisory Committee, NV**

In addition to developing the 2013 and 2018, 5-year master plan for the 911 Emergency Response Advisory Committee our firm wrote the technical specifications, developed the RFP, assisted with the vendor selection and acted as project manager for the implementation of the current NG9-1-1 system used by Reno, Sparks and Washoe County.