

**AGENDA  
REGULAR MEETING  
YECA GOVERNING BOARD**

**Woodland Police Department, 1000 Lincoln Ave, "Community Room," Woodland, CA 95695**

**October 2, 2019**

**2:00 P.M. Public Session**

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**ALL ITEMS ARE FOR ACTION UNLESS OTHERWISE NOTED WITH AN ASTERISK (\*)**

**1. Call to Order (2:00 PM)**

**2. Approval of the Agenda**

**3. Announcements**

**4. Public Comment \***

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Speakers must state their name and city of residence for the record and limit their remarks to three minutes. Members of the public audience may address the Governing Board on any item not on today's agenda. No response is required and no action can be taken, however, the Governing Board may add the item to the agenda of a future meeting.

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**5. Consent Agenda**

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Consent Agenda items are considered to be routine and will be considered for adoption by one motion. There will be no separate discussion of these items unless a member of the Governing Board, member of the audience, or staff requests that the Governing Board remove an item. If an item is removed, it will be discussed in the order in which it appears on the Agenda.

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- a. Approval of the Minutes from the September 4, 2019, Regular Meeting
- b. Operations Division Report
- c. Current Year Budget Status Update is not available pending FY20 Budget uploads
- d. Agency FY19 Surplus Report & FY20 Capital Asset Removal List

**6. Old Business – Information Only**

- a. General discussion on countywide Records Management System
- b. Radio project update for Rumsey Radio Site
- c. General discussion on YECA Building

**7. YECA Dispatch Staffing Status & Projections – Voted Item**

- a. Staff summary outlining staffing recommendations for over-hire for operational needs

**8. Continuity of Operations Plan Review (COOP) – Voted Item**

- a. Staff summary outlining Mission Critical Partners proposal to review YECA’s COOP
- b. Mission Critical Partners Proposal, dated September 23, 2019

**9. Next Scheduled JPA Board Meeting November 6, 2019**

**10. Items for Future Agenda**

- a. YECA Building
- b. Mobile App for Field Op’s Update

**11. Adjournment**

I declare under penalty of perjury that the foregoing agenda was available for public review and posted on/or before September 27, 2019 on the bulletin board outside of the Yolo County, Erwin Meier Administration Center, 625 Court St., Woodland, California and on the agency website:

<http://www.yolo911.org/board-meetings>



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Dena Humphrey, Executive Director

\*\*The meeting room is wheelchair accessible and disabled parking is available. If you are a person with a disability and you need disability related accommodations to attend the meeting, please contact Corina Macias at (530) 666-8919 or (530) 666-8909 (fax). Requests for accommodations must be made at least two full business days before the start of the meeting. \*\*

YOLO EMERGENCY COMMUNICATIONS AGENCY (YECA)  
GOVERNING BOARD

September 4, 2019

MINUTES

Agenda Item: 5.a.

The YECA Governing Board met on Wednesday September 4, 2019 at the Yolo Emergency Communications Agency, 35 N. Cottonwood Street, Woodland. Co-Chair Tom McDonald called the meeting to order at 2:05 p.m.

**PRESENT:** **Primary Board Members:** Tom McDonald, City of West Sacramento, Derrek Kaff, City of Woodland, John Donlevy, City of Winters, Tom Lopez, Yolo County, Gary Fredericksen, Yocha Dehe Wintun Nation, Dena Humphrey, YECA Executive Director,  
**Alternate Board Member:** John Miller, City of Winters  
*Due to resignation of Chair Board member Luis Soler, City of Woodland primary member officially assigned to Deputy Chief Derrek Kaff effective September 4, 2019(letter attached)*

**ABSENT:** None

Entry No. 2

**1. Minute Order No. 2019-32: YECA Presentation & Facility Tour – Information only**

- a. Presentation covering key issues for YECA and facility tour

Dena Humphrey presented a slide presentation to City Managers before commencing the tour of the facility.

Historical background was given of 911 Dispatch Center and no longer conducive for today's technology and growing community and 911 Dispatch space needed for growth.

Presentation covered:

FY20 6.8M Budget-Expenses, Revenues, Calls for Service, Infrastructure -Radio/Microwave sites and 911 Dispatch Center Building Timeline 2001-2019.

**City Managers/CAO in attendance:**

- Paul Navazio – City of Woodland
- Aaron Laurel – City of West Sacramento
- Michael Webb – City of Davis
- John Donlevy – City of Winters –Board Member
- Patrick Blacklock – County of Yolo

Tour commenced @ 2:57pm hosted by Dena Humphrey; ended @ 3:28pm.

**Discussion:** City Manager Aaron Laurel asked Executive Director Dena Humphrey for a copy of Assessment and Infrastructure Cost study for new 911 Dispatch Center to be given to City Managers.

Entry No. 3

**Minute Order No. 2019-33; Approval of Agenda**

The Agenda approved as presented

**MOTION: Lopez SECOND: Donlevy AYES: McDonald, Fredericksen, Kaff, Donlevy, Lopez**

Entry No. 4

**1. Minute Order No. 2019-34; Announcements**

- a. Beginning in October 2019, YECA will permanently move its monthly Public Board meetings to the Woodland Police Department, 1000 Lincoln Ave, PD Community Room.
- b. The resignation of Luis Soler as Chair is hereby accepted, effective September 4, 2019. Co-Chair Tom McDonald read official letter from City of Woodland Manager Paul Navazio announcing

Derrek Kaff, Deputy Chief as primary board member for City of Woodland effective September 4, 2019.

**Entry No. 5**

**Minute Order No. 2019-35 Public Comment - None**

**Entry No. 6**

**Minute Order No. 2019-36; Consent Agenda**

- a. Approval of the Minutes from the May 22, 2019, Regular Meeting
- b. Operations Division Report
- c. Current Year Budget Status Update
- d. Lactation Break Policy
- e. 2019 2<sup>nd</sup> Quarter – Dispatch to Que Report

**MOTION: Lopez SECOND: Fredericksen AYES: Kaff, McDonald, Donlevy, Fredericksen, Lopez**

**Entry No. 7**

**Minute Order No. 2019-37; Old Business – Information Only**

- a. General discussion on countywide Records Management System – I.T. Manager Billy Keen presented- attended the Central Square Regional Meeting regards the possibility consolidate RMS System with surrounding agencies. At this time not moving forward with the consolidation. If in the future agencies would like to consolidate RMS System would be easy to interconnect due to each agency module under the same vendor “Central Square.”

**Discussion:** Board member John Donvley stressed the importance of the agencies interconnecting the RMS System for the sake of safety to our officers.

- b. Radio project update for Rumsey Radio Site – I.T. Manager Billy Keen presented stated completion is at 98% Delta Wireless is still fine tuning the radio system before the final assessment is done.

**Entry No. 8**

**Minute Order No. 2019-38; New Year YECA Chair and Co-Chair Assignment(s) – Voted Item-**Approved****

- a. Election for Chair & Co-Chair assignment for FY20

**Chair:** Tom McDonald, City of West Sacramento

**Co-Chair:** Derrek Kaff, City of Woodland

**MOTION: Lopez SECOND: Fredericksen AYES: Kaff, McDonald, Donlevy, Fredericksen, Lopez**

**Entry No. 9**

**Next Scheduled JPA Board Meeting October 2, 2019**

**MOTION ADJOURN: Kaff SECOND: Fredericksen AYES: McDonald, Lopez, Donlevy, Fredericksen, Kaff**

**Entry No. 10**

**Items for Future Agenda**

- a. Continuity of Operations Plan

**Entry No. 11**

**Adjournment**

Meeting Adjourned 3:46pm

Minutes submitted by: Eloise Austin, Recording Secretary

## STAFF REPORT

**Agenda Item:** 5.b.

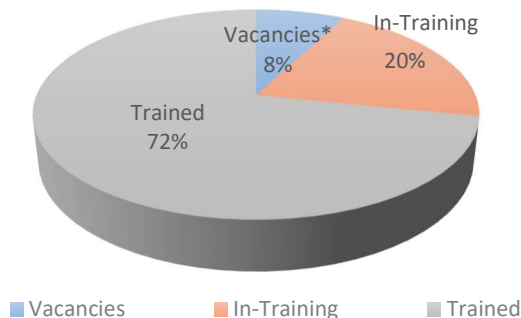
**Date:** October 2, 2019  
**To:** YECA Governing Board  
**Thru:** Dena Humphrey, Executive Director  
**From:** Leah Goodwin, Operations Manager  
**Subject:** August Operations Division Report  
**Recommendation:** No action required; information only.  
**Summary:** Operations staff is currently engaged in the following:

**Staffing:**

1. Out of 39 funded operations positions:

Classification	Filled	Funded	Vacant
Supervisor	4	4	0
Dispatcher III	4	4	0
Dispatcher I/II	24	26	2
Dispatch Assistant	4	5	1
<b>TOTAL</b>	<b>36</b>	<b>39</b>	<b>3</b>

October 2019 Staffing

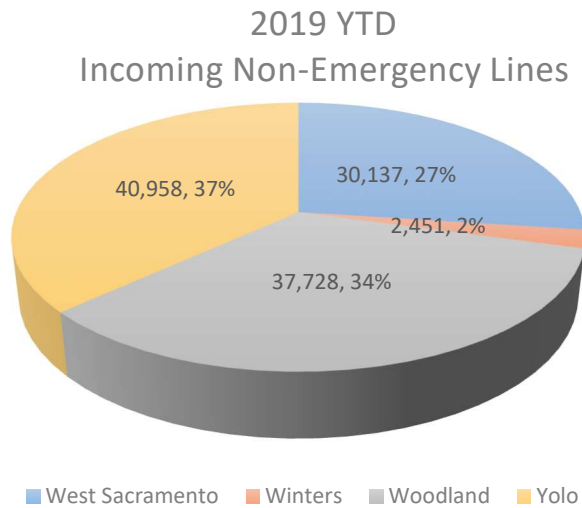


- a. Sarah Roccaforte completed training on the West Sacramento Police console (3rd radio) and is scheduled to begin training on the Fire console December 11, 2019.
  - b. Bethany Eakin has completed training on all four consoles.
  - c. Morgan Boston has completed training on the Fire console and has begun training on the West Sacramento Police console (4<sup>th</sup> & final radio) August 18, 2019.
  - d. Connie Kenton has completed training on the Yolo Sheriff/Winters Police console and has begun training on the Fire console (4<sup>th</sup> & final radio) August 25, 2019.
  - e. Tony Frasier has completed the call taking phase of training and has begun training on the Woodland Police console (1<sup>st</sup> radio) July 15, 2019.
  - f. Nicole Hogan has completed the call taking phase of training and has begun training on the Woodland Police console (1<sup>st</sup> radio) July 29, 2019.
  - g. New trainees, Lauren Katz, Michelle Pineda and Madison Bowers have begun their classroom training September 15, 2019.
2. YECA has six applicants in the background portion of the selection portion of recruitment for the December 8, 2019 in-house academy.
  3. YECA has been provided notice of two (2) retirements in 2020.

**Statistical Information:**

Monthly Phone Statistics:

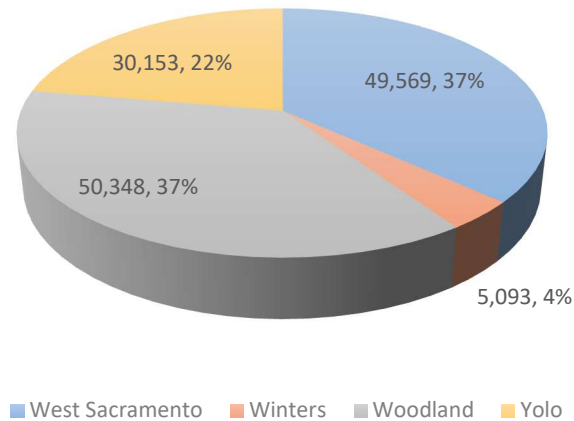
	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	YTD
9-1-1	4,138	3,792	4,378	4,440	4,903	4,870	5,230	5,061	36,812
7-Digit Emergency	950	793	914	886	899	1,027	984	946	7,399
AMR	65	60	90	73	89	93	98	77	645
West Sacramento	3,612	3,285	3,757	3,802	3,665	3,767	3,961	4,288	30,137
Winters	271	247	282	335	313	329	342	332	2,451
Woodland	4,595	3,852	4,596	4,769	5,043	4,820	5,183	4,870	37,728
Yolo	5,399	4,699	5,208	5,294	5,358	5,020	5,066	4,914	40,958
Outgoing	5,599	5,201	5,937	5,626	6,088	6,056	6,155	6,258	46,920
<b>TOTAL</b>	<b>24,629</b>	<b>21,929</b>	<b>25,162</b>	<b>25,225</b>	<b>26,358</b>	<b>25,982</b>	<b>27,019</b>	<b>26,746</b>	<b>203,050</b>



Monthly CAD Events:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	YTD
West Sacramento									
<b>TOTAL</b>	<b>5,916</b>	<b>5,354</b>	<b>6,339</b>	<b>6,156</b>	<b>6,301</b>	<b>6,413</b>	<b>6,480</b>	<b>6,610</b>	49,569
Winters									
<b>TOTAL</b>	<b>570</b>	<b>453</b>	<b>531</b>	<b>686</b>	<b>639</b>	<b>655</b>	<b>785</b>	<b>774</b>	5,093
Woodland									
<b>TOTAL</b>	<b>5,787</b>	<b>4,985</b>	<b>6,217</b>	<b>6,385</b>	<b>6,579</b>	<b>6,702</b>	<b>6,999</b>	<b>6,694</b>	50,348
Yolo									
<b>TOTAL</b>	<b>3,938</b>	<b>3,682</b>	<b>3,634</b>	<b>3,842</b>	<b>3,613</b>	<b>3,625</b>	<b>3,811</b>	<b>4,008</b>	30,153
Yocha Dehe									
<b>TOTAL</b>	<b>48</b>	<b>42</b>	<b>34</b>	<b>34</b>	<b>55</b>	<b>47</b>	<b>38</b>	<b>33</b>	331
Arbuckle									
<b>TOTAL</b>	<b>50</b>	<b>36</b>	<b>38</b>	<b>34</b>	<b>33</b>	<b>42</b>	<b>42</b>	<b>43</b>	318
Outside Agency/non-geo validated									
<b>TOTAL</b>	<b>83</b>	<b>44</b>	<b>88</b>	<b>60</b>	<b>66</b>	<b>88</b>		<b>49</b>	478
UCD									
<b>TOTAL</b>	<b>111</b>	<b>103</b>	<b>92</b>	<b>107</b>	<b>99</b>	<b>91</b>	<b>82</b>	<b>102</b>	787
<b>GRAND TOTAL</b>	<b>16,503</b>	<b>14,699</b>	<b>16,973</b>	<b>17,304</b>	<b>17,385</b>	<b>17,663</b>	<b>18,237</b>	<b>18,313</b>	<b>137,077</b>

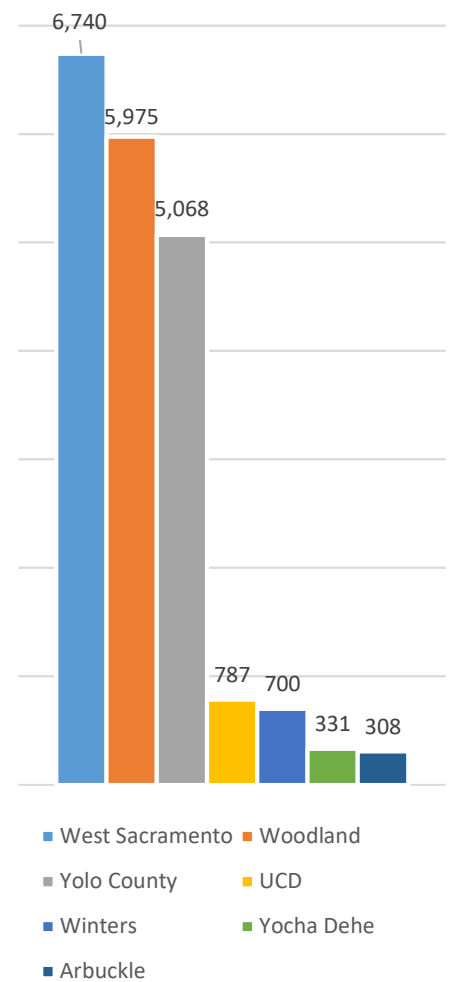
2019 YTD CAD Events



Fire CAD Events:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	YTD
<b>West Sacramento</b>									
Fire	414	290	318	373	323	399	393	351	2,861
Medical	468	449	504	491	505	507	496	459	3,879
<b>TOTAL</b>	<b>882</b>	<b>739</b>	<b>822</b>	<b>864</b>	<b>828</b>	<b>906</b>	<b>889</b>	<b>810</b>	<b>6,740</b>
<b>Winters</b>									
Fire	61	76	52	97	40	45	37	46	454
Medical	39	16	29	39	34	24	31	34	246
<b>TOTAL</b>	<b>100</b>	<b>92</b>	<b>81</b>	<b>136</b>	<b>74</b>	<b>69</b>	<b>68</b>	<b>80</b>	<b>700</b>
<b>Woodland</b>									
Fire	342	358	348	384	399	371	375	346	2,923
Medical	350	350	445	414	398	347	373	375	3,052
<b>TOTAL</b>	<b>692</b>	<b>708</b>	<b>793</b>	<b>798</b>	<b>797</b>	<b>718</b>	<b>748</b>	<b>721</b>	<b>5,975</b>
<b>Yolo</b>									
Fire	440	610	512	811	488	486	399	478	4,224
Medical	120	67	116	134	157	72	79	99	844
<b>TOTAL</b>	<b>560</b>	<b>677</b>	<b>628</b>	<b>945</b>	<b>645</b>	<b>558</b>	<b>478</b>	<b>577</b>	<b>5,068</b>
<b>Yocha Dehe</b>									
Fire	12	15	12	11	17	11	18	11	107
Medical	36	27	22	23	38	36	20	22	224
<b>TOTAL</b>	<b>48</b>	<b>42</b>	<b>34</b>	<b>34</b>	<b>55</b>	<b>47</b>	<b>38</b>	<b>33</b>	<b>331</b>
<b>Arbuckle</b>									
Fire	35	19	18	18	12	31	23	27	183
Medical	15	17	20	16	21	11	19	16	135
<b>TOTAL</b>	<b>40</b>	<b>36</b>	<b>38</b>	<b>34</b>	<b>33</b>	<b>42</b>	<b>42</b>	<b>43</b>	<b>308</b>
<b>UCD</b>									
Fire	65	58	58	54	52	58	50	70	465
Medical	46	45	34	53	47	33	32	32	322
<b>TOTAL</b>	<b>111</b>	<b>103</b>	<b>92</b>	<b>107</b>	<b>99</b>	<b>91</b>	<b>82</b>	<b>102</b>	<b>787</b>
<b>ALL</b>									
Fire	1,369	1,368	1,260	1,694	1,279	1,343	1,295	1,329	10,937
Medical	1,028	926	1,136	1,117	1,217	1,030	1,050	1,037	8,541
<b>TOTAL</b>	<b>2,397</b>	<b>2,294</b>	<b>2,396</b>	<b>2,811</b>	<b>2,496</b>	<b>2,373</b>	<b>2,345</b>	<b>2,366</b>	<b>19,478</b>

2019 YTD Fire Events





CLETS Inquires>Returns:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	YTD
Inquiries	35,218	32,321	38,049	40,723	38,296	40,811	40,321	40,582	<b>306,321</b>
Returns	56,917	52,235	61,493	65,814	61,892	65,956	65,164	65,586	<b>495,058</b>

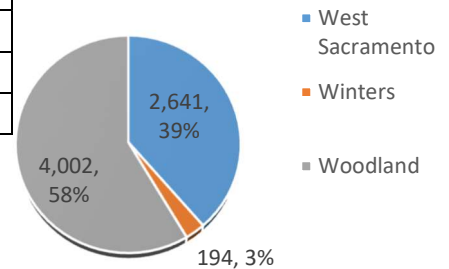
Confidential Records Requests (Audio & CAD Print out):

Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	YTD
132	62	158	117	165	158	170	165	<b>1,127</b>

After-Hours Records Entries:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	YTD
West Sacramento	354	251	337	330	335	362	323	349	2641
Winters	9	14	17	36	59	24	25	10	194
Woodland	431	373	469	523	536	637	559	474	4002
<b>TOTAL</b>	<b>794</b>	<b>638</b>	<b>823</b>	<b>889</b>	<b>930</b>	<b>1,023</b>	<b>907</b>	<b>833</b>	<b>6,837</b>

2019 YTD  
Records Entries



Text to 9-1-1:

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	YTD
<b>TOTAL</b>	<u>15</u>	<u>10</u>	<u>15</u>	<u>10</u>	<u>9</u>	<u>15</u>	<u>15</u>	<u>12</u>	<b>101</b>

ROSS Orders/Entries (new report item):

**2018 YTD TOTAL 107**

	Jan	Feb	Mar	Apr	May	Jun	Jul	Aug	YTD
ROSS	0	0	0	0	0	21	1	5	<b>27</b>

Projects:

1. EMD-QA
  - a. Quality Assurance reviews occurring weekly
2. Policy Manual Revisions/Re-format – FIRE Manual
3. Records After-Hours Responsibilities Group
4. Recruitment
  - a. Next academy scheduled begins September 15, 2019 (3 trainees) & December 8, 2019 (6 in background)
5. Staffing Analysis & Forecasting

6. 2020 In-Service Training Plan
  - a. Annual training topics
    - i. Emotional Intelligence (all staff over next 24 months)
    - ii. Customer Service (all staff over next 24 months)
    - iii. Tactical Dispatch
    - iv. Active Shooter
  - b. Dispatcher in Charge monthly update training (in progress)
    - i. On the job injuries
    - ii. Handling complaints
    - iii. Equipment Call Outs
7. Radio Procedures Training
  - a. WSP training completed, scheduling again in Jan, 2020
  - b. WPD (1 session complete, 2<sup>nd</sup> session TBD- waiting for Woodland Police)
8. Scheduling software research & selection
9. Learning Management software implementation: Target Solutions
10. RapidLite Rapid Deploy
11. CalOES GIS Pilot Project
12. Central Square CAD upgrade to new queues
13. Shift picks 2020

## STAFF REPORT

**Agenda Item:** 5.c

**Date:** September 4, 2019

**To:** YECA Governing Board

**From:** Dena Humphrey, Executive Director

**Subject:** Standing Agency Monthly Budget Summary

**Summary:**

This report is not available this month pending FY20 Budget uploads

## STAFF REPORT

**Agenda Item:** 5.d.

**Date:** October 2, 2019

**To:** YECA Governing Board

**From:** Dena Humphrey, Executive Director

**Subject:** FY19 Surplus Report & FY20 Capital Asset Removal Item

**Recommendation:** Receive report for item#1 and approve items in item#2 to be removed from YECA's Capital Assets and sold

Pursuant to Internal Operating Policy 204, Purchasing & Surplus, the Purchasing Agent shall provide a report to the Board on all excess items no longer needed by the Agency. Purchasing Agent shall have authority up to \$10,000 to dispose of items and report to the JPA Board.

### Item #1 FY19 Surplus Report – no action needed

Item#	Item	Dollar Value	Disposition
1	File Cabinet ( 6 ea)	\$ 36.00	Sold Public Surplus
2	Herman Miller Chairs (10 ea)	\$ 342.00	Sold Public Surplus
3	Dell R710 Servers ( 3 ea)	\$ 730.00	Sold Public Surplus
4.	Multi-plexer	\$ 300.00	Sold by Bid
	<b>Total</b>	<b>\$ 1,408.00</b>	

### Item #2 FY20 Capital Asset Removal - *\*Board Approval Needed*

Item#	Item	Original Purchase Value
1	2004 Honda CRV	\$ 23,477.93
2	EqualLogic 6500 SAN	\$ 70,335.89
	<b>Total</b>	<b>\$ 93,813.82</b>

Note: The 2004 Honda CRV was purchased new and was fully depreciated within the first seven years. This action will remove the vehicle from the agency's capital asset list. The unnecessary vehicle would be surplus and sold at market value, estimated at \$5,000. The vehicle is 15 years old with 54,399 miles.

The EqualLogic SAN (hard drive) was purchased in 2011 and was replaced by FY19 CIP purchase.

## STAFF REPORT

**Agenda Item:** 7.a

**Date:** October 2, 2019  
**To:** YECA Governing Board  
**From:** Dena Humphrey, Executive Director  
**Subject:** Dispatch Staffing Status & Projections – Voted Item

**Recommendation:** Approve the action to over hire 2 FTE Dispatcher Positions for a 3-year period to sustain upcoming retirements and natural attrition rates for the industry

**Summary:**

Based on the previous three-year staffing analysis, YECA needs to implement an over-hire strategy to meet minimum staffing levels and to maintain an adequately trained workforce. It's been the agency's experience at the current rate of turnover and losses, for a continued increase of staff in-training and vacancies due to upcoming retirements and natural attrition rates for the industry.

Over the past 3 years, YECA has experienced:

- Average 18% vacancy rate
- Average 18% in training rate
- Average 13% turnover rate

In order to get ahead of anticipated vacancy rates, staff recommends implementing a standing two (2) position over hire. This strategy takes into consideration future projected losses countered with an 18-month training period that easily perpetuates vacancy rates into a continuous cycle of recruitments.

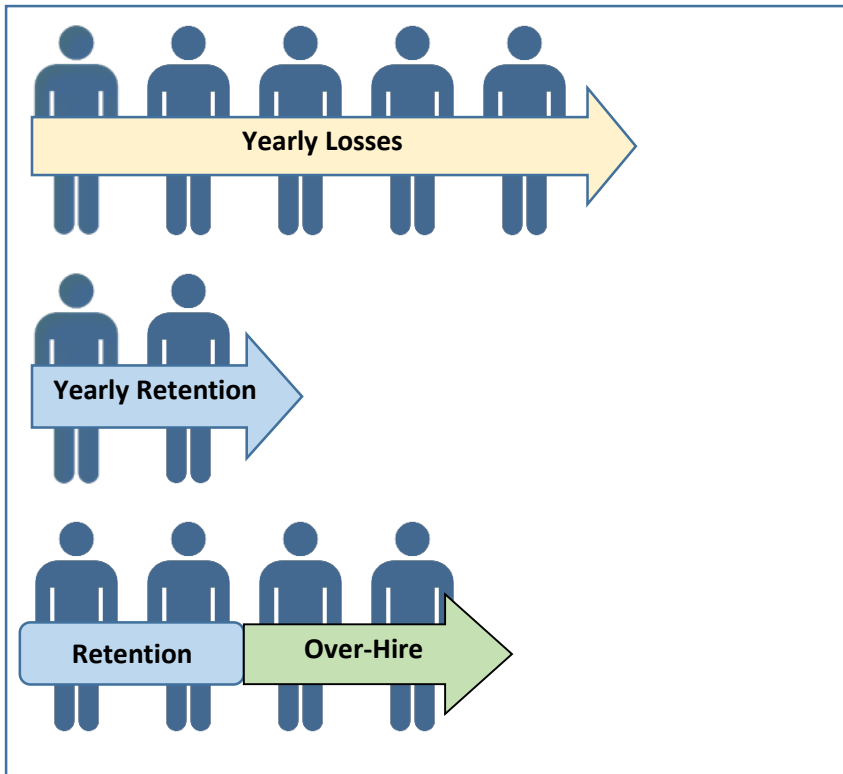
The table below illustrates future eligibility for retirements:

3-Year Retirement Projections					
Status	2019	2020	2021	2022	Total
Eligible	5	1	1	1	8
Planning		2			2

The table below reflects over a four-year span actual hires to employee losses:

Employee Hires to Losses		
Years	Hires	Losses
2015-19	30	27

## Averages (Losses to Retention W/New Hires)



### **Fiscal Outlook for Funding Additional Positions:**

For the last three years, the agency has had significant salary savings, typically averaging 3-6 FTE Dispatch positions a year. The strategy is to use salary savings to fund a temporary over hire of 2 FTE Dispatch positions to remain within actual staffing trends of losses. The 2019 December academy is expected to fill the remaining 3 vacant and funded positions.

With the one planned FY20 retirement and the 6 funded intermittent vacancies for FY20, there will be salary savings of an estimated \$144,993. The cost to over hire the 2 FTE Dispatch positions partial year (6 months) is \$70,000, leaving a net difference in salary savings \$74,993.

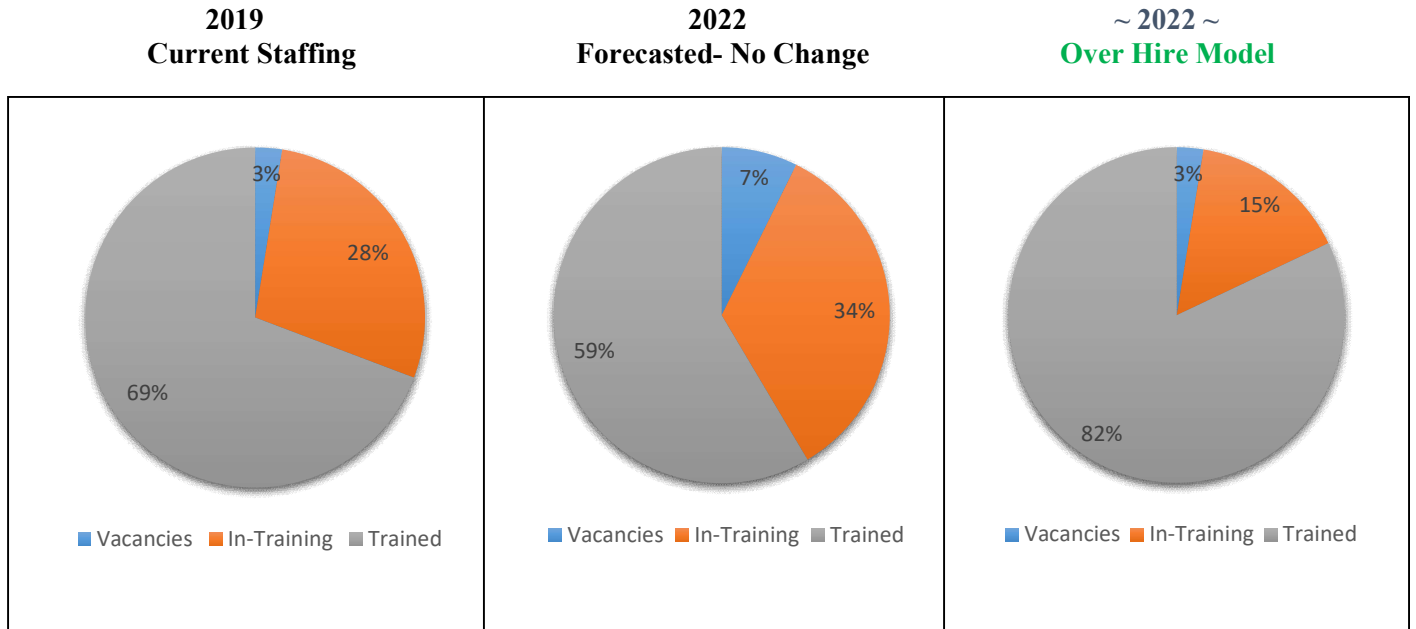
The additional benefits of having an over hire will have a direct impact to lowering overtime costs and help reduce additional stress and burnout to the employees. Total overtime for the past year was 3,970 hours, or 99-work weeks. The overtime used for covering minimum staffing shortages was 993 hours, or 24 work weeks representing 25% of the overtime budget or \$42k, this does not include i.e., vacations, sick, comp time, trainings, or special details.

### **Recommendation:**

To approve an over hire of 2 FTE Dispatcher positions for a 3-year time period, until Dec 2022. To have the agency provide quarterly or semi-annual staffing updates regarding the over hire status and budget status.

The 3-year over hire model below, illustrates what staffing will look like by 2022, with and without an over hire strategy. As it shows, the vacancy status is always present with or without an over hire model; which reflects the unlikelihood of exceeding the salaries budget. The over hire strategy will assist in minimizing large vacancy rates that conflicts with running effective operations 24/7.

### 3-Year Projected Staffing Cycle W/Over Hire Model



## STAFF REPORT

**Agenda Item:** 8.a

**Date:** October 2, 2019

**To:** YECA Governing Board

**From:** Dena Humphrey, Executive Director

**Subject:** Continuity of Operations Plan (COOP) Third Party Review

**Recommendation:** Approve the action to engage with Mission Critical Partners in a contract to review YECA's proposed COOP for technical design, operational readiness, and recommendations

### **Summary:**

To improve operational readiness in the event of a building evacuation, a review of the current COOP has been under review. Looking to improve the current plan, staff developed a solid plan of utilizing local resources to achieve the main objective of continuing operations in the event of an evacuation. The project entailed outlining the technical infrastructure and equipment needed as the initial step in the process.

The next step, and to serve in the best interest of having a robust plan in maintaining critical and essential services during a possible evacuation is to have the proposed COOP audited by a third party for its technical design, industry standards, and to receive recommendations for enhancements to the plan and procedures.

Mission Critical Partners was selected by their presence in the industry, has completed over 700 public safety communications projects, and has worked with nearly 75% of the nation's top 50 largest Metropolitan Statistical Areas, while employing over 100 specialized professionals within their corporation.

The cost of the project is not to exceed \$19,200. This cost reflects the audit, assessment report, and presentation to the Board. The pricing was based off the California Multiple Award Schedule (CMAS) and meets the solicitation requirements. The unbudgeted cost will be absorbed within this year's budget with an offset in savings from one-time projects.





## Continuity of Operations Plan (COOP)

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### Proposal

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PREPARED SEPTEMBER 23, 2019 FOR  
YOLO EMERGENCY COMMUNICATIONS AGENCY (YECA)

## Introduction Letter

September 23, 2019

Dena Humphery, Agency Manager  
Yolo Emergency Communications Agency (YECA)  
35 N. Cottonwood  
Woodland, CA 956995

Re: Continuity of Operations Plan (COOP)

Dear Ms. Humprey:

Mission Critical Partners, LLC (MCP) appreciates the opportunity to offer this scope of work to the Yolo Emergency Communications Agency (YECA) for professional consultative services for continuity of operations support services.

If you have any questions, please feel free to contact me at 949.616.0216 or by e-mail at [MikeMiller@MissionCriticalPartners.com](mailto:MikeMiller@MissionCriticalPartners.com).

Sincerely,

Mission Critical Partners, LLC



Mike Miller  
Business Development Manager

## About Mission Critical Partners

Mission Critical Partners is a professional services firm that helps public safety clients enhance and evolve their mission critical systems and operations.

Through our breadth and depth of experience and an extensive network of resources, we offer unique, vendor-independent and successful solutions that solve our clients' complex challenges.

Our planning, implementation, and lifecycle management services span all aspects of mission critical communications, while our expertise covers everything from radio to broadband, networks and 911, and facilities and operations. We provide confidence and support every step of the way, from design and procurement to building and management. The result is a high-performing public safety system that achieves maximum value and optimal efficiency.

With MCP, the proof is in the numbers:

- Of our more than 115 specialized professionals, five reside in California and are dedicated to serving our California-based public safety clients.
- We've worked in 42 states across the U.S. including California and the neighboring states of Arizona, Oregon, Washington and Nevada.
- Since our inception in 2009, we've completed nearly 700 public safety communications projects.
- We have worked in nearly 75 percent of the nation's top 50 largest Metropolitan Statistical Areas (MSAs).
- We offer a streamlined procurement process through our California Multiple Award Schedule (CMAS) Contract #3-13-70-3020A, Supplement No. 3.
- Our technology procurement efforts help our clients realize major cost savings – and typically cover our fee and/or save our clients upwards of 10 – 30 percent depending on the type of project.

MCP stands behind the importance and nobility of the work our clients do. We understand the criticality of effective and efficient public safety systems, not just for our clients, but for their entire community. While we are proud to have the most experienced and knowledgeable team of professionals in the industry, our greatest pride comes in seeing the successful results of our clients' mission critical operations.

Because at the end of the day, **it's the mission that truly matters.**

### OFFICE LOCATIONS

Mission Critical Partners serves municipal, county, state and federal clients across North America with offices in the following locations:

#### Corporate Headquarters

##### State College Office

690 Gray's Woods Blvd.  
Port Matilda, PA 16870  
Phone: 888.862.7911  
Fax: 814.217.6807  
Web: [MissionCriticalPartners.com](http://MissionCriticalPartners.com)

#### Branches

##### Dallas Office

502 N. Carroll Ave. Suite 120  
Southlake, TX 76092

##### Raleigh Office

3737 Glenwood Ave. Suite 100  
Raleigh, NC 27612

##### Pittsburgh Office

105 Bradford Rd. Suite 400  
Wexford, PA 15090

##### Harrisburg Office

2578 Interstate Dr. Suite 106  
Harrisburg, PA 17110

##### New Jersey Office

35 Beechwood Rd. Suite 2A  
Summit, NJ 07901

#### Contact

##### Mike Miller

##### Business Development Manager

Mission Critical Partners, LLC  
PO Box 80038  
Rancho Santa Margarita, CA 92688  
Office: 888.8.MCP.911  
Cell: 949.616.0216  
[MikeMiller@MissionCriticalPartners.com](mailto:MikeMiller@MissionCriticalPartners.com)

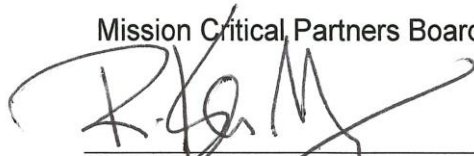
## Our Commitment to Vendor Neutrality

Partnering with a firm that brings an independent, objective perspective to every engagement is a top priority for the clients we serve. As an advocate for mission-critical agencies, MCP's commitment is to always put the fundamental interests of our clients first.

From our inception, vendor-neutrality is a value that underpins every aspect of what we do. Our goal is to determine the most favorable solution for our clients based on their unique requirements, budget, governance structure, operations and existing technologies. We provide a holistic perspective of the entire emergency response ecosystem, free of bias or favoritism to any specific product or service provider. Our recommendations are always based on the value and the benefit provided to the client.

For clients, this approach means more control and greater visibility into the systems they are ultimately responsible for operating, and a successful project that improves emergency response.

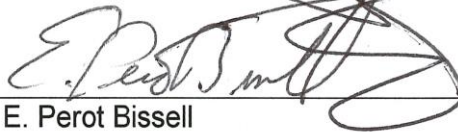
Mission Critical Partners Board of Directors



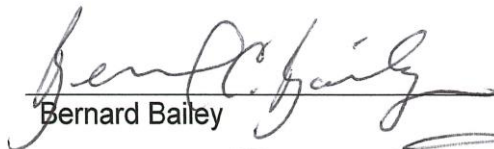
R. Keyin Murray



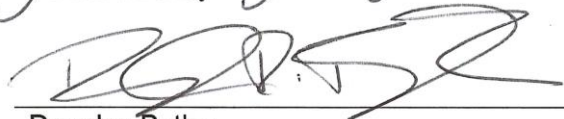
Robert Chefitz



E. Perot Bissell



Bernard Bailey



Douglas Butler

## Project Overview

Communities place a high level of trust in the 911 emergency system and the ability of public safety agencies to deliver services regardless of emergency circumstances. Yolo, Colusa and Sutter counties are susceptible to a range of natural, technological, and human-induced hazards that could impact the 911 system, public safety communication facilities, and mission critical information technology systems.

Mission Critical Partners (MCP) is providing this Scope of Work (SOW) to the Yolo Emergency Communications Agency (YECA) that describes our proposed approach to auditing the agency's continuity of operations program. The audit will assist the Agency in enhancing continuity strategies necessary to assure those critical public safety communications services .

The audit process proposed by MCP is based on professional practices and recognized industry standards. MCP is prepared to dedicate the resources that are necessary to assure the successful completion of an effective COOP audit.

## Scope of Work

YECA serves four law enforcement and 18 fire/EMS agencies using a staff of 39 operations positions. YECA operates a TriTech computer aided dispatch (CAD) system, Motorola Vesta 9-1-1 call processing equipment (CPE), and Motorola 800 MHz and VHF radio system.

YECA has adopted a Continuity of Operations Plan (COOP). The COOP is intended to provide guidance to maintain critical and essential services during a disruptive incident. The Agency is interested in conducting an audit of the COOP to identify opportunities to enhance continuity strategies. A successful audit must be conducted in accordance with recognized standards and continuity planning best practices including:

- California Office of Emergency Services (OES); Continuity Planning Guidance
- FEMA; Emergency Services Sector Continuity Planning Suite (ESS-CPS)
- National Fire Protection Association (NFPA) 1600: Standard on Disaster/Emergency Management and business Continuity/Continuity of Operations Programs
- DRI International; Generally Accepted Practices for Business Continuity Practitioners

### Task 1: Document Review and Project Kickoff

MCP will schedule and facilitate a project kickoff meeting with the YECA point of contact and project team members. Our PM and staff will meet with the YECA project team and key stakeholders to establish mutual acquaintance, clarify roles, and reach a mutual understanding of the future vision and plan for the COOP audit.

Prior to the kickoff meeting, MCP staff will review available documentation or materials YECA can provide including the continuity of operations plan, standard operating procedures (SOPs), Yolo County emergency operations plan, after action reports for exercise and actual events, as-built documentation of technologies, vendor continuity agreements, and COOP staff training material.

MCP's PM will facilitate the kickoff meeting and will review:

- Project and task milestones, schedules and deliverables
- Project budget
- Schedule of interviews with staff and stakeholder representatives
- Scheduling progress review meetings (bi-weekly)
- Collection of any additional materials and discussion of any other available information related to the COOP program
- Conduct a tour of YECA facility, Davis PD, and Woodland PD.

MCP will conduct interviews with YECA leadership, operations staff, and information technology staff to determine their level of understanding regarding the COOP and associated operating procedures.

## Task 2: Document Review and Data Analysis

MCP will review and analyze the information that YECA has provided. The COOP based assessment will be based upon industry standards and documented using a crosswalk tool. The COOP assessment process will include but not limited to the following key elements:

- Authorities, statutory responsibilities, and references
- Current hazard and vulnerability assessment (HVA)
- Identification of critical and essential functions
- Identification of critical services, supporting functions and processes
- Documentation of essential vendor business continuity plans
- Identification of all positions that support public safety communications:
  - YECA organizational structure
  - Operational relationships and interdependencies for each staff position
  - Delegation of authority and order of succession for key positions
- Interdependencies with plans of stakeholder jurisdictions
- Documentation of communication technology systems and radio sites
- Disaster recovery procedures for each system and sub-system (e.g. CAD, CPE, RMS)
- Data security and preservation
- Documentation of physical protective features and policy-based controls
- Requirements for alternate/redundant work sites
- Staff COOP training
- COOP multi-year exercise plan
- Actual incident and exercise after action documentation
- Facility infrastructure (i.e. resilience, redundant systems, etc.)
- Pandemic disease preparedness

## Technology Needs Assessment

YECA is seeking solutions to provide access to call handling, computer aided dispatch (CAD), and radio system access at alternate work sites. MCP will document the equipment and computer application/systems that support YECA operations to develop recommendations to provide access at remote sites.

### Task 3: Report Development

MCP will compile the results of the analysis into a COOP assessment report. The report will include a description of the current state of the COOP, gaps identified during the audit, and recommendations for enhancements to the plan and procedures. YECA will assign knowledgeable staff to review and provide written comments on the draft report. Written comments should be provided to the MCP project manager within 15 days.

MCP will review the comments and facilitate a comment and resolution meeting via conference call with YECA within five business days. The draft report will be revised to reflect the comments and a final report will be submitted to YECA within 15 business days.

#### Deliverable(s):

- Kickoff meeting presentation
- COOP crosswalk
- Assessment report outline
- Draft Assessment Report
- Final Assessment Report
- Report Overview Presentation by Project Manager

### Project Benchmarks

MCP has provided an estimated project schedule and will develop a detailed project schedule for review and modification at the kickoff meeting. Estimates are based upon our prior project experience and the following assumptions:

- MCP will then perform an analysis of the current and proposed COOP that the Agency has structured.
- Along with review of the plan, MCP will interview staff as appropriate to determine a better understanding of the COOP where necessary.
- The MCP team proposes to be on-site over a consecutive three-day period to conduct project kickoff, data collection, and conduct interviews
- The MCP PM will provide bi-weekly project status updates.
- At the conclusion of the analysis MCP will identify any gaps in the proposed plan, provide a prioritized list of recommendations and suggested timeframes for implementation.
- MCP will submit an initial draft report in electronic (Word) format, to be delivered to YECA for review and comment within 15 days.
- MCP will submit one printed and bound copy and one electronic copy of the final report within 15 business days after receipt of YECA's final response to recommendations.

## Project Timeline

Mission Critical Partners proposes an anticipated time of six weeks to perform the services. The proposed period of performance is from October 1, 2019 to December 1, 2019.

## Project Pricing

Professional services outlined in the scope of work are proposed for a **not to exceed fee of \$19,200**. The fee is based upon Mission Critical Partners' California Multiple Award Schedule (CMAS) contract vehicle, Contract #3-13-70-3020A, Supplement No. 3.

Reimbursable expenses on this project will be invoiced using GSA Federal rates for lodging, mileage and meals. All other expenses including air fare, rental cars, rental fuel, local transportation, tolls, parking and taxes on lodging will be invoiced at the cost incurred. Invoicing will be on a monthly basis for effort expended plus expenses.

Any additional services would be performed on a then current Fee Schedule. Prior to initiating any such additional work, MCP would require a formal letter of authorization from Yolo County.

Based on the current MCP understanding of what is to be accomplished, the pricing identified above represents an estimate of the work anticipated for the project to be successful. Please know, above all else, MCP is flexible and agreeable to negotiate any pricing established herein as our current understanding of the effort may not be yours. Our priority is for this project to be successful and we stand ready to adjust our level of support as deemed necessary for success to occur.



## Project Experience Sheets



### Westmoreland County, Pennsylvania

**Service Provided:** Continuity of Operations Plan/PSAP Evacuation Plan Development

**Contact:** Roland "Bud" Mertz, Public Safety Director; 724.600.7300;  
[publicsafetyadmin@co.westmoreland.pa.us](mailto:publicsafetyadmin@co.westmoreland.pa.us)

**Project Dates:** March 2017 to December 2017

**Challenge:** Westmoreland County is part of the Pittsburgh metropolitan area and has a population of about 365,000; Interstate 70 and Interstate 76 (Pennsylvania Turnpike) traverse the county, as do numerous U.S. and state highways. The county is a member of the Region 13 Task Force, which exists primarily to ensure interoperable communications and mutual-aid in the region.

The Department of Public Safety (DPS) operates the county's PSAP, which dispatches for 36 law enforcement agencies, 132 fire departments, and 19 EMS agencies. In 2016, the PSAP handled 165,101 emergency calls.

The county wanted to develop a continuity of operations plan (COOP) and information technology (IT) disaster recovery plan that would be used if its PSAP becomes inoperable, uninhabitable or inaccessible. These plans specifically would address responsibilities and requirements related to the temporary relocation of PSAP operations to neighboring counties that share the Region 13 Emergency Services Internet Protocol Network (ESInet)—these counties include Armstrong, Fayette, Indiana, and Somerset. County officials determined that they needed

**Solution:** The county hired Mission Critical Partners to provide technical assistance to develop the COOP and IT disaster recovery plan. Specific tasks performed by MCP subject-matter experts included the following:

- Data collection
- Identification of threats, risks, and vulnerabilities
- Identification of necessary resources, functions, and processes
- Identification of options for rerouting calls and transferring operations to the neighboring counties
- Develop the COOP and disaster recovery plan, including checklists and associated documents necessary for executing the plans

**Key Result:** MCP delivered a comprehensive COOP and IT disaster recovery plan to Westmoreland County in November 2017.

## North Central Texas Emergency Communications District (NCT9-1-1)



**Service Provided:** Mission Continuity Tabletop Exercise

**Contact:** Christy Williams, ENP, Chief 911 Program Manager, 817.695.9204,  
[cwilliams@nctcog.org](mailto:cwilliams@nctcog.org)

**Project Dates:** December 2013 through July 2018

**Challenge:** In 2014, the North Central Texas Emergency Communications District (NCT9-1-1) received accreditation as a certified telecommunications utility (CTU) through the Texas Public Utility Commission (PUC). As a CTU, the NCTCOG was required to develop and adopt a Continuity of Operations/Business Continuity Plan. NCT9-1-1 also must conduct an annual exercise to assess the ability of the 9-1-1 Program staff to implement the mission continuity plan.

**Solution:** NCT9-1-1 retained Mission Critical Partners to provide ongoing continuity management services. MCP conducts periodic maintenance of the Mission Continuity Plan. MCP also manages the annual continuity exercise program to assess Program readiness to maintain operational capacity during and after a disruptive event.

MCP has managed the development and execution of three annual mission continuity tabletop exercises. MCP utilizes the Homeland Security Exercise and Evaluation Program (HSEEP) methodology to guide the design, development, delivery, facilitation, evaluation, and documentation of the annual exercise. The exercises are designed to assist 9-1-1 Program staff in evaluating key capabilities, including, but not limited to:

- Maintaining situational awareness of threats and hazards
- Initiating protective measures to assure the health and safety of personnel and visitors
- Activating continuity measures in response to a disruptive event
- Maintaining critical and essential operational capabilities once a disruptive event has occurred

**Key Result:** NCT9-1-1 has successfully completed three annual tabletop exercises. The first exercise involved a natural hazards tornado scenario. The second exercise featured a scenario based on the threats posed by pandemic influenza. The 2018 exercise was designed to assess the Programs ability to prevent and recover a cybersecurity attack.

# Resumes

## Michael W. Miller

Business Development Manager, Mission Critical Partners

Michael is a result driven business professional whom has achieved successful leadership and management expertise. He possesses a unique blend of knowledge in law enforcement, sales, marketing, business strategy, contract administration, vendor relations and management, product development, as well as strategy sourcing, in both public and private multi-channel organizations. With a strong focus on customer interaction, interpersonal skills and executive level acumen, Michael has the ability to step into a situation and quickly understand the issues and chart a winning formula.



### Representative Experience

#### Business Development Executive

- Develop relationships with public safety agencies across the US by leveraging the existing network of nationwide law enforcement contacts and identifying prospective clients leading to new business opportunities
- Understand client/prospects' organizational dynamics and probe to discover needs and create solutions
- Initiate MOU's with partners to establish clear expectations and deliverables
- Proficient use of Salesforce and MS Office to establish high levels of quality, accuracy, and process consistency in planning, forecasting, and budgeting
- Partner with senior leadership to facilitate successful implementation of new programs by ensuring a well- defined, efficient sales process
- Work cross functionally with the sales staff, implementation staff, and subject matter experts to drive profitable growth

#### Director of Business Development

- Management of all strategic and operational sales, marketing and customer relationship activities
- Initiated and developed relationships with Tier 1 and Tier 2 law enforcement agencies in the 24 western states
- Analysis of prospect's business processes and design solutions that best satisfied customer requirements
- Fostered an organization of continuous process improvement

#### City/County Experience

- Orange County Sheriff's Department Bureau Commander
  - John Wayne Airport
    - Expanded and strengthened partnerships with federal, state, and local law enforcement and public safety agencies
    - Worked closely with private security firms to ensure operational success
    - Collected and analyzed statistical data to identify areas of deficiencies and improve performance through implementation of a CRM based data system
  - SAFE Division
    - Analyzed and reduced company liability, while increasing employee success, utilizing CRM based technology
    - Built strong relationships with key stakeholders to support initiatives
  - FBI Joint Terrorism Task Force
    - Directed the Orange County (CA) FBI Joint Terrorism Task Force
    - Top secret security clearance with polygraph (TS-SCI with CI Polygraph)
    - Developed, planned and launched emergency management plan

### Industry Experience

30 years

### Education

Master of Arts  
California State University

Bachelor of Arts  
California State University

### Certifications

Harvard Kennedy School

USC School of Policy,  
Planning and Development

### Associations

Police Executive Research  
Forum (PERF)

American Jail Association  
(AJA)

Association of Governmental  
Risk Pools (AGRIP)

Public Risk Management  
Association (PRIMA)

## Richard Gaston, CEM

Project Manager, Mission Critical Partners

Richard offers practical public safety experience that spans law enforcement, fire protection, emergency medical services, emergency management, and business continuity management. Richard has collaborated with public safety agencies at the state, county, regional, district, and municipal levels. As a consultant, he has managed projects involving communication center assessments and renovation, radio system assessment and replacement, computer aided dispatch procurement and implementation, security assessment, continuity of operations planning, and interoperability studies and planning.



### Representative Experience

#### National/Regional Experience

- North Central Texas Council of Governments (NCTCOG)—Regional 911 Emergency Number Program; system threat assessment, continuity planning, tabletop exercise development and facilitation, and network security audit
- North Central Texas Council of Governments (NCTCOG) Dallas/Fort Worth/Arlington Urban Area Security Initiative (UASI)—Threat and Hazard Identification and Risk Assessment (THIRA) update, threat identification and impact modeling
- North Carolina Domestic Preparedness Region 7 (DPR7)—Operationalization of the Tactical Interoperable Communications Plan (TICP) and functional exercise.
- North Central Texas Trauma Regional Advisory Council (NCTTRAC)—Regional hospital radio communication capability assessment.
- Federal Emergency Management Agency (FEMA)—Alert and notification systems study, findings and recommendations

#### State Experience

- Kansas—Kansas State Interoperability Communication System (KSICS) radio system assessment, governance, and funding recommendations
- Arizona FirstNet—Full-scale public safety broadband (PSBN) tribal exercise conducted in coordination with the Hualapai Nation at the Grand Canyon and PSPA FirstNet readiness assessment

#### City/County Experience

- East Harris County Emergency Joint Powers Board, TX—Development of a new regional communications center from feasibility study through design, construction and operationalization
- Tarrant County 911 District, TX—Radio communication interoperability study, management of interoperability initiative implementation
- City of Highland Village, TX—Radio system upgrade, CAD replacement, communication center renovation and security enhancements
- Lubbock County, TX—Radio system study and recommendations for improvements
- East Harris County Emergency Joint Powers Board, TX—Regional communication center feasibility study, space programming study, and construction and facility operationalization oversight
- City of Denton, TX—Organizational assessment and dispatch staffing study, communication center and emergency operation center space study, CAD and record management system (RMS) replacement
- Adams County Communication Center (ADCOM911), CO—Facility security vulnerability and security assessment
- Cowley County, KS—Radio system assessment and planning, consolidated communication center technology implementation
- Alachua County Combined Communication Center, FL—Call processing review and operational recommendations

### Industry Experience

35 years

### Education

B.S., Emergency Administration and Planning, University of North Texas

### Certifications

Certified Emergency Manager (CEM), International Association of Emergency Managers

Texas Master Peace Officer, Texas Commission on Law Enforcement (TCOLE)

Law Enforcement Instructor, TCOLE

Advanced Firefighter, Texas Commission on Fire Protection

Fire Service Instructor, Texas Commission on Fire Protection

Fire and Arson Investigator, Texas Commission on Fire Protection

Emergency Medical Technician, Texas Department of Health

Emergency Medical Instructor/Examiner, Texas Department of Health

## Richard B. Harrison, ENP

Technology Specialist, Mission Critical Partners

Rick brings extensive telecommunications experience in the public safety sector. His accomplishments include managing large, complex projects and programs, including development of a CAD system that resulted in a national product, initiating a text-to-911 program and implementation of a P25 radio system. Rick also has a 30-year career and background in the fire/EMS service as a former Fire Chief and EMS provider.



### Representative Experience

#### State Experience

- Pennsylvania Emergency Management Agency (PEMA)—Supported data gathering and reporting for statewide PSAP assessment
- PEMA—NG911 support project
- Illinois—NG911 Feasibility Study

#### Regional Experience

- Northern Virginia Emergency Response System (NVERS)—Fire and EMS assessment
- Tri-Com Central Dispatch, IL—Technology Assessment and Strategic Plan

#### City/County Experience

- Montgomery County, PA—Technology Project Management for law enforcement records management system (RMS)
- Hillsborough County, FL—Fire and Rescue Department CAD procurement
- Hamilton County, OH—Communications Center study
- Orange County, VA—Emergency communications consolidation assessment
- Richmond, VA—PSAP assessment and strategic plan development
- Adams County, CO—PSAP assessment
- Durham, NC—Police Department Headquarters Complex relocation
- Pasquotank County, NC—Radio system assessment and coverage testing
- Columbia/Montour County, PA—PSAP consolidation
- Hanover NH—PSAP assessment and strategic plan development
- Cobb County, GA—Technology Assessment and Strategic Plan
- Philadelphia, PA—General Consulting and CAD procurement
- El Paso Teller Authority, CO—Regional CAD solution
- Montana State University—PSAP Consolidation
- City of Philadelphia, PA—CAD procurement for Police and Fire

#### Additional Experience

- Lancaster County, PA—Countywide Communications
  - Served as Operations Manager; Primary Supervisor; Assistant Supervisor; Dispatcher—Police, Fire and EMS
  - Oversaw all PSAP radio room supervisory staff including hiring and termination
  - Managed PSAP daily operations and development of policy and procedure
  - Planned and oversaw PSAP move to another location
  - Developed field communications vehicle and subsequent policies for response
  - Assisted in the development of three different CAD systems
  - Handled complete renovation of a main 911 center including procuring furniture and designing the room layout to best fit the needs of staff
  - Assisted with the rebuild of the County back-up center
  - Supported P25 radio system project from development of infrastructure to subscriber equipment to code plug development
  - Worked with EMS agencies to align with the Commission on Accreditation of Ambulance Service (CAAS) and to assist them with station locations and system status management

Industry Experience  
40 years

Certifications  
Emergency Number  
Professional (ENP)

Certified Pennsylvania 911  
Supervisor

Emergency Management  
Certification

Associations  
National Emergency Number  
Association (NENA)

Association of Public Safety  
Communications Officials  
(APCO)

South Central Task Force  
Communications  
Sub-Committee

Board Member Lancaster  
County Fire Chiefs—Present  
Treasurer

Lancaster City—County  
Crime Stoppers