

*City of Biddeford*  
**Biddeford-Saco Cooperation Committee**  
**April 13, 2021 6:00 PM MEETING HAS BEEN POSTPONED**

- 1. Call to Order (Mayor of Host Committee)**
- 2. Discussion**
  - 2.a. People Recover Position
  
  - 2.b. Consultant Proposal for Combined Public Safety Communications  
[APCO Public Safety Communications Consulting.pdf](#)
- 3. Other Business**
- 4. Adjournment**



# APCO CONSULTING SERVICES

**Biddeford Police Department**  
**Biddeford, Maine**  
*Pre-Consolidation Presentation*

Submitted to:  
JoAnne W. Fisk  
Deputy Chief  
April 8, 2021

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April 8, 2021

Biddeford Police Department  
JoAnne Fisk  
Deputy Chief  
39 Alfred Street  
Biddeford, Maine 04005

Re: APCO Consulting Services Pre-Consolidation Presentation

The Association of Public-Safety Communications Officials (APCO) International is pleased to submit this quote to you for a pre-consolidation presentation.

APCO supports agencies around the World grappling with the industry's most challenging issues by delivering a variety of resources and engaging in the latest research to find common solutions. APCO offers a wide array of resources including, but not limited to, subject matter expertise and public safety communications issues assistance.

The principal point of contact for this quote is as follows:

Megan Bixler  
APCO Consulting Services Program Manager  
APCO International  
bixlerm@apcointl.org  
571-289-7402

On behalf of the APCO Consulting Services team, thank you for your consideration. We look forward to providing stakeholders from the Biddeford Police Department and the City of Saco with a high-level consolidation overview. All of our consulting services are customized to meet your needs. The enclosed services, and others, are available. Please do not hesitate to contact me with any questions regarding this quote.

Megan Bixler  
Standards and ACS Program Manager  
APCO International

The Association of Public-Safety Communications Officials (APCO) International is the world's oldest and largest organization of public safety communications professionals and supports the largest U.S. membership base of any public safety association. It serves the needs of public safety communications practitioners worldwide - and the welfare of the general public as a whole – by providing complete expertise, professional development, technical assistance, advocacy and outreach. The membership is supported by full-time APCO staff members.

APCO's Consulting Services (ACS) team has access to all of the varied resources the organization offer, including but not limited to:

### **Training and Certification**

The APCO Institute provides training, certifications, and resources for public safety communications professionals at all levels. The APCO Institute has delivered a wide range of services both nationally and internationally.

### **Government Relations**

APCO's government relations office, located in Alexandria, VA., establishes and maintains relationships with Congress, federal agencies, the Administration, industry leaders, and national public safety and governmental organizations to advocate for policies, regulations, and legislation of most importance to APCO members.

### **Spectrum Management**

AFC is APCO's spectrum management arm, providing comprehensive radio frequency coordination for public safety agencies. With the most experienced staff and the largest network of volunteer experts, AFC is the only organization that provides full radio frequency management services to public safety agencies.

### **Standards Development**

Our consulting services are built on the standards we produce as well as related programs we administer, like the Agency Training Program Certification (ATPC).

As an Accredited Standards Developer (ASD), APCO International is dedicated to ensuring public safety communications has a role in the development of standards that affect our industry. APCO standards development activities have a broad scope ranging from the actual development of standards to the representation of public safety in other standards development areas.

### **Agency Training Certification Program**

The APCO Agency Training Program Certification is a recognition program for public safety communications training programs across the nation. The program requires agencies to meet or exceed the APCO ANS 3.103.2-2015: Minimum Training Standards for Public Safety Telecommunicators.

## **Staffing and Retention**

For the past 20 years, APCO has been a leader in assessing staffing and developing viable solutions to the staffing crisis that has plagued our industry. APCO convened a Staffing Crisis Task Force in 1999 in response to concerns expressed by our members. The Task Force developed into Project RETAINS (Responsive Efforts to Assure Integral Needs in Staffing) which produced a comprehensive Effective Practices Guide for Emergency Communications Center (ECC) Managers and an integral tool kit that is used to assess current and future staffing needs.

APCO understands how difficult it is to staff an ECC but APCO is also leading the research and development plans for the staffing needs of the future. “The workforce in a fully broadband environment will require the expertise needed to analyze, process, and transmit new forms of communications, including, text, video, photo, telemetry data, and more.”

## **Cybersecurity and Next Generation 9-1-1**

APCO believes that Cybersecurity is essential for ECC operations to run effectively and smoothly. According to the Project 43 report, it is essential that cybersecurity is considered at the onset, and not as an afterthought, when adopting new technologies. In other words, Cybersecurity must be “baked in” and not “bolted on.” In conjunction with an ongoing partnership with Department of Homeland Security (DHS), APCO is a member of the Communications Information Sharing and Analysis Center (Comm-ISAC) and supports response and recovery efforts under the Emergency Support Function 2 (ESF-2). Within these roles, APCO subject matter experts are acutely aware of the cybersecurity needs of the ECC. These offerings include: advising on Cybersecurity Response Plans, identification and mitigation of cyberattacks, and a comprehensive list of cybersecurity resources.

### **I. MISSION**

The Association of Public-Safety Communications Officials (APCO) is an international leader committed to providing complete public safety communications expertise, professional development, technical assistance, advocacy and outreach to benefit our members and the public.

### **II. VISION**

APCO International is committed to strengthening communities by empowering and educating public safety communications professionals.

### **III. PROJECT UNDERSTANDING**

It is APCO's understanding that Biddeford Police Department and the City of Saco wish to conduct a Pre-Consolidation Overview Presentation. This in-person presentation will include three days with key stakeholders which will include a Kickoff Presentation, Interviews, and a Findings and Considerations Presentation.

### **IV. SCOPE OF WORK**

#### **1. Pre-Consolidation Overview – In Person Presentation**

- a. The review team will conduct interviews with stakeholders for background on consolidation considerations (i.e., fiscal, NG 9-1-1, staffing, etc.)
- b. Review of relevant documentation related to existing Emergency Communications Centers (ECC) and any existing consolidation efforts
- c. Tour of operations at ECCs
- d. Presentation, discussion, Q&A
  - i. Stakeholder Presentation Discussion Points
    1. Consolidation Project Management
    2. Consolidation models
    3. Project requirements and scope of work
    4. Timeline considerations
    5. Conducting an in-depth cost analysis
    6. Fiscal budgets – initial and recurring costs considerations
    7. Governance options and issues
    8. Labor considerations
    9. Technology considerations
      - a. Technology assessment considerations
        - i. Age/Lifecycle
        - ii. Expansion
        - iii. Capacity
      - b. NG9-1-1
      - c. Cyber Security
    10. Communications Planning
    11. Facility considerations
    12. Operational and training considerations
    13. Standards and other resources

## **V. Deliverables**

The APCO review team will gather initial data prior to arrival on-site that will provide relevant background information on the primary and secondary ECCs. A schedule for the on-site visit and presentation will be set for a mutually agreeable time. A model schedule would include the following:

Day 1 – Kickoff presentation for all stakeholders and tour two primary ECC's and Interviews with On-Site Staff

Day 2 – Interviews with Stakeholders and Staff

Day 3 – Findings and Consolidation Considerations Presentation, Q&A Session

## **VI. Methodology**

To understand the current workplace environment, learn what improvements would provide the best level of service and identify available resources, several different processes are utilized to solicit candid feedback on the issues and the challenges facing the organization and individual communications centers. Personnel are interviewed to determine service levels, operational factors, prioritization of goals and the willingness of the agency to incorporate recommended solutions.

The methodology of this study includes the following components:

### **1. Documentation Review**

Prior to arrival, essential data and information is gathered in preparation for the onsite visit. Reviewing various documents prior to the onsite visit allows the review team to develop an understanding of emergency communications in Biddeford, Maine.

### **2. Interviews**

In-person interviews will be conducted with stakeholders and staff members from the county and two cities. The interviews allow the review team to have a better understanding of emergency communications occurring within Biddeford Police Department. Personal interviews focus on the following factors:

- Current challenges and service delivery
- Possible solutions for stated challenges
- Level of support from internal and external stakeholders
- Resources available to the three ECCs to meet the needs of the public and stakeholders

### 3. ECC Tours and Observations

The review team will tour the three emergency communications centers. During this time, informal interviews with staff members are conducted in addition to an observation of the ECC's operation. The time spent in the communications center focuses on gaining the perspective of the dispatch staff, supervisors, specifically focusing on facets of the operation directly related to the scope of work of the project.

It bears noting that the analysis of the review team is based on applying their expertise during a limited period of observation and study of the ECC, which may not reflect the full context available to those Biddeford Police Department who are closer to the situation and possess a deeper working knowledge of the ECC. Such officials bear responsibility to assess the relative merits of implementing the guidance or recommendations presented by the APCO review team, especially from the standpoint of the broader legal, policy and operational context in which the center functions.

### 4. Consolidation Overview

After the data gathering, on-site interviews, and the tours and observations, the review team will present findings to stakeholders and provide a comprehensive overview of consolidation considerations. This presentation will be interactive with opportunities for questions and answers.

The consolidation overview is a very high-level informational session intended to provide stakeholders with an overview of consolidation factors that should be taken into consideration if an opportunity to share services or consolidate were to present itself. The APCO review team consists of neutral, objective peer reviewers that will present information based on experience, industry trends and best practices.

## **VII. PROJECT EXPERIENCE**

APCO International offers the following projects with scopes of work that are in alignment with the Biddeford Police Department In-Person Presentation.

### **Cincinnati Emergency Communications Center**

#### **Scope of Work:**

Project scope of work included a comprehensive review of the Cincinnati Public Safety Answering Point (PSAP) involving multiple operational components. The team was tasked with comprehensive review and assessment, which focused on six specific areas: governance, policies and procedures, staffing, standards and best practices compliance, and training.

#### **Client Contact:**

Amity Bishop, Manager  
Emergency Communications Center Business  
(513) 263 – 8103  
amity.bishop@cincinnati-oh.gov

## **Miami County Ohio Communications Center**

### **Scope of Work:**

The Miami County Communications Center Board of Directors hired APCO Consulting services to conduct a comprehensive operational review that included a technology assessment and five-year strategic plan. The operational component included an assessment of the entire organization, including a full assessment of staff, the training program, quality assurance program, standard operating procedures, call processing protocols, dispatch processes, workflows and compliance with industry standards and best practices (e.g., APCO, NENA, and NFPA). The review team made recommendations based on industry standards and best practices and incorporated those recommendations into a 5-year strategic plan.

### **Client Contact:**

Jeff Busch  
Director  
Miami County Communications Center  
(937) 332-7631 Direct  
JBusch@MiamiCountyOhio.gov

## **City of Salina, Kansas Police Department**

### **Scope of Work:**

In an effort to provide the community with the finest level of public safety communications services, The City of Salina, Kansas contracted with the ACS to have APCO team members review and assess the City of Salina Public Safety Answering Point (PSAP). The Salina Police Department serves as the PSAP for the City of Salina and Saline County. The team was tasked with focusing on six specific areas that consisted of customer service issues, operations, training program, recruitment and hiring, facilities and reporting, relationships and organizational structure.

### **Client Contact:**

Wayne Pruitt  
Communications Supervisor  
Salina Police Emergency Communications  
(785) 826-7210  
Wayne.Pruitt@salina.org

## APPENDIX A

### Resumes

**Megan Bixler**  
**Standards and ACS Manager**  
**APCO International**

#### BACKGROUND

Megan began her career in the US Army in 2002. She was a Signals Intelligence Analyst with a specialty in telemetry analysis. After over eight years in the US Army, to include two deployments, Megan worked for the Department of Defense (DoD) and Department of Homeland Security (DHS) programs.

Megan is well versed in various facets of the ECC operations, including but not limited to: public safety standards and best practices, professional development, staffing and retention, project management, oral and written communications skills, risk management, public safety communications technology, cybersecurity best practices and policies, and emerging technology.

Megan joined the APCO team full-time in 2016. She works in the Communications Center and 9-1-1 Services Department where she has led APCO's consulting services, standards development programs, technology, and cybersecurity portfolios.

#### PROJECT EXPERIENCE

- Hardware/Software Familiarity
  - Computer Aided Dispatch (CAD), Customer Premise Equipment (CPE), and cybersecurity policies and procedures.
- Knowledge and Experience
  - Training and Professional Development
  - Quality Assurance/Quality Improvement
  - Personnel Management
  - Standard Operating Procedures
  - Workflows, Processes, Protocols
  - Workforce/Staffing
  - Strategic Planning, Budgeting
- APCO Consulting Services
  - Staffing and Retention Assessments
  - Operational Reviews
  - Technology Assessments
- APCO Standards Program Manager
  - Provides focused and purposeful leadership related to APCO standards development work

- Primary Project Manager of all APCO standards development projects and initiatives
- Public Safety Communications knowledge expert
- Federal Advisory Positions
  - FCC Broadband Deployment Advisory Committee (BDAC) Disaster Response and Recovery Work Group (DRRWG)
  - Emergency Support Function (ESF) 2 – Emergency Communications

**EDUCATION**

Bachelor of Science in Project Management

**Stephen J. Wisely**  
**Senior Business Development Coordinator**  
**APCO International**

## **BACKGROUND**

Mr. Wisely retired, in 1997, from NYNEX after thirty-four years of service. During his NYNEX career, Steve was responsible for various large scale and operational support computer centers in the New York and New England territories. He spent over eleven years directly responsible for the planning, operation and technical support of the systems providing the Enhanced 911 computer hardware, software and delivery of critical information serving customers in the NYNEX service areas. Mr. Wisely was appointed Deputy Commissioner of Emergency Communications for Onondaga County NY, in April of 1997. He served in that capacity for approximately two years before his appointment as Commissioner. This position was responsible for the direction and management of the 9-1-1 Center for Onondaga County. The Onondaga County 9-1-1 Center serves the City of Syracuse as well as 95 other police, fire and EMS agencies. During his time as commissioner, he led the efforts of the County of Onondaga to obtain over \$5 million from the NYS Expedited Wireless Deployment Fund.

Mr. Wisely joined the APCO team in 2006 as the Technical Services Manager. He has served as Director of the Association of Public Safety Communications Officials (APCO) International, Communication Center and 9-1-1 Services Department commencing January 4, 2009. In this capacity, he was responsible for Comm Center operations support, Comm Center standards and best practices, staffing and retention effective practices, peer review of local operations/management, on-site visits and customized reports (MAAP). Steve currently serves in the capacity of Senior Business Development Coordinator for APCO ACS.

Mr. Wisely was a member of the Federal Communications Commission (FCC) Communications Security, Reliability & Interoperability Council (CSRIC) II. While a member of the Council, he was the co-chair of Workgroup 4C. When the FCC chartered a new CSRIC (CSRIC III) in 2012, he again was named to that Council and was asked to co-chair another Workgroup (WG3).

Mr. Wisely has served as an adjunct instructor for the Onondaga Community College fire training program since early 1990's. During most of the years, he has led the practical skills portions as well as teaching the classroom portion of the program. Steve was instrumental in working to obtain the initial accreditation of the program from the International Fire Service Accreditation Congress. He has been a facilitator with the Public Safety Critical Incident Management program sponsored by Onondaga Community College and has lectured in the areas of HazMat and emergency planning.

In May of 2012, he presented on two subject areas at the APCO Global Congress in Dubai, United Arab Emirates. The presentation subjects were "Advancing Vehicle Telematics through Public Safety & Private Sector Partnerships" and "Public Safety Standards Development in the United States."

## **PROJECT EXPERIENCE**

- **APCO Consulting Services**
  - Operational Reviews
  - Staffing and Retention
  - Organization and Oversight
  - Computer System Acquisitions
  - Consolidation Benchmarking and Studies

- **Private and Public Sector**

Management Assessment and Development

Public Sector labor contract negotiations

Federal Communications Commission – Work Group Co-Chair of Public Safety/Private Sector groups

#### **TRAINING AND CERTIFICATIONS**

- International Fire Service Accreditation Congress
- Fire Officer I and II
- Fire Instructor Level II
- Fire Officer Incident Safety Officer
- Fire Department Health and Safety Officer
- HazMat Incident Command
- NIMS ICS, 100, 200, 300, 400 and 800

#### **PROFESSIONAL ORGANIZATIONS**

- Association of Public Safety Communications Officials
- National Emergency Number Association
- New York State Fire Chiefs Association
- 9-1-1 Institute

## APPENDIX B

### APCO International Pricing Proposal

#### PROJECT COST

##### Biddeford, Maine

##### **\$6,635      Pre-Consolidation Overview**

The fee is inclusive of all costs for conducting the pre-visit conference calls with the administration of the Biddeford and Saco, Maine, pre site visit review of documentation, Pre site visit conference calls and the on-site review and presentation.

\*\* Cancellation of the review by the agency will require the agency to reimburse APCO International for all expenses associated with the review prior to the cancellation.

**One Hundred Percent (100%) of the contract amount is due upon completion of the pre-consolidation presentation to stakeholders.**

THE AGENCY WILL BE INVOICED BY APCO INTERNATIONAL.