DEPARTMENT OF PUBLIC WORKS

COUNTY OF MARIN

People serving people.

Robert Beaumont
DIRECTOR

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San Rafael, CA 94913-4186
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Accounting

Airport

Building Maintenance

Capital Projects

Certified Unified Program
Agency (CUPA)

Communications
Maintenance

County Garage

Disability Access

Engineering & Survey

Flood Control &
Water Resources

Land Development

Purchasing

Real Estate

Reprographic Services

Road Maintenance

Stormwater Program

Transportation &
Traffic Operations

Waste Management

November 13, 2013

MERA Executive Board
95 Rowland Way
Novato, CA 94945

Re: Grant Writing Services

Dear Directors:

County staff has been pursuing grants towards construction of the Next Generation system. To date, over $6 million has been secured. A summary is provided on Page 15 of the Feasibility Study.

We recently submitted a UASI 2014 request for $916,920, $552,000 – 8 dispatch consoles, and $312,000 – 60 dual band portable radios. However, the total North Bay allotment is estimated to be $360,000, so we only expect a portion of this request. Our purpose is submitting the large request is in case there are unused funds by other agencies; we are in a position to quickly respond before any deadline. These contingency requests are called "below the line approved projects."

A summary of other federal financial assistance opportunities is attached, with brief comments. We have discussed these opportunities with various sources and consultants and recommend that RCC be selected to assist with applications, for the two most promising opportunities:

- COPS Interoperable Communications Grant Program
- AFG Assistance to Firefighters Grant Program

We recommend a budget be established of $45,000, which includes $34,507 for RCC and approximately $10,000 for staff time.

We will need to identify a sponsor entity for each grant and a source for any required local match. We are interested in forming a grants workgroup to focus on the Next Generation project with staff from any MERA agency that can assist.
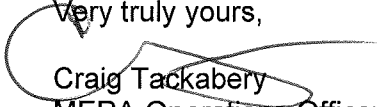
In addition, we continue to monitor the FCC T-Band auction proceeds opportunities. No information on the timing is available at this time.

Very truly yours,

Craig Tackabery
MERA Operations Officer

Attachment

The following list details Federal financial assistance opportunities that support emergency communications. Please note that other federal financial assistance opportunities may exist.

It is recommended that any entity seeking emergency communications related funding also refer to www.grants.gov to determine if other opportunities are available.

D/A	Office	Program	Acronym	FY	Program Description	Application Deadline	Website(s)	Comments
DHS	FEMA	Assistance to Firefighters Grant	AFG	2013	The primary goal of the AFG Program is to meet the firefighting and emergency response needs of fire departments and non-affiliated emergency medical service organizations. AFG funds have helped firefighters and other first responders to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources needed to protect the public and emergency personnel from fire and related hazards.	6-Dec-13	http://www.fema.gov/assista nce-firefighters-grant	County Fire and Mill Valley Fire have submitted for this grant in the past. Sheriff grant personnel have not submitted for this grant in the past. Might be viable.
USDA	RUS	Community Connect		2013	The Community Connect Grant Program provides financial assistance to furnish broadband service in unserved, often isolated, rural communities. The grants are used to establish broadband service for critical facilities such as fire or police stations, while also providing service to residents and businesses.	TBD Please check the USDA website provided for the most up-to-date information.	http://www.rurdev.usda.gov/ utp_commconnect.html	This is for Broadband services only. Sheriff grant personnel have not submitted for this grant.
USDA	RUS	Community Facilities		2013	The Community Facilities Programs provide loans, grants, and loan guarantees for water and environmental projects, as well as community facilities projects. Water and environmental projects include water systems, waste systems, solid waste, and storm drainage facilities. Community facilities projects develop essential community facilities for public use in rural areas and may include hospitals, fire protection, safety, as well as many other community-based initiatives.	Varies Please check the USDA website for more information on the application process.	http://www.rurdev.usda.gov/ HCF_CF.html	Normally for Water and environmental projects but there might be something under essential facilities but looks like the community would have use of same. Sheriff grant personnel have not submitted for this grant.

D/A	Office	Program	Acronym	FY	Program Description	Application Deadline	Website(s)	Comments
DOJ	COPS	Community Oriented Policing Services Community Policing Development	COPS CPD	2013	CPD funds are used to advance the practice of community policing in law enforcement agencies through training and technical assistance, the development of innovative community policing strategies, applied research, guidebooks, and best practices that are national in scope.	5/24/2013 Extension expected due to website issues	http://cops.usdoj.gov/Default.asp?Item=2682	
DOJ	COPS	Community Oriented Policing Services Coordinated Tribal Assistance Solicitation	COPS CTAS	2013	The COPS Office provides a portion of CTAS funding for through Purpose Area #1, Tribal Resources Hiring Grant Program and Tribal Resources Grant Equipment/Training. Funding provided to improve public safety and enhance community policing to federally recognize Tribal jurisdictions with established law enforcement agencies.	3/19/2013	http://www.cops.usdoj.gov/Default.asp?Item=2489	Community Policing Development, Coordinated Tribal Assistance and Edward Bryne Memorial Justice Assistance Grants submitted by Sheriff's office.
DOJ	OJP	Edward Byrne Memorial Justice Assistance Grant Program	JAG	2013	JAG funds support all components of the criminal justice system, from multi- jurisdictional drug and gang task forces to crime prevention and domestic violence programs, courts, corrections, treatment, and justice information sharing initiatives. JAG funds may be used for State and local initiatives, technical assistance, training, personnel, equipment, supplies, contractual support, information systems for criminal justice, and criminal justice- related research and evaluation activities.	5/30/2013	https://www.bia.gov/ProgramDetails.aspx?Program_ID=59	

D/A	Office	Program	Acronym	FY	Program Description	Application Deadline	Website(s)	Comments
DHS	FEMA	Emergency Management Performance Grant	EMPG	2013	The EMPG assists State and local governments in enhancing and sustaining their all-hazards emergency management capabilities. The Metropolitan Medical Response System (MMRS) and the Emergency Operations Center (EOC) Programs are no longer funded in FY 2012; however, costs that were previously allowed under these programs are allowable under EMPG.	6/24/2013	http://www.fema.gov/prepar edness-non-disaster-grants	Sheriff grant personnel have submitted for this grant and they said they were for personnel salary only.
DHS	FEMA	Fire Prevention and Safety	FP&S	2013	The primary goal of the AFG Program is to meet the firefighting and emergency response needs of fire departments and non-affiliated emergency medical service organizations. AFG funds have helped firefighters and other first responders to obtain critically needed equipment, protective gear, emergency vehicles, training, and other resources needed to protect the public and emergency personnel from fire and related hazards.	TBD Please check the FEMA website provided for the most up-to-date information.	http://www.fema.gov/fire-prevention-safety-grants	Sheriff grant personnel have not submitted for this grant. County Fire and Mill Valley Fire may have submitted for this grant in the past. Might be viable.
DHS	FEMA	Homeland Security Grant Program Operation Stonegarden	HSGP OPSG	2013	The OPSG Program provides funding to designated localities to enhance cooperation and coordination between Federal, State, local, tribal, and territorial law enforcement agencies in a joint mission to secure the U.S. borders. The OPSG is now a sub-grant of the DHS Homeland Security Grant Program.	6/24/2013	http://www.fema.gov/prepar edness-non-disaster-grants	Our understanding this is for exercises only. Sheriff grant personnel have not submitted for this grant.

D/A	Office	Program	Acronym	FY	Program Description	Application Deadline	Website(s)	Comments
DHS	FEMA	Homeland Security Grant Program State Homeland Security Program	HSGP SHSP	2013	The SHSP provides funds to build capabilities at the State and local levels and to implement the goals and objectives included in State homeland security strategies and initiatives in their State Preparedness Report. SHSP supports law enforcement terrorism prevention-oriented planning, organization, training, exercise, and equipment activities, including those activities which support the development and operation of fusion centers.	6/24/2013	http://www.fema.gov/prepar edness-non-disaster-grants	Sheriff Grant staff run this program thru OES. <$300k
DHS	FEMA	Homeland Security Grant Program Urban Area Strategic Initiative	HSGP UASI	2013	The UASI program focuses on enhancing regional preparedness in major metropolitan areas. The UASI program directly supports the National Priority on expanding regional collaboration in the National Preparedness Guidelines and is intended to assist participating jurisdictions in developing integrated regional systems for prevention, protection, response, and recovery.	6/24/2013	http://www.fema.gov/prepar edness-non-disaster-grants	Marin County submits annually. Projected 2014 $360,000 for all four counties (Marin, Sonoma, Napa and Solano) in the North Bay to share.
HHS	ASPR	Hospital Preparedness Program	HPP	2013	The mission of HPP is to ready hospitals and other healthcare systems through enhanced surge capacity, capability, and in collaboration with other partners, to deliver coordinated and effective care to victims of terrorism and other public health emergencies, and improve community preparedness and resiliency. This cooperative agreement supports interoperable communications equipment, systems, training, and exercises. This is an extension of a previously-issued cooperative agreement; eligible applicants are limited to those currently funded under the HPP Cooperative Agreement and the Public Health Emergency Preparedness (PHEP) Cooperative Agreement.	5/1/2013	http://www.phe.gov/Prepare dness/planning/hpp/Pages/f unding.aspx	Sheriff grant personnel have not submitted for this grant. HHS Public Health Miles Julian POC.

D/A	Office	Program	Acronym	FY	Program Description	Application Deadline	Website(s)	Comments
DHS	FEMA	Intercity Passenger Rail - Amtrak	Amtrak	2013	The purpose of IPR is to create a sustainable, risk-based effort to protect critical surface transportation infrastructure and the traveling public from acts of terrorism, major disasters, and other emergencies within the Amtrak rail system.	6/24/2013	http://www.fema.gov/prepar edness-non-disaster-grants	Amtrak ONLY
DHS	FEMA	National Special Security Event	NSSE	2013	The purpose of the NSSE Grant Program is to provide supplemental Federal assistance to State, local, tribal, and territorial governments for certain actual costs of providing emergency management, public safety, and security during the preparation and conduct of an NSSE.	Rolling basis	http://www.fema.gov/prepar edness-non-disaster-grants	Special Security Event ONLY
DHS	FEMA	Non-Profit Security Grant Program	NSGP	2013	The UASI NSGP provides funding to support nonprofit organizations that are at high risk of a terrorist attack and are located within one of the specific UASI areas. The program promotes coordination and collaboration in emergency preparedness activities among public and private community representatives, State and local government agencies, and Citizen Corps Councils.	6/24/2013	http://www.fema.gov/prepar edness-non-disaster-grants	Non-Profit ONLY
DHS	FEMA	Port Security Grant Program	PSGP	2013	The purpose of the PSGP is to protect critical port infrastructure from terrorism, particularly attacks using explosives and non-conventional threats that could cause major disruption to commerce.	6/24/2013	http://www.fema.gov/prepar edness-non-disaster-grants	Must HAVE a Port or at least a partner that has a port. This grant is listed on the email from RCC.

D/A	Office	Program	Acronym	FY	Program Description	Application Deadline	Website(s)	Comments
HHS	CDC	Public Health Emergency Response	PHER	2013	The purpose of the PHER grant is to support and enhance the State and local public health infrastructure that is critical to public health preparedness and response. This grant supports interoperable communications equipment, systems, training, and exercises. This is an extension of a previously-issued grant; eligible applicants are limited to those currently funded under the HPP Cooperative Agreement and the PHEP Cooperative Agreement.	TBD Please check the CDC website provided for the most up-to-date information.	http://www.cdc.gov/phpr/coo pagreement.htm	Sheriff grant personnel have not submitted for this grant. HHS Public Health Miles Julian POC.
DOJ	OJP/NIJ	Research Grants (Law Enforcement, Geospatial, Criminal Justice IT)		2013	The National Institute of Justice (NIJ) awards grants and agreements for: -Research, development and evaluation. NIJ funds physical and social science research, development and evaluation projects about criminal justice through competitive solicitations. The focus of the solicitations varies from year to year based on research priorities and funding. -Forensic laboratory enhancement. NIJ provides funding through formula and discretionary awards to reduce evidence backlogs and improve the quality and timeliness of forensic science and medical examiner services. -Research fellowships. NIJ funds two fellowships through annual solicitations. The focus of the solicitations varies from year to year.	5/20/2013-6/20/2013	http://www.nij.gov/funding/cu rrent.htm	Sheriff grant personnel have not submitted for this grant. Usually Colleges and UC's.

D/A	Office	Program	Acronym	FY	Program Description	Application Deadline	Website(s)	Comments
DHS	S&T	Small Business Innovation Research	SBIR	2013	The SBIR Program is a congressionally mandated small business set-aside designed to stimulate technological innovation and foster small business and private sector commercialization of innovations derived from Federal Research and Development. The annual solicitations consist of topics that are relevant to the Borders and Maritime Security, Chemical/Biological Defense, Cyber Security, Explosives, Human Factors/Behavioral Sciences, and Infrastructure Protection and Disaster Management Divisions.	6/11/2013	https://sbir2.st.dhs.gov/porta l/SBIR/	Small business ONLY. Sheriff grant personnel have not submitted for this grant.
DOC	NTIA	State and Local Implementation Grant Program	SLIGP	2013	The SLIGP is designed as a formula-based, matching grant program to assist States, in collaboration with regional, tribal, and local jurisdictions, to perform activities related to planning for the establishment of a nationwide public safety broadband network.	3/19/2013	http://www.ntia.doc.gov/othe r-publication/2013/sligp- federal-funding-opportunity	This is for broadband networks (Firstnet). Sheriff grant personnel have not submitted for this grant.
USDA	RUS	Telecommunications Infrastructure Loan - Expansion of 911		2013	USDA offers an interim telecommunications loan program for financing the construction of interoperable, integrated public safety communications networks in rural areas.	Rolling basis	http://www.rurdev.usda.gov/ utp_911.html http://www.rurdev.usda.gov/ utp_infrastructure.html	Dispatch 911 systems ONLY.
DHS	FEMA	Transit Security Grant Program	TSGP	2013	The purpose of the THSGP is to provide funding directly to eligible tribes to help strengthen the nation against risks associated with potential terrorist attacks.	6/24/2013	http://www.fema.gov/prepar edness-non-disaster-grants	Tribal needs.

D/A	Office	Program	Acronym	FY	Program Description	Application Deadline	Website(s)	Comments
DHS	FEMA	Tribal Homeland Security Grant Program	THSGP	2013	The THSGP is one tool among a comprehensive set of initiatives authorized by Congress and implemented by the Administration to help strengthen the Nation against risks associated with potential terrorist attacks. Funding under THSGP is provided to strengthen tribes' capacity to prepare for and respond to emergency situations.	6/24/2013	http://www.fema.gov/prepar edness-non-disaster-grants	Tribal ONLY.
DOJ	OJP	Tribal Justice System Capacity (Planning)		2013	This program provides assistance to Indian tribes in various areas such as assessing law enforcement radio coverage in tribal jurisdictions, including radio dead zones; linking tribes to existing resources for equipment; educating tribes on pricing for equipment/software; and other relevant information.	5/30/2013	http://www.ojp.usdoj.gov/fun ding/solicitations.htm	Tribal ONLY.
USDA	RUS	Weather Radio Transmittal		2013	The Weather Radio Transmitter Grant Program provides grant funds to finance the installation of new transmitters to extend the coverage of the National Oceanic and Atmospheric Administration's Weather Radio system (NOAA Weather Radio) in rural America. Grant funds are available to facilitate the expansion of NOAA Weather Radio system coverage into rural areas that are not covered or are poorly covered.	TBD Please check the USDA website provided for the most up-to-date information.	http://www.rurdev.usda.gov/ UTP_WeatherRadio.html	NOAA systems. Sheriff grant personnel have not submitted for this grant.

Grant Support Services

Presented to:

Marin County

September 9, 2013

RCC Consultants, Inc.

100 Woodbridge Center Drive, Suite 201
Woodbridge, New Jersey 07095
Website: www.rcc.com

Proposal Contact: Thomas Gray
Vice President and General Manager
266 E 33rd Street
San Bernardino, CA 92404-2259
Telephone: 909.881.0250
Email: tom.gray@rcc.com

Cover Letter

September 9, 2013

Marin County
DPW Communications Division
4 Peter Behr Drive
San Rafael, CA 94903

Re: Grant Capture Support

Attn: Ms. Shelly Nelson

RCC Consultants, Inc. (RCC) appreciates the opportunity to submit this proposal to assist Marin County in support assisting with grant strategic capture planning, application coordination and evaluating matching criteria. Specifically RCC, as directed by the County will focus on;

1. COPS Interoperable Communications Grant Program

2. AFG Assistance to Firefighters Grant Program

This proposal provides a general approach to approach this work and will provide a generalized work plan; it will be based on the identified hourly labor rate provided.

In addition, this proposal includes RCC's review of the draft Feasibility Study for the new public safety communications system and aligning appropriate opportunities for grant support.

I will be the Executive Sponsor for this project. If there are questions regarding our proposal, or if you would like to schedule an oral presentation, please contact me on my cell phone at 909.239.9642, or by e-mail at tom.gray@rcc.com.

Sincerely,

Thomas Gray
Vice President and General Manager
RCC Consultants, Inc.

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1. RCC Capabilities

RCC Consultants, Inc. ("RCC") is a global telecommunications consulting, engineering and integration firm. A leader in the industry since 1983, RCC specializes in the design and implementation of radio communications systems, microwave and fiber optic systems, broadband, intelligent transportation systems and public safety emergency telephone systems, as well as the design of communications centers, tower sites and monitoring facilities.

Background and Experience

RCC has a unique and deep understanding of all facets involved in the design, development and operation of agency and regional dispatch facilities. We understand that these facilities need to be based on operational needs and specific operational matrices, which RCC is capable of defining and implementing. RCC supported the Solano County with a strategic study that defined a countywide interoperable radio solution and a supporting strategic plan for dispatch. RCC has worked with a wide variety of smaller and midsize projects defining dispatch operational efficiencies including the Los Angele Police Department, City of Long Beach Police and Fire Dispatch, and Sierra Vista/ Cochise County Dispatch. We differentiate ourselves through four aspects of our business:

Experience	RCC has been at the forefront of wireless communications and information systems technology. We pioneered the development of comprehensive multiple layer, radio frequency engineering software tools, used by organizations around the world.
Team	Our full-time staff of more than 130 consultants, engineers and support staff are some of the most respected and sought-after specialists in their fields. Experienced in the design and operation of all major manufacturers' platforms, our team will have a local presence and will utilize the resources of the company to perform the project tasks.
Approach	We believe in forming strong partnerships with our clients, and our record of repeat business is testimony to our focus on complete client satisfaction. We approach every project with time-proven engineering and project management strategies that help our clients implement the right long-term solutions for their needs.
Independence	We provide unbiased recommendations to our clients, ensuring they receive thoughtful, independent solutions. We will never accept any form of payment from manufacturers, distributors or suppliers for recommending their products.

Financial Strength

Through our strong risk management discipline and sound financial strength, RCC has thrived for more than 25 years. We are deeply committed to safeguarding our financial stability. Copies of our audited financial statements for the previous three years are available upon request.

What We Do

For more than 1,500 clients around the world, RCC has provided solutions through wireless and wired voice/data communications and information technologies. Our consultants and engineers are experts in strategic planning and direction, business analysis, system design, procurement, implementation, systems integration, monitoring and maintenance.

RCC supports clients with tangential and enabling services including governance development for regional clients and grant capture and funding management and compliance services.

RCC has assisted clients with securing Federal, State, and Foundation grants which can provide additional funds for Interoperable Communications projects. Due to the complexity, combined with the potential for extended implementation times for the various stages of interoperable communication solutions, various funding sources should be identified to help support such projects.

RCC has a Certified Grants Specialist and offers the following grant services:

- Research and identify potential grant funds
- Develop Inquiry Letters
- Proposal Development
- Budget Development
- Compliance Regulations Assurances
- Grants Management including grant reporting and grant closeout
- Grants Audit Assistance
- Coordination of multiple grants

RCC can assist grant writing teams throughout the process or take on the endeavor independently from start to finish. While RCC cannot guarantee grant funding, RCC has a 95% success rate in

Our Technical Expertise

Radio Communications Systems

- All frequency bands HF, VHF, UHF, 700 MHz, 800 MHz, 900 MHz and microwave
- Digital and Analog Systems
- Conventional and Trunked Systems
- Simulcast Systems
- Cellular and Other Roaming Technologies
- Coverage Prediction Modeling
- Interference Control and Analysis
- Coverage Measurement and Verification

Telephony Services

- Voice over IP (VoIP) Network Specification/ Deployment
- ACD Administration
- Performance and Capacity Management
- Call Accounting Services

Information Technology And Data Systems

- Computer Aided Dispatch (CAD)
- Records Management Systems (RMS)
- Mobile Computing (MDC)

Microwave and Fiber Optic Transmission Systems
- Point to Point and Point to Multipoint
- Digital—Ethernet Microwave Radio Design
- Analog/Digital Interface and Conversion
- Alarm and Monitoring Systems
- Microwave Propagation Modeling
- System Optimization
- Power Supplies

Communications/Dispatch Center Planning, Facilities Design and Cost Estimating
- Consolidation/Co-location Studies
- Floor Plan Layout
- Space Planning
- Ergonomic Recommendations
- Environmental Controls
- Dispatch Console Furniture Design
- Console System Radio and Data Interfaces
- Dispatch Center Staffing and Management Operations Studies

Public Safety Emergency Telephone Systems
- E9-1-1 Emergency Telephone Number Systems
- Wireless 9-1-1 Deployment
- Wireless Location Accuracy Testing
- Automatic Call Distributor Systems

Intelligent Transportation Systems
- Traffic Management Systems
- Highway Advisory Radio Systems
- Mass Transit Communications Systems

- Automatic Vehicle Location (AVL)
- Geographic Information Systems (GIS)
- Field Based Reporting (FBR)
- Wireless Data Systems—Public and Private

Data Networks
- Local and Wide Area Networks
- Broadband Wireless (WiMax, WiFi, LTE)
- Voice, Data, Video Structured Cabling Systems
- Supervisory Control and Data Acquisition

Fiber Optic Networks
- Campus Networks
- Metropolitan Networks

Communications Site Planning
- Tower Specifications
- Site Development, Planning, Zoning, Acquisition
- Lightning Protection, Grounding, Bonding
- Equipment Shelter and Room Design
- Security and Alarm Systems
- Backup Power and Fuel Systems
- Automatic Fire Suppression Systems
- Surveillance Cameras

Network Services
- Business Case and Strategic Planning
- Network Planning, Engineering and Construction
- Network Optimization and Management

Market Research
- Technology
- Market Segment Research

Our Client Industries

RCC works with clients around the world in a wide range of industries, including:

- Public Safety Agencies
- National/State/Local Governments
- Transit Authorities and Agencies
- Utilities—Electric, Gas, Water
- Airports and Ports
- Transportation Agencies
- Colleges, Universities and Public School Systems

- Manufacturers
- Retailers
- Oil/Gas Production and Transportation
- Wireless Network Operators
- Real Estate Owners and Managers
- Healthcare Facilities
- Educational Councils
- Special Authorities

Our Products

To help our clients design, operate, monitor and maintain their wireless networks, RCC has developed a suite of comprehensive radio frequency software tools called ComSite®. The suite consists of five products that can be used in combination or independently:

COMSITEDESIGN

Wireless Network Planning & Design
This high-speed software tool set supports wireless system analysis and planning, design and optimization of wireless networks in one scalable PC platform small enough for field technicians to use.

COMSITEPRO

Wireless Site Engineering
This powerful site interference analysis tool is the only tool on the market specifically designed to help identify, analyze, locate and resolve radio frequency interference (RFI).

COMSITEMANAGER

Wireless Site Management
This site management application will save you hours of work, whether you are responsible for a single wireless communications site or a nationwide communications network containing thousands of sites.

COMSITEMPE

Wireless Site Compliance
This powerful tool evaluates non-ionizing radio frequency (RF) emissions and predicts the Maximum Permissible Exposure (MPE) potential to humans at or near wireless communications sites.

COMSITE9-1-1

Wireless Location Accuracy
This easy-to-use tool helps you determine the location data accuracy of wireless E9-1-1 calls delivered to your Public Safety Answering Point (PSAP), based on standard and repeatable statistical methods.

For more information on the ComSite suite of products, visit the RCC website at www.rcc.com.

RCC has specialized in communications consulting for public safety and government clients since 1983. A trusted industry advisor, we help domestic and international governments, law enforcement, Fire, EMS, dispatch centers and other public safety agencies get the most out of their mission-critical communications systems.

We know that public safety agencies and governments have unique needs. We also know the complexities they face with their communications systems, not only in technology, but also in business planning. That's why we devote an entire practice to supporting the needs of public sector agencies—RCC's Public Safety and Government practice.

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RCC has been a trusted advisor to public safety agencies and governments for more than 28 years.

Specialized Services for the Public Sector

RCC's Public Safety and Government practice helps our clients determine their needs and develop a solution, whether they are upgrading, improving or building new systems. With the right strategic planning, our clients' information and communications systems can deliver the increased efficiency and productivity they need, within their budget. We assist our clients with:

- **Developing strategic plans**, including definition of goals and objectives, and conducting needs assessments, technology evaluations, risk analyses and staffing reviews.

- **Designing systems and facilities using new and emerging technologies** for data, voice and video networks, emergency communications and operations centers.

- **Investigating and developing funding methodologies and financial analyses** to help justify recommended solutions.

- **Identifying and obtaining grants** in support of technology initiatives.

- **Assisting with the regulatory approvals** needed for licensure of wireless systems, antenna sites and other facilities.

- **Conducting radio frequency research** and enabling acquisition.

- **Preparing detailed specifications and procurement documents** for new or upgraded technology.

- **Assisting in negotiating contracts and service level agreements** with vendors.

- **Implementation support and installation oversight** to ensure work is completed according to the specifications, on time and within the established budget.
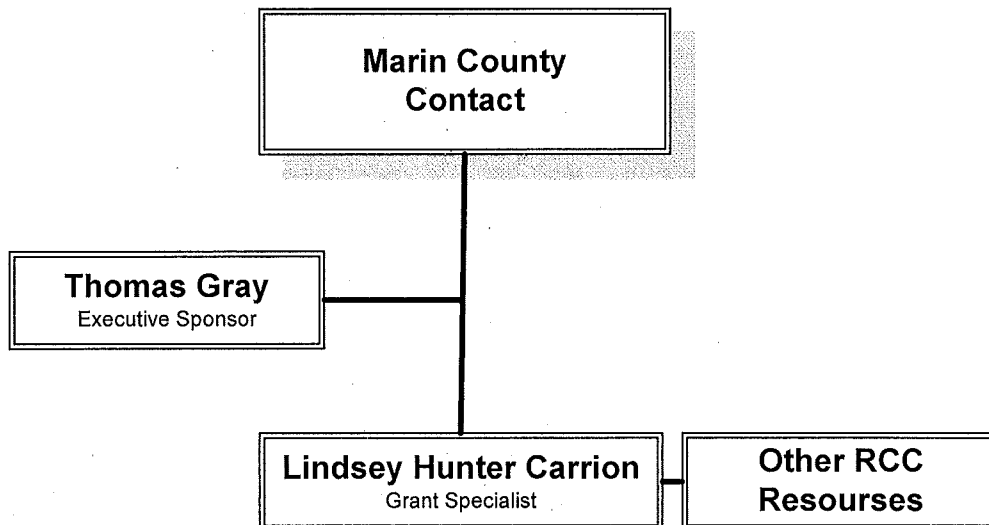
2. RCC Assigned Team

RCC's is proposing an individual, Lindsey Hunter Carrion as our credidted grant's specialist to carry out this work. Mr. Thomas Gray will serve as the RCC executive sponsor for this effort. Ms. Carrion will lead is effort, however she will be supported by individuals that provide experience in public safety dispatch operations and industry knowledge of best practices. Beyond this, RCC brings a consulting maturity, a professional attitude and tested processes that will ensure successful results. RCC takes pride in the depth and breadth of our staff. Resumes have been included.

Mr. Thomas Gray, an RCC Vice President, will serve as the Executive Sponsor for this Project. He has more than 40 years of experience in large public safety projects from the County of Los Angeles, City of Chicago, and the Los Angeles Police Department. He will ensure RCC corporate visibility on the Project and ensure that the grant capture effort has resources and support required to meet the obligations for a successful outcome for the County.

Ms. Lindsey Hunter Carrion is the named Grant Specialist for this Project. She has successfully worked with county and regional clients throughout the Country securing grant and fellowship funding to support many large public safety projects.

The following organization chart illustrates the proposed RCC project team relationship for this engagement.

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                    ┌─────────────────────┐
                    │    Marin County     │
                    │      Contact        │
                    └─────────┬───────────┘
                              │
  ┌──────────────────┐        │
  │   Thomas Gray    │────────┤
  │ Executive Sponsor│        │
  └──────────────────┘        │
                              │
        ┌─────────────────────┴──────┐  ┌──────────────┐
        │  Lindsey Hunter Carrion    │──│  Other RCC   │
        │     Grant Specialist       │  │  Resourses   │
        └────────────────────────────┘  └──────────────┘
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We have provided resumes for each of the above on the following pages,

Thomas K. Gray
Vice President and General Manager (Project Manager)

Technical Expertise
Voice/Data Networks
Traffic Engineering
Voice and Data Switching
  Systems
High Call Volume Center
  Design
Microwave
SS7/SONET
Console Design
Software Development
  Management
RAM Analysis
Audio/Visual Systems
Power / Grounding Systems

Education
Fullerton College, Electrical
  Engineering
Brigham Young Univ.,
  Electrical Engineering
Southern Alberta Institute of
  Tech., Switching Systems

Awards, Affiliations and Certifications
National Emergency Number
  Association (NENA)
Avonti G1 Certified
CBXII 8000 International
  Certified
California OES Emergency
  Ops. Ctr. Design Certified
Chaired IIR Conferences on
  Wireless 9-1-1 Deployment

Mr. Gray directs RCC's efforts in the Western Region. His technical and project management expertise are a result of more than 30 years in telecommunications. He has appeared before the U.S. Congress on issues related to ADA and public safety, and has chaired two international conferences on wireless deployment. He joined RCC in 1995.

Selected Professional Experience

- **Los Angeles Police Department, CA**—Complete revamp of the public safety infrastructure for the Department. As project director, acted as "owner's agent" overseeing the construction of two 9-1-1 call centers, new voice and data radio networks, CAD and Mobile Data equipment.

- **State of California**—Supported California 9-1-1 Program Office for equipment and services procurement and long-range strategic planning. Assisted in managing wireless 9-1-1 Phase 1 field trial in San Gabriel Valley. Chaired strategic planning efforts among the Program Office, Highway Patrol and the State's four largest City agencies.

- **City of Chicago**—Engineering manager responsible for design of public safety command center for City Police and Fire depts. Deployed first SS7 based platform for a large public safety agency. Managed the deployment of over 175 miles of fiber optics, integrated console, and defined the first intelligent workstations deployed for public safety.

- **Los Angeles County Fire Department**—Engineering manager for in-building systems for new Fire Command and Control Facility. System responsibility included telephone/9-1-1, consoles, LAN, broadband/ surveillance, CAD, MDT, UHF/VHF equipment, power, diesel generators, all building wiring, and supported architectural design for building operational needs.

- **State of Arizona**—Designed statewide communications network supporting all Arizona state government agencies and 22,000 users.

- **U.S. State Department**—For USAID, served as Executive Sponsor for installation of two 5ESS Switching Systems and associated OSP in Cairo, Egypt. For Voice of America, supervised the installation of voice and data switches in Liberia and Greece.

Additional Experience

- **Fluor Daniel Telecom**—Engineering Manager Telecom Group
- **Telcom Technologies**—Principal Partner, VP Marketing & Sales, VP Ops
- **General Dynamics**—PM/Product Manager Business Telecom Products
- **Alberta Government Telephone**—Central Office Switching Engineer

Lindsay Hunter Carrion

Certified Grant Specialist, Public Safety Analyst

Ms. Carrion will serve as a Grant Specialist to assist Maricopa County in identifying and applying for sources of grant funding to help support the development and implementation of the County's P25 trunked radio system. She will be a member of the On-Site Team located in RCC's Phoenix office.

Ms. Carrion has over 13 years of experience and is responsible for researching federal, state and foundation grants for RCC's Public Safety and Critical Network Services clients. She supports RCC clients in the development and submittal of inquiry letters, grant application & proposal development, budget development for multi-agency projects, grants management assistance, compliance with OMB Uniform Administrative Requirements, Cost Principles and Audit requirements.

She has assisted RCC clients in identifying and acquiring over $17 million dollars in Federal and other grant funding for their communications projects.

Professional & Educational Background	• Master of Arts Degree in Criminal Justice from Monmouth University, W. Long Branch, NJ
	
	• Bachelor of Science degree in Psychology w/ minor in Criminal Justice from Monmouth University, W. Long Branch, NJ
	
	• Certifications
	   o California State University academic certification for Grant Writing and Administration
	   o The National Grants Management Association (Required for working with Federal Grants)
	   o The Grantsmanship Center

Summary of Experience & Qualifications	• American Society of Criminology (ASC) Member • Academy of Criminal Justice Sciences (ACJS) Member • International Association of Crime Analysts (IACA) Member • National Grants Management Association (NGMA) Member

3. Work Plan

RCC is approaching this engagement with the understanding that what is needed is to evaluate, strategically align, engage and capture grant funding opportunities, specifically related to COPS and AFG grant programs. However, RCC will generally assess funding opportunities that should also be considered.

RCC will also review the existing Draft Feasibility Study for the new public safety communications system and align funding opportunities as part of the grant capture effort. RCC will develop a metric for each identified funding opportunity that will define the specific approach, risks, schedule, and alignment with the projected project timeline in each case.

Following is RCC's proposed approach to meet the objectives of the Marin County strategic grant/funding capture effort.

Task 0—Preparation for Project Kick-Off and Alignment Meeting—RCC will prepare and conduct a kick off meeting that will be targeted to ensure that each grant capture effort is aligned with targeted deadlines.

Task 1—Kick-Off/Alignment Meeting (Marin County)—This meeting is to take place at the designated location specified by the County. Mr. Gray and Ms. Carrion will attend and conduct this meeting.

Task 2—Data Gathering—RCC will capture any available documentation, including studies, current grant histories, policies and procedures readily available to assist in the development of an effective grant strategy. RCC will capture and catalog this information for reference.

RCC will review the Draft Feasibility Study for the new public safety communications system and incorporate this understanding into the strategic path forward plan.

Task 3 Grant Capture Strategy—RCC will develop a comprehensive strategy that will identify and target the capture of COPS, AFG, and other identified grant/funding opportunities to meet the needs of the Marin Emergency Radio Authority (MERA) radio enhancement project(s). This strategy will include the development of inquiry letters and early engagement with each grant/funding opportunity.

Deliverable #1—Grant Capture Strategic Plan

Task 4 Proposal Development—RCC will manage and work with the County staff in the preparation of proposals/applications for each grant sought, for purposes of this proposal we are assuming two grant applications (COPS and AFG), however if more opportunities are discovered RCC's published hourly rate will apply, if elected by the County for RCC to address.

Deliverable #2—Grant Application Documents

Task 5—Budgetary Development—RCC will prepare an integrated budget, which will be included in the Strategic Plan Document that will identify grant funding appliance to the identified MERA project(s) and their monetary amounts and funding availability for effective overall project management.

Optional Services – As discussed RCC is capable and prepared to assist the County with ongoing grant management services upon grant/funding award. These services would include;

- Compliance Regulatory Assistance
- Grant Management and Reporting
- Grant Audit Assistance
- Coordination of a Multi-Grant Program
- Grant Close Out

RCC is prepared to move quickly and initiate this Project upon notification from the County to proceed.

4. Cost

RCC's cost proposal for this Project is based upon the proposed scope of work and assumes two (2) grant applications. RCC generally envisions an 80 hour ROM estimate to prepare each application, at an hourly rate of $160/hr. RCC would coordinate with County management if additional opportunities are discovered and the cope of this proposal is changed.

Estimate Detail

Project Tasks	Cost by Tack Description	Hours	Fee	Expenses	All In Price
Task 0	Prepare for Alignment and Kick-Off Meeting	5	$860.00	$0.00	$860.00
Task 1	On Site Alignment and Kick-Off Meeting	8	$1,460.00	$1,528.00	$2,988.00
Task 2	Data Gathering	16	$2,640.00	$0.00	$2,640.00
Task 3	Grant Capture Strategy	20	$3,300.00	$0.00	$3,300.00
Del #1	*Grant Capture Strategic Plan*	0	$0.00	$0.00	$0.00
Task 4	Proposal Development	141	$23,300.00	$889.00	$24,189.00
Del #2	Grant Application Documents	0	$0.00	$0.00	$0.00
Task 5	Project Close Out	3	$530.00	$0.00	$530.00
	All In Cost	193	$32,090.00	$2,417.00	$34,507.00
	Fee Breakdown				
	Executive Sonsor	$1,400.00			
	Grant Specialist	$30,690.00			
		$0.00			
					$32,090.00

NOT TO EXCEED COST: $34,507.00

Marin County
4 Peter Behr Drive
San Rafael, CA 94903

Attn: Ms Shelly Nelson

Subject: Partial Grant Client List

Dear Shelly,

I just received this partial list from Lindsey and just got off of the phone with her. We have
many more clients in California and across the Country that we have supported, however, we
have non-disclosure agreements in place that precludes us from naming them. I was aware of two
clients in Southern California that I know we have assisted with obtaining grants, but they are
very protective and do not want us to name them. I personally was involved with Lindsey on the
Santa Clara County opportunity and we have dons several dispatch projects for the County and
cities within the County.

I hope this list is what you were looking for if you have any questions, please feel free to contact
Lindsey or myself at any time.

Tom Gray

RCC Consultants, Inc.
(909)239-9642

Partial Grant Support Client List

Santa Clara County, California: RCC assisted a regional team of public safety officials in
Santa Clara County, California with the development of a successful grant application in the
highly competitive **COPS Interoperable Communications Grant Program.** The team worked
under the pressure of a very tight deadline. Santa Clara County was awarded $7 million in
funding for a large scale interoperable communications project and their project now serves as a
model to be replicated in future projects of similar scope in cities throughout the country.

Caddo Parish, Louisiana: RCC successfully led the team in Caddo Parish, Louisiana in
soliciting and winning $2.99 million in grant funding from the **COPS Interoperable
Communications Program.** The funding was used for a Mobile Data Computer system to

provide interoperability among the various law enforcement, fire and rescue, emergency medical and emergency management agencies throughout the Parish.

Caddo Parish, Louisiana: Three years later, RCC again successfully led the Parish team in soliciting and winning an additional $3 million in grant funding from the **COPS Interoperable Communications Program** to expand the Mobile Data Computer system into surrounding Parishes. This grant proposal was the highest scored application awarded in the grant solicitation.

Kalispell, Montana: RCC successfully led Kalispell, Montana in soliciting and winning $750K in grant funding from the **AFG Assistance to Firefighters Grant Program** for a Computer Aided Dispatch system to be used among the various law enforcement, paid fire, volunteer fire, and emergency medical services throughout the region, as well as, numerous state and federal agencies located in the area. A total of forty-seven entities were included in the regional application.

Oklahoma City, Oklahoma: RCC has supported the grant staff in Oklahoma City, Oklahoma by identifying an additional $300K in potential foundation grants for the City to supplement their budget and federal grant funds.

New Fairfield, Connecticut: RCC led New Fairfield, CT in soliciting and winning $579,210 in federal funds from the **AFG Assistance to Firefighter Grant** for a new radio system to enhance interoperable communications between fire departments in the region.

Kentucky Office of Homeland Security: RCC successfully led the Kentucky Office of Homeland Security in winning $1.65M in funds from the **U.S. Department of Transportation NG 9-1-1 Grant Program** to deploy an IP-based network intended to receive, process, route and deliver all calls to 9-1-1 within a private managed network, commonly referred to as Next Generation 9-1-1.

Hillsborough, NJ: RCC developed a successful grant proposal for Hillsborough, New Jersey for $50K for a communications study. Additional funds of $100K plus 90% of the remaining costs were awarded at the completion of the study for implementation of the project. The funds were obtained from **The State of New Jersey REDI Grant Program.**

Peoria, Arizona: RCC led Peoria, Arizona Police Department in soliciting and winning a grant to purchase a rescue cellular response console for the Crisis Negotiation Team to enhance communications capabilities during hostage negotiation situations. The grant was from **The National Tactical Officers Association Rescue Grant Program.**

Reading, Pennsylvania: Led the city in soliciting and winning $1.3M for a regional interoperable communications project for 26 local fire departments and EMS agencies. **The AFG Assistance to Firefighters Grant Program** award was used to purchase 242 mobile radios.

Womelsdorf, Pennsylvania: Led the Womelsdorf Volunteer Fire Department in soliciting and winning $1.3 M for a regional interoperable communications project for 31 local fire

departments and EMS agencies from the **AFG Assistance to Firefighters Grant.** The grant funds were used to purchase 236 mobile radios.

Woodlands, Texas: Led the Woodlands Fire Department in soliciting and winning a regional **AFG Assistance to Firefighter Grant** for $ 768,000 in funds to purchase interoperable communications equipment including a P-25 Network Switching System, A P-25 Network Managing System and a P-25 Network IP-Gateway to enhance interoperability in the Houston area.