

SERVICES CONTRACT
RFP #1710-200
(9-1-1 Consulting)

THIS CONTRACT is made and entered into by and between **Williamson County, Texas** (hereinafter “The County”), a political subdivision of the State of Texas, acting herein by and through its governing body, and **Mission Critical Partners, Inc.**, (hereinafter “MCP”). The County agrees to engage MCP as an independent contractor, to assist in providing certain operational services pursuant to the following terms, conditions, and restrictions:

I.

No Agency Relationship & Indemnification: It is understood and agreed that MCP shall not in any sense be considered a partner or joint venturer with The County, nor shall MCP hold itself out as an agent or official representative of The County unless expressly authorized to do so by a majority of the Williamson County Commissioners Court. MCP shall be considered an independent contractor for the purpose of this agreement and shall in no manner incur any expense or liability on behalf of The County other than what may be expressly allowed under this agreement. The County will not be liable for any loss, cost, expense or damage, whether indirect, incidental, punitive, exemplary, consequential of any kind whatsoever for any acts by MCP or failure to act relating to the services being provided. MCP agrees to indemnify, hold harmless, and defend The County against any claim, demand, loss, injury, damages, action, or liability of any kind against The County resulting from any services MCP perform on behalf of The County.

II.

No Waiver of Sovereign Immunity or Powers: Nothing in this agreement will be deemed to constitute a waiver of sovereign immunity or powers of The County, the Williamson County Commissioners Court, or the Williamson County Judge.

III.

No Assignment: MCP may not assign this contract.

IV.

Compliance with All Laws: MCP agrees and will comply with any and all local, state or federal requirements with respect to the services rendered.

V.

Consideration and Compensation: MCP will be compensated based on a fixed sum for the specific project herein. The amount of compensation paid to MCP shall be capped and not-to-exceed **\$71,328.00** for the specific project. Any vendor reimbursements must comply with the Williamson County Vendor Reimbursement Policy.

Payment for goods and services shall be governed by Chapter 2251 of the Texas Government Code. An invoice shall be deemed overdue the 31st day after the later of (1) the date The County receives the goods under the contract; (2) the date the performance of the service under the contract is completed; or (3) the date the Williamson County Auditor receives an invoice for the goods or services. Interest charges for any overdue payments shall be paid by The County in accordance with Texas Government Code Section 2251.025. More specifically, the rate of interest that shall accrue on a late payment is the rate in effect on September 1 of The County's fiscal year in which the payment becomes due. The said rate in effect on September 1 shall be equal to the sum of one percent (1%); and (2) the prime rate published in the Wall Street Journal on the first day of July of the preceding fiscal year that does not fall on a Saturday or Sunday.

VI.

Services: MCP shall provide services *as an independent contractor* pursuant to terms and policies of the Williamson County Commissioners Court. MCP expressly acknowledges that it is not an employee of The County. The services include, but are not limited to the following items in order to complete the project:

As described in the attached Proposal/Statement of Work, dated December 20, 2017, which is marked Exhibit "A" and incorporated herein as if copied in full.

VII.

Entire Contract & Incorporated Documents: This Contract constitutes the entire Contract between the parties and may not be modified or amended other than by a written instrument executed by both parties. Documents expressly incorporated (as if copied in full) into this Contract include the following:

- 1) RFP #1710-200 (9-1-1 Consulting);
- 2) MCP's Proposal/Statement of Work, dated December 20, 2017, which is marked Exhibit "A"; and
- 3) Williamson County Vendor Reimbursement Policy.

The County reserves the right and discretion (pursuant to public policy and Texas Constitutional principles) to determine applicable provisions where there is any conflict between this contract and any of the above-referenced contract documents/exhibits or incorporated documents.

VIII.

Good Faith: MCP agrees to act in good faith in the performance of this agreement.

IX.

Ownership and License: MCP retains all ownership and intellectual property rights in techniques, methodology, engineering designs, technology solutions, migration schedules, operational floor layouts, and products (collectively "IP") provided or used by MCP in the performance of services, and any extensions to MCP IP developed in conjunction with the SOW, including but not limited to operating instructions, unique design concepts, development tools, and training materials. MCP grants to County, a perpetual, nonexclusive, nontransferable, worldwide, fully paid up license to use, solely for its own internal business purposes, elements of the Deliverables, which contain MCP IP.

X.

Confidentiality: MCP expressly agrees that it will not use any incidental confidential information that may be obtained while working in a governmental setting for its own benefit, and agrees that it will not enter any unauthorized areas or access confidential information and will not disclose any information to unauthorized third parties, and will take care to guard the security of the information at all times.

XI.

Texas Public Information Act: To the extent, if any, that any provision in this Contract is in conflict with Tex. Gov't Code 552.001 et seq., as amended (the "Public Information Act"), the same shall be of no force or effect. Furthermore, it is expressly understood and agreed that County, its officers and employees may request advice, decisions and opinions of the Attorney General of the State of Texas in regard to the

application of the Public Information Act to any items or information furnished to County as to whether or not the same must be made available to the public. It is further understood that County, its officers and employees shall have the right to rely on the advice, decisions and opinions of the Attorney General, and that County, its officers and employees shall have no liability or obligation to MCP for the disclosure to the public, or to any person or persons, of any items or information furnished to County by MCP in reliance of any advice, decision or opinion of the Attorney General of the State of Texas.

XII.

Termination: This agreement may be terminated at any time at the option of either party, without future or prospective liability for performance upon giving thirty (30) days written notice thereof. In the event of termination, The County will only be liable for its pro rata share of services rendered and goods actually received.

XIII.

Mediation: The parties agree to use mediation for dispute resolution prior to and formal legal action being taken on this Contract.

XIV.

Venue and Applicable Law: Venue of this contract shall be Williamson County, Texas, and the laws of the State of Texas shall govern all terms and conditions.

XV.

Effective Date and Term: This contract shall be in full force and effect when signed by all parties and shall continue for a reasonable time period for the specific project and shall terminate upon project completion or when terminated pursuant to paragraph XII above.

XVI.

Severability: In case any one or more of the provisions contained in this agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality, or unenforceability shall not affect any other provision in this agreement and this agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been contained in it.

XVII.

Right to Audit: MCP agrees that The County or its duly authorized representatives shall, until the expiration of three (3) years after final payment under this Contract, have access to and the right to examine and photocopy any and all books,

documents, papers and records of MCP which are directly pertinent to the services to be performed under this Contract for the purposes of making audits, examinations, excerpts, and transcriptions. MCP agrees that The County shall have access during normal working hours to all necessary MCP facilities and shall be provided adequate and appropriate work space in order to conduct audits in compliance with the provisions of this section. The County shall give MCP thirty (30) days advance written notice of intended audits and such audits shall be limited to once annually.

XVIII.

County Judge or Presiding Officer Authorized to Sign Contract: The presiding officer of The County's governing body who is authorized to execute this instrument by order duly recorded may execute this contract on behalf of The County.

WITNESS the signatures of all parties in duplicate originals this the _____ day of _____, 2018.

WILLIAMSON COUNTY:

MISSION CRITICAL
PARTNERS, INC:

Authorized Signature

Authorized Signature

Exhibit "A"



MissionCriticalPartners
Because the Mission Matters

Solicitation 1710-200
9-1-1 Consulting

Proposal

PREPARED DECEMBER 20, 2017
FOR WILLIAMSON COUNTY, TEXAS

MissionCriticalPartners.com

Dallas Office | 502 N. Carroll Ave. Suite 120 | Southlake, TX 76092 | 888.8.MCP.911 or 888.862.7911
BidSync

A. Transmittal Letter

December 20, 2017

Blake Skiles
 Purchasing Specialist III
 Williamson County Purchasing Department
 Attn: 9-1-1 Consulting, Solicitation 1710-200
 901 South Austin Avenue
 Georgetown, TX 78626

Re: Solicitation 1710-200 9-1-1 Consulting

Dear Mr. Skiles:

Mission Critical Partners, Inc. (MCP) appreciates the opportunity to provide this proposal to Williamson County (County) for an operational assessment and audit that evaluates the efficiency and effectiveness of the operations of the Williamson County Emergency Communications Department (WCEC).

MCP is a corporation founded on December 29, 2008 under the laws of the Commonwealth of Pennsylvania, and began its business operations on February 2, 2009. MCP is a private, closely-held corporation. Our Federal Employer Identification number is, 26-4026964. MCP has not operated under another name and has no subsidiaries. MCP serves municipal, county, state and federal clients across North America with offices in the following locations:

| Corporate Headquarters | Branch Offices | |
|--|---|---|
| State College | Dallas Office | Pittsburgh Office |
| 690 Gray's Woods Blvd. Port Matilda, PA 16870 Phone: 888.862.7911 Fax: 814.217.6807 Web: MissionCriticalPartners.com | 502 N Carroll Ave. Suite 120 Southlake, TX 76092 | 105 Bradford Rd. Suite 400 Wexford, PA 15090 |
| | Raleigh Office | Harrisburg Office |
| | 4801 Glenwood Ave. Suite 200 Raleigh, NC 27612 | 2578 Interstate Dr. Suite 106 Harrisburg, PA 17110 |

MCP has the necessary staff expertise and capacity to serve Williamson County. Our firm is committed to delighting Williamson County in performing the tasks assigned. We expect to fulfill the assigned tasks on schedule and within the defined budget. MCP confirms that the pricing as outlined on the included Price Sheet is valid for 365 days as per the requirements of the RFP.

No adverse effects on air quality are anticipated for the County as it relates to any state, federal, or voluntary air quality standards.

Mission Critical Partners has identified Rob Sterner, as the point of contact and authorized representative for this proposal response. His contact information follows:

Rob Sterner, Consultant
Mission Critical Partners, Inc.
690 Gray's Woods Blvd.
Port Matilda, PA 16870

Cell: 717.324.7732
Office: 814.753.4387
Fax: 814.217.6807
Email: RobSterner@MissionCriticalPartners.com

As required, we are submitting the proposal in the following formats: one (1) electronic copy submitted via: www.bidsync.com.

I, David F. Jones, Senior Vice President/Principal of Mission Critical Partners, am the authorized representative signing and submitting this proposal on the Company's behalf. My contact information follows:

David F. Jones,
Senior Vice President/Principal
Mission Critical Partners, Inc.
502 N. Carroll Avenue, Suite 120
Southlake, TX 76092

Cell: 864.809.9911
Office: 817.213.6919
Email: DavidJones@MissionCriticalPartners.com

On behalf of our entire team, we stand behind Williamson County to serve as your partner and your advocate.

Sincerely,

Mission Critical Partners, Inc.



David F. Jones
Senior Vice President/Principal

B. Table of Contents

| | | |
|----|--|-----|
| A. | Transmittal Letter | i |
| B. | Table of Contents..... | iii |
| C. | Executive Summary | 1 |
| D. | Proposal Response to Criteria | 3 |
| | Approach and Method for Assessing the Scope Elements | 4 |
| | Project Understanding | 4 |
| | Scope of Work | 4 |
| | Documentation Review and Kickoff Meeting | 4 |
| | Project Management | 5 |
| | Data Gathering | 5 |
| | Data Analysis..... | 7 |
| | Organizational Structure..... | 8 |
| | Recruiting, Hiring and Initial Education | 9 |
| | Quality Assurance / Continuing Education | 9 |
| | Policies and Procedures..... | 10 |
| | Call Taking and Radio Dispatching | 10 |
| | Best Practices and Standards | 10 |
| | Project Schedule | 11 |
| | Project Assumptions..... | 11 |
| | Deliverables | 12 |
| | Experience | 15 |
| | About Mission Critical Partners | 15 |
| | Project Team | 16 |
| | Relevant Project Experience | 35 |
| | Special Provisions / Additional Information | 42 |
| E. | Price Sheet | 47 |
| F. | References | 49 |
| G. | Conflict of Interest Questionnaire | 52 |
| H. | Certificate of Interested Parties – Form 1295..... | 55 |
| I. | Proposal Affidavit..... | 57 |
| J. | Sample Contract | 61 |

C. Executive Summary

Summary of Proposed Services

Mission Critical Partners, Inc. (MCP) appreciates the opportunity to provide this proposal for professional consulting services to conduct an Organizational Assessment for Williamson County Emergency Communications (WCEC). MCP is the industry leader in public safety consulting supporting many federal, state, large county and city level projects across the country including the National 911 Program Office and many Texas counties and councils of government.

Our team, led by Texas based principal, David Jones, and project manager, Richard Gaston, has unmatched depth and experience working with public safety agencies as a full service public safety consulting firm. MCP currently has 31 NENA-certified Emergency Number Professionals (ENP), demonstrating advanced knowledge and practical skills in public safety planning and implementation. Additionally, 11 of our staff members have achieved Project Management Institute (PMI) certification as a PMP to execute projects with efficiency and effectiveness for our clients.

We add value to this project because of our understanding how personnel, policies and procedures, financing, management, operations and technology must come together to enhance the level of service being provided to both first responders and citizens. As your partner, we are committed to listening, being responsive, consistent, accountable, and objective and, most of all, innovative. MCP will demonstrate that we understand your challenge, analyze the available data, and then leverage our extensive experience and knowledge to develop actionable recommendations. We will carefully manage project schedule, budget, and quality to ensure that deliverables meet or exceed the WCEC's expectations.

It is understood that the WCEC dedicates substantial resources to continue providing its citizens with excellent public safety service. MCP commends the WCEC and its partner communities for their desire to continually improve and find ways to be even more efficient and effective as it seeks to maintain the highest level of service. The importance of this project to your mission is clear.

The over-arching goal of the assessment is to provide recommendations to assist the WCEC to increase operational efficiency and effectiveness while maintaining a focus on high service levels and the safety of the first responders and its citizens that they serve. Mission Critical Partners has developed a detailed scope of work which outlines our methodology and tasks to address the County's priorities for the assessment.

The following is a summary of tasks to be completed during the assessment:

- Project Kick-off/Project Management – Project Management Institute (PMI) approach to project management, development of assessment plan approach outline, project schedule and bi-weekly updates
- Data collection and Analysis – includes a survey document, interviews of line and supervisory staff, observations of call taking and dispatching methodologies, evaluation of data against industry standards and best practices

- Draft Report and Exit Interview – Multi step process as outlined in the RFP for iterative review of the report draft with the WCEC Director and designated stakeholders providing feedback with MCP incorporating changes and reviewing alternative recommendations
- Final Report and Presentation to Commissioners Court – Final report and presentation focusing on actionable recommendations identifying specific actions to be taken to achieve specific results based upon industry standards and best practices.

At Mission Critical Partners, we see ourselves as an extension of your organization, providing expertise and support to assist you. We will act as your advocate so that you can accomplish your goals and meet your objectives. Our proposed team of operational subject matter experts, technologists, and former public safety practitioners understand the importance of your work and the difficult and challenging environments that you work in.

Choosing Mission Critical Partners as your partner means that you can have greater confidence that you will accomplish your vision with this assessment.

D. Proposal Response to Criteria

Approach and Method for Assessing the Scope Elements

Project Understanding

Mission Critical Partners understands that Williamson County seeks to retain an independent contractor to assess the current organizational structure, operational functions and staffing levels of the Williamson County Emergency Communications Department (WCEC) and make recommendations that will enhance the current operations and accommodate future growth.

Specifically, the County has identified the following priorities for the Assessment:

- Perform a comprehensive organizational assessment of the WCEC's existing structure and current staffing levels
- Assess the organization structure, and duties assigned, based on industry best practices for Public Safety Answering Points
- Assess the effectiveness of staffing levels under current conditions and anticipate future staffing needs based on current growth trends
- Assess the hiring, training, quality assurance processes for telecommunicators and make recommendations for improved efficiencies

Mission Critical Partners has developed a detailed scope of work which outlines our methodology and tasks to address the County's priorities for the assessment.

Scope of Work

Documentation Review and Kickoff Meeting

Mission Critical Partners will conduct a project kick-off meeting with the WCEC Director and designated project team. Our project manager and staff will meet with the County project team and key stakeholders to establish mutual acquaintance, clarify roles, and reach a mutual understanding of the future vision and plans for the assessment. Prior to the meeting, MCP staff will thoroughly review any available documentation or material the County can make available from previous relevant work on the project such as letters, standard operating procedures (SOPs), contracts, as-built documentation, presentation and training material, etc. MCP's project manager will facilitate the meeting and will review:

- Project and task milestones, schedules and deliverables
- Project budget
- Scheduling of interviews with user and stakeholder representatives
- Scheduling progress review meetings (bi-weekly)
- Collection of any existing material and discussion of any other available information on each of the current systems/subsystems

A step-by-step review of the content and preliminary outline of the "Williamson County 9-1-1 Assessment Report" and other deliverables for this phase of the project will be conducted during the project kick-off meeting. Any updates or changes from the initial outline will be documented for mutual-agreement, and to assure that all expectations of the County are addressed in the report.

Project Management

MCP utilizes the Project Management Institute (PMI) framework for managing projects. The framework established by the PMI provides a standardized approach for project execution along with monitoring and controlling a project. MCP will use this framework to tailor the project management approach to meet the needs of the Authority, see Figure 1 for an example of how the project will be managed applying the PMI framework.

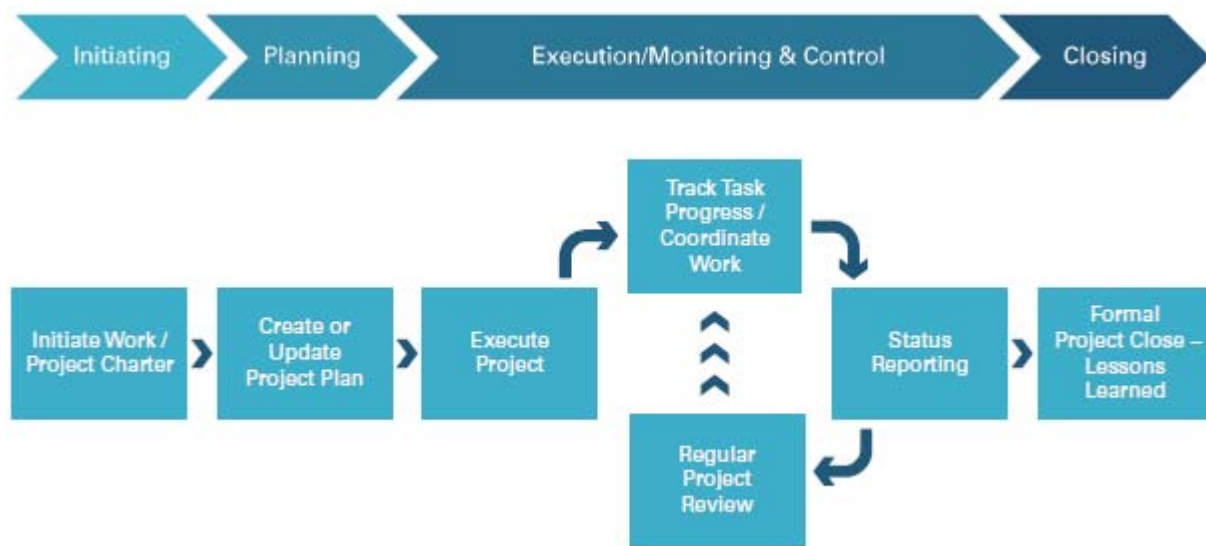


Figure 1: PMI Framework Application

Deliverables:

- Kickoff meeting minutes
- Bi-weekly project update calls and minutes

Data Gathering

In conjunction with the kickoff meeting on-site, MCP will work with the County to schedule initial data gathering meetings. MCP anticipates two days on-site to complete project kickoff, data gathering and observations. The consulting team will conduct interviews to benchmark the current state of conditions of all aspects of the WCEC's services and define the desired state from the perspective of each defined employee. This individual interview approach promotes a unique perspective by meeting with the diverse, highly-qualified consultants embedded in the consulting team.

The interviews are conducted in a manner that promotes forthrightness and balance. The interviews are structured to identify strengths and weaknesses of the current organization, employees, systems, processes, command structure and workflow. The consulting team will follow a formatted questionnaire to

ensure relevant information is captured. At the same time, the team will ensure appropriate follow-up sessions are held to ascertain the underlying issues identified in the initial interviews. Data gathering will be offered to include a survey, conference call follow-ups and interviews, as needed.

MCP anticipates interviewing the following stakeholders:

- Senior 9-1-1 Management Staff
- Systems Administrators
- 9-1-1 Shift Supervisor(s)
- Sampling of 9-1-1 Telecommunicators
- At the discretion of the Director, members of their user group (police, fire and EMS) are also interviewed to determine their perspective(s) as they relate to services provided by the WCEC

Data gathering will include, but may not be limited to:

- Review of prior staffing analysis reports
- Policies and procedures
- Personnel
- Oversight
- External support provided to other agencies, if applicable
- Recruitment and training
- Disaster recovery plan procedures

Mission Critical Partners will provide the WCEC the additional data sets that are needed for discussion at or prior to the kick-off meeting. Although they will be finalized prior to project kickoff, some data areas that may be candidates for collection include:

- Job descriptions
- Turnover rates
- Emergency and non-emergency call volumes and processing times
- Number of ten-digit administrative calls
- Incident volumes including events generated from the field
- Personnel leave data
- Mobile data system currently being utilized
- Structured protocols currently in use
- External interfaces (e.g. CAD-CAD, automated alarms, NCIC¹)
- Division of duties and responsibilities
- Supervision, schedules
- Training and certification
- Shift differentials
- Busy hour/demand data
- Ancillary tasks such as warrant entry and other duties
- Call characteristics

¹ National Crime Information Center

- Adopted national standards

Data Analysis

During this task MCP will analyze the current organizational structure, reporting relationships, dissemination of information (internal communications system) recruitment, selection, employee orientation or onboarding, training, performance reviews/feedback, employee compensation, benefits, internal communications, and an assessment of the effectiveness of current leadership.

MCP will also evaluate staffing patterns and scheduling associated with 9-1-1 call taking, call processing and dispatch. The analysis will include minimum staffing levels by time of day and day of week, current and historical staffing levels, workload factors such as current and projected emergency and non-emergency call processing and dispatching.

Emergency communications centers throughout the country adopt and utilize industry standards and best practices to ensure the effectiveness of the center and to ensure optimal service is provided to citizens and first responders alike. Measurable standards create an objective view of 9-1-1 operations and provide for consistent interactions with the public and first responders.

Operational standards and best practices most often used in 9-1-1 communications centers are from the National Emergency Number Association (NENA) and the Association of Public-Safety Communications Officials-International (APCO). Also, utilized often are the National Fire Protection Association (NFPA) standards, specifically NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*; as well as NFPA 1061, *Professional Qualifications for Public Safety Telecommunications Personnel*; and standards from the Commission on Accreditation for Law Enforcement Agencies (CALEA), particularly *Standards for Public Safety Communications Agencies*. NENA, APCO, and NFPA are each an American National Standards Institute (ANSI) accredited standards development organization (SDO).

Mission Critical Partners will utilize the standards mentioned above along with our experience and knowledge to ensure that the County is operating and functioning according to industry standards and current best practices.

To verify appropriate staffing and/or determine staffing needs, call centers and emergency communication centers use calculations based on call volume and workload. APCO and NENA, industry leaders in the emergency communications arena, have developed tools based on the Erlang C² calculator, coupled with statistical calculations that take into consideration other PSAP data (e.g., leave usage). PSAP data is measured and used as a basis for projecting the number of call taking, dispatch and supervisory staff required to handle call and incident volumes adequately.

Mission Critical Partners uses a NENA staffing tool, coupled with Erlang C calculations and experience in the industry, to project and analyze staffing requirements. The staffing tool, partially based on NENA

² The Erlang C calculator is a tool in the public safety industry utilized to assist emergency communications centers in determining call taker staffing needs.

Standard 54-501A, is a formalized system that takes into account call volume and other PSAP-specific data, such as incident volume and leave, to calculate staffing needs. Available work hours, utilization, and turnover rates are calculated and used with call and incident data to determine baseline staffing requirements. MCP then analyzes the data with the recommended configuration to project staffing. The resultant staffing projections are highly dependent upon the accuracy of the data and statistics provided by the agency being studied. We are certain that the City can and will provide the data needed to calculate accurate staffing needs.

Organizational Structure

MCP is frequently contracted to analyze organizational structure. As a part of the analysis and recommendations for Williamson County, MCP will focus on:

- Reporting relationships
- Dissemination of information (internal communications system)
- Recruitment and selection
- Employee orientation or onboarding
- Training
- Performance reviews/feedback
- Employee compensation and benefits (if desired)
- Internal communications
- Effectiveness of current leadership structure with regard to chain of command, division of labor, and span of control

MCP evaluates staffing patterns and scheduling associated with 9-1-1 call taking, call processing and dispatch. The analysis includes minimum staffing levels by time of day and day of week, current and historical staffing levels, workload factors such as current and projected emergency and non-emergency call processing and dispatching.

Personnel

Human resources are the most critical component to every public safety organization. MCP will document the existing business practices, organizational structure, and workloads of 9-1-1 call takers and dispatchers, system administrators and technology support staff, supervisory and administrative support staff. Analysis will be completed based upon our experience, industry standards and the impact of NG9-1-1 and FirstNET, to evaluate if current staffing levels, skill sets, and structure are adequate to most efficiently and effectively meet the current and future needs of the organization. Our recommendations will include suggested staffing levels, business practice modifications, and additional positions to perform functions not currently being met. Succession planning and leadership development will also be addressed from a strategic view as the organization plans for future changes to technology and growth.

Oversight

As a component of the personnel and policies and procedures analysis MCP will document and evaluate the current supervisory structure in place. The evaluation will focus on the effectiveness of the current

structure to support the current and future mission of the organization. Alternatives to the methods of oversight will be identified based on industry best practices and our project experience.

Recruiting, Hiring and Initial Education

PSAPs across the nation are finding it difficult to attract and retain telecommunicators, which leads to a constant on-boarding and training process which is a strain on resources and is costly. MCP will analyze the recruiting, hiring, and retention processes. Understanding there may be limitations by policy, the report may provide justification for modification of those and other policies that may be unintentionally hindering success. The report will also include all the survey data so that any recommendations based on the data can be verified by the HR pre-employment testing staff. These recommendations will bring industry standards to bear and will be based on the company's knowledge of best practices.

As a result of the data gathering process MCP expects to have sufficient information to formulate recommendations for improvement – where warranted – in the following areas of interest. These areas of interest can significantly impact both new hires and the retention of the existing workforce:

- Pre-hire screening tests, their overall value for identifying top candidates and recommended standards (i.e. cutoff scores or baselines) for each test
- Improvements to the overall recruiting process, including the optimum timing for postings and recruiting
- Strategy for marketing to reach a broader pool of candidates
- Strategy for improving the performance and retention of new hires
- Structure of the WCEC training
- Comparison of hiring and retention success stories in similar sized PSAPs

Quality Assurance / Continuing Education

MCP will review existing quality assurance procedures and continuing education programs and then linkage between QA standards and training. Requirements may emerge from that input, often related to existing challenges and areas that require operational improvements. Once challenges and requirements are identified, strategies to fill those needs are developed and incorporated into the proposed enhancements to training curriculum.

As part of the quality assurance and continuing education analysis, MCP will:

- Review the current QA process and continuing education and compare with national training standards to determine any areas of deficiencies
- Review continuing education requirements with certification requirements and provide recommendations for continuing education topics consistent with national standards and emerging industry trends
- Look at current instructional and evaluation methodologies for initial and continuing education to ensure criteria required by the State and any proposed certification body can be measurably accounted for
- Present alternate training methods as appropriate to include incorporation of existing or newly created courses

Deliverables:

- A baseline report summarizing current training/promotional practices and current funding structure
- Updated training curriculum for telecommunicator certification
- New training curriculum identified by source (e.g. internal, community college, etc.) and recommended qualifications for PSAP supervisors, managers and district directors
- Draft and final recommendations report

Policies and Procedures

MCP has extensive experience evaluating operating procedures at the state, county, and city level and will apply this knowledge base during the analysis of existing policies and procedures of WCEC. Policies, procedures and guidelines will be evaluated to determine if they are sufficient to meet the current and future needs of the WCEC and if they are being followed by the organization. Mission Critical Partners will determine if the policies and procedures in place are comprehensive enough for both the size and mission of the organization.

Call Taking and Radio Dispatching

A key component of the data collection phase will be interviews with line and supervisory staff as well as observations of the call taking and dispatching methods utilized on all shifts. MCP will evaluate current call processing and provide recommendations for business practice changes that will result in greater effectiveness and efficiency. The goal of the County to increase efficiency while maintaining a high level of service will be paramount when making recommendations. While not a key component of the assessment, MCP will also evaluate technology limitations that may be impacting both current and future operations.

Best Practices and Standards

Emergency communications centers throughout the country adopt and utilize industry standards and best practices to ensure the effectiveness of the center and to ensure optimal service is provided to citizens and first responders alike. Measurable standards create an objective view of 9-1-1 operations and provide for consistent interactions with the public and first responders.

Operational standards and best practices most often used in 9-1-1 communications centers are from the National Emergency Number Association (NENA) and the Association of Public-Safety Communications Officials-International (APCO). Also, utilized often are the National Fire Protection Association (NFPA) standards, specifically NFPA 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*; as well as NFPA 1061, *Professional Qualifications for Public Safety Telecommunications Personnel*; and standards from the Commission on Accreditation for Law Enforcement Agencies (CALEA), particularly *Standards for Public Safety Communications Agencies*. NENA, APCO, and NFPA are each an American National Standards Institute (ANSI) accredited standards development organization (SDO).

Mission Critical Partners utilizes the standards mentioned above along with our experience and knowledge to ensure that our clients are operating and functioning according to industry standards and current best practices.

Project Schedule

Table 1: Project Schedule

| Task | Start | End | Jan 2018 | Feb 2018 | Mar 2018 | Apr 2018 | May 2018 |
|---------------------------------------|-----------|-----------|----------|----------|----------|----------|----------|
| Kick-off/ Data Gathering and Analysis | 1/26/2018 | 3/5/2018 | | | | | |
| Draft Report/Exit Conference | 3/5/2018 | 4/23/2018 | | | | | |
| Final Report/Presentation | 4/23/2018 | 5/18/2018 | | | | | |

Project Assumptions

MCP has provided an estimated project schedule and will develop a detailed project schedule for review and modification at the kickoff meeting. Estimates in Table 1 above are based upon our prior project experience and the following assumptions:

- The MCP team proposes to be on-site over a three-consecutive day period to conduct project kickoff, data collection, and conduct user interviews and observations
- The MCP project manager will provide bi-weekly monthly status updates
- MCP will submit an initial draft report in electronic (Word) format, to be delivered to the Williamson County Director of Emergency Communications for review and approval
- MCP will attend an exit conference within 10 business days of submission of the draft report
- MCP will provide a revised draft for distribution to the department within 10 business days after the exit conference
- A review of the draft report will be provided to MCP within 10 business days with written communication of any necessary modifications or corrections required. The County will provide any additional written comments to the final draft report recommendations for incorporation into the final report within 10 business days.
- MCP will submit six bound copies and one electronic copy of the final report within 10 business days after receipt of County’s final response to recommendations
- The MCP project manager will provide an on-site Microsoft PowerPoint presentation for the Commissioners Court during a regularly scheduled or special meeting.

Deliverables

Assessment Plan

Mission Critical Partners' experience in completing other similar assessments indicates that a several step process is most successful in creating and reviewing reports and findings and maturing recommendations.

At the conclusion of the administrative interviews, PSAP observation sessions and data collection, MCP will develop a draft report outline and review remotely with representatives of the WCEC to assure all expected items and sections of review will be covered. Also, any "remedial" data collection will be scheduled/completed as the outline is reviewed.

Deliverable(s):

- Draft Assessment Plan

Assessment

MCP appreciates the commitment identified in this section of the RFP by the County to provide full access to the County team, materials, and the facility to provide for assessment of the identified scope. This commitment, together with facilitation of meetings with stakeholders, will provide us with efficient data collection to include interviews and observations.

Standards and Best Practice Benchmarks

MCP has identified numerous standards and best practices in the standards and best practices section above. As requested in the RFP, those utilized as part of the assessment will be included as an addendum to the report.

Bi-Weekly Updates

MCP will provide bi-weekly status updates as part of our project management process identified in Task 1.

Initial Draft Report

MCP will take the approved outline and draft a report, cataloging data collected and highlighting preliminary findings and initial recommendations. MCP will review any preliminary findings with WCEC and designated stakeholders (as determined by the Director).

An on-site review of the draft report will provide discussion and dialog and allow the WCEC team an opportunity to receive agency comments/input and to provide additional direction to the MCP team or to further clarify the data upon which the plan is based.

Mission Critical Partners anticipates that that there could be up to two additional calls with the WCEC to complete the draft report review. MCP will capture all comments and expects to provide an edited copy to the WCEC within 10 business days of receipt of all final comments.

The report will provide recommendations for improvement with a description of the current conditions. The recommendations will be specific, actionable and practical based upon current staffing and financial constraints. The recommendations will identify additional resources required to implement recommendations. As required, the recommendations will be ranked on a priority 1-3 scale as outlined in Table 2:

Table 2: Priority of Recommendations

| Priority | Recommendation |
|--------------------------------|--|
| Priority 1 – Critical | Critical change required for the safety of the people and agencies served. |
| Priority 2 – Major – Important | Important changes that need to be implemented for improved workflow and productivity |
| Priority 3 – Minor | Changes that will improve workflow and overall productivity but are not necessary for life safety and preservation of property |

The report will include the following sections:

- Executive Summary
- Project Scope and Methodology
- Overview of the Assessment Process
- Description of Each Scope Element Section
- Recommendations

Deliverable:

- Draft Report

Exit Conference

MCP will meet with the WCEC Director and the Dispatch Steering Committee within 10 business days of the submission of the draft report. The focus of the conference will be to review recommendations and priorities to ensure that all scope elements have been addressed by the report. Any defects or deficiencies in the report will be addressed by MCP in the final report and submitted to the WCEC Director in Word format within 10 business days of the exit interview. The County will provide a final review and resubmit comments to MCP within 10 business days after the receipt of the County comments to the revised draft. MCP will review the response from the County and, if recommendations cannot be implemented, will identify alternatives to address correcting conditions.

Deliverable:

- On-Site Exit Conference

Final Report

After receipt of all final comments MCP will finalize and submit a final report within 10 business days. The report will contain an addendum containing standards, principles, and best practices guidelines utilized during the assessment.

Deliverables:

- 6 Bound Copies of the final report
- 1 PDF copy in electronic format

Commissioners Court Presentation

MCP will prepare a PowerPoint and conduct an on-site presentation of the assessment findings and recommendations to the Commissioners Court of Williamson County during a regularly scheduled meeting or special session.

Deliverable:

- On-Site Presentation

Experience

About Mission Critical Partners

Mission Critical Partners (MCP) 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 9-1-1, 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:

- Loyalty is the foundation of our business, with more than 85 percent of our clients remaining with us from project to project.
- Our specialized professionals are integral members of our team, bringing an average of 25 years to every project.
- We expand upon our experience year after year, completing nearly 400 projects since our inception in 2009.
- We've performed services for clients in more than 75 percent of the states throughout the country.

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

Branches

Raleigh Office

4801 Glenwood Ave. Suite 200

Raleigh, NC 27612

Pittsburgh Office

105 Bradford Rd. Suite 400

Wexford, PA 15090

Harrisburg Office

2578 Interstate Dr. Suite 106

Harrisburg, PA 17110

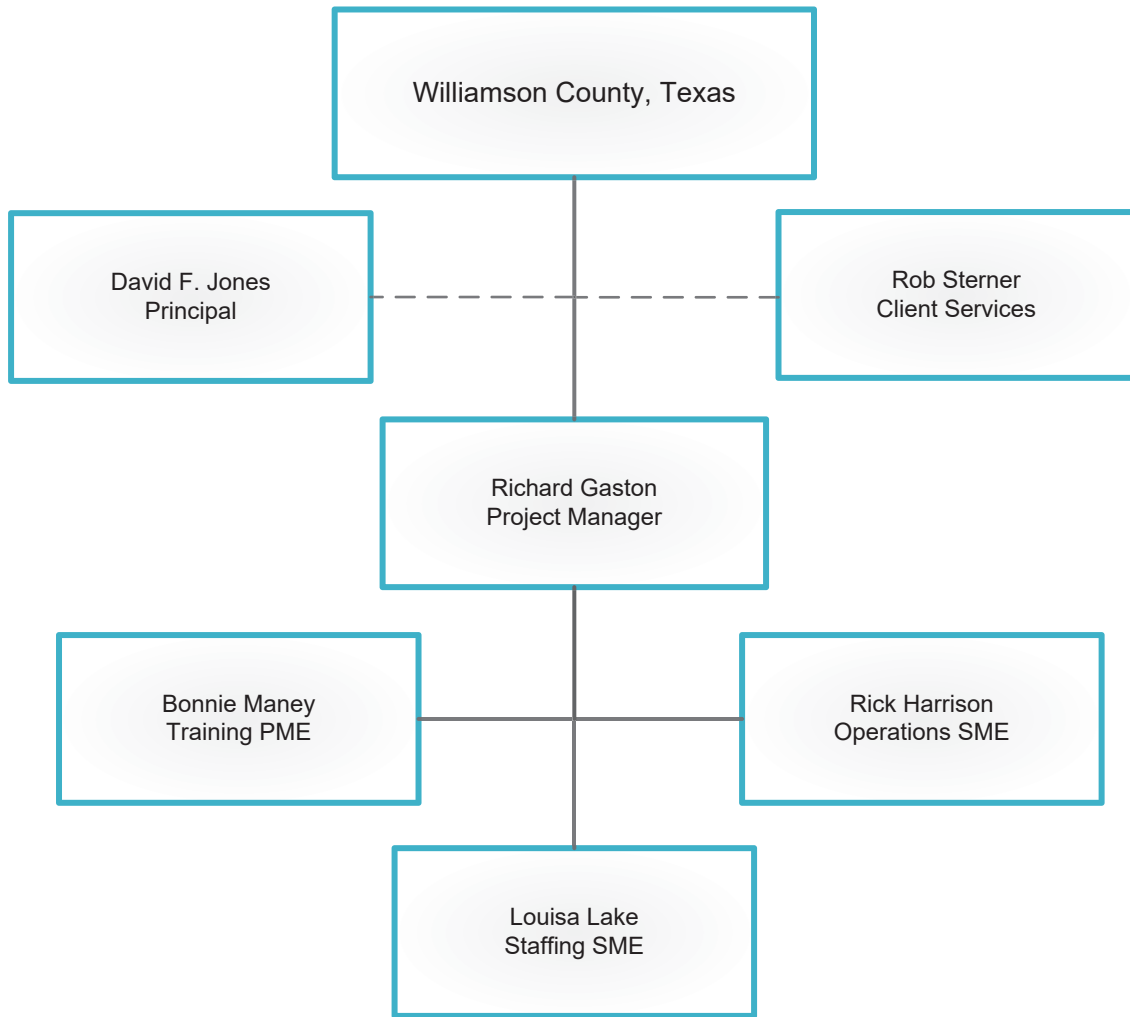
Dallas Office

502 N. Carroll Ave. Suite 120

Southlake, TX 76092

Project Team

Organizational Chart



Resumes and Applicable Credentials

Resumes of the proposed project team and copies of individual licenses, certifications, credentials, or other qualifications applicable to this Scope of Work are provided on the following pages.

David F. Jones, ENP

Senior Vice President, Principal, Mission Critical Partners, Inc.

David provides executive-level consultative services and expertise on matters related to NG9-1-1, government affairs, public policy, and legislation. He is an internationally known subject matter expert on 9-1-1, NG9-1-1, and emergency services. He has advocated for emergency services-related issues throughout North America, as well as in India, Brazil, and Iceland. While serving as president of NENA, he testified before the United States Senate Commerce Committee on issues pertaining to 9-1-1 and next generation telecommunications networks. David was among the first in the nation to be certified as an Emergency Number Professional (ENP) and has more than 25 years of experience in the public sector having administered, directed, managed, and operated emergency service agencies and 9-1-1 departments. Areas of specialization include:

- Client manager ensuring client expectations are met for success
- Program management support and executive-level consultative services

Representative Experience

State Experience

- Texas Commission on State Emergency Communications (CSEC)—ESInet facilitation
- Arizona—FirstNet-related support and 9-1-1 managed services technology review
- Colorado 9-1-1 Resource Center—NG9-1-1 system review
- Michigan—Public safety broadband
- Minnesota—Statewide 9-1-1 implementation, technology support, procurement support
- Nebraska Public Safety Commission—NG9-1-1 study, professional general consulting
- Tennessee Emergency Communications Board—Technology consulting

Regional Experience

- North Central Texas Council of Governments (NCTCOG)—9-1-1 master planning, executive mentoring, database management, GIS assessment, NG9-1-1 implementation and PSAP feasibility study
- Lower Rio Grande Valley Development Council, TX—NG9-1-1 migration support

City/County Experience

- Shelby County 9-1-1 District, Memphis Police Department, TN—CAD consulting, automatic vehicle location (AVL) procurement assistance, and radio procurement
- Charleston County, SC—Public safety system review and ESInet
- Calhoun and Talladega Counties, AL—Radio system governance and related legislation
- Tarrant County 9-1-1 District, TX—CPE review and implementation and Regional Interoperability Communications Committee (RICC) study
- Lower Rio Grande Valley Development Council, TX—NG9-1-1 migration support
- Dallas, TX—NG9-1-1 System Planning/9-1-1 customer premise equipment (CPE) replacement
- San Francisco, CA—9-1-1 system replacement
- Texarkana, TX—Director, Bi-State Information Center—Consolidated agency that provided emergency communications, E9-1-1, law enforcement records management, and data processing services to the Texarkana, AR; Texarkana, TX; and Bowie County, TX
- Spartanburg County, SC
 - Director, Emergency Services—9-1-1, EMA, Fire Marshal, and Emergency Services Training Academy Departments
 - 9-1-1 Director—Consolidated PSAPs serving 70+ public safety agencies and oversight of design and construction of 9-1-1/communications center



Industry Experience

35 years

Education

B.A., Political Science,
Wichita State University

Certifications

Emergency Number
Professional (ENP)

Associations

National Emergency Number
Association (NENA)

NENA, President, 2005-2006

NENA, Executive Board,
2001-2007

Association of Public Safety
Communications Officials
(APCO)

iCERT Policy Committee

Awards

“Order of the Palmetto,” by
the Governor of South
Carolina, October 2005

- The highest civilian award in the State, presented for “...efforts to improve emergency services and communications in the community of Spartanburg and throughout the state of South Carolina.”



The NENA Institute

Hereby confers upon

David Jones, ENP

The title of

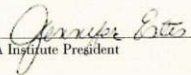
Emergency Number Professional

Together with all the honors, rights and privileges belonging thereto.

In testimony whereof, the seal of the Institute and the signature as authorized by the NENA Institute President are hereto affixed.



June 2017 through June 2021


NENA Institute President

Robert H. Sterner, Jr.

Vice President, Mission Critical Partners, Inc.

Rob provides executive level consulting services involving upgrades to a multi-million dollar public safety communications infrastructure projects, grant identification and writing, contract management, and analyzing federal and state legislation and policies that impact public safety. He has researched and developed new public safety and communication technology services for clients in state and county government. Rob is an experienced communicator who maintains direct contact with public safety clients to resolve project issues. He also served as a key staff member in the U.S. House of Representatives and Pennsylvania Senate. Areas of specialization include:

- Client manager of projects ensuring expectations are met for client success
- Project manager for projects including PSAP assessments, procurements, and implementations of multiple systems

Representative Experience

State Experience

- Illinois—NG9-1-1 Feasibility Study
- Kansas—800 MHz Radio System Study

Regional Experience

- Northern Virginia Emergency Response System (NVERS)
 - Northern Virginia Fire and EMS assessment
 - National Capital Region (NCR)—CAD to CAD strategic plan
- Northeastern Pennsylvania—ESInet project (10 counties and cities)

City/County Experience

- Frederick County, MD—Planning and Implementation of NG9-1-1 system for Maryland Emergency Number Systems Board (ENSB)
- Cities of O'Fallon and Fairview Heights, IL—PSAP consolidation assessment
- Richmond, City of VA—PSAP assessment and Strategic Plan
- Orange County, VA—PSAP assessment
- Adams County, CO—PSAP assessment
- Hamilton County, OH—Communications Center Study
- Blair and York Counties, PA—CPE replacements
- Pennsylvania Land Mobile Radio Projects
 - Counties of Adams, Armstrong, Berks, Bucks, Indiana, Schuylkill, Union
- Carbon County, PA—Radio equipment maintenance procurement support
- York County, PA—Deputy County Administrator Director
 - Directed comprehensive upgrade of the county's public safety communications infrastructure (i.e. new emergency services center facility, P25-LMR, CPE, CAD)
- Pennsylvania Department of Community and Economic Development, Governor's Center for Local Government Services—Local Government Policy Specialist
- Pennsylvania Department of Labor and Industry—Served as Executive Assistant for Safety and Labor Management Relations and Division Chief, Bureau of PENNSAFE
- U.S. House of Representatives, Committee on Education and the Workforce—Oversight/Professional Staff



Industry Experience

25 years

Education

B.A., Government/Public Administration, York College of Pennsylvania

Associations

National Emergency Number Association (NENA)

Association of Public Safety Communications Officials (APCO)

Richard Gaston, CEM

Project Manager, Mission Critical Partners, Inc.

Richard offers practical public safety experience spanning law enforcement, fire protection, emergency medical services, emergency management, and business continuity management. Richard has collaborated with public safety agencies at the county and municipal level. 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.



Representative Experience

National/Regional Experience

- North Central Texas Council of Governments (NCTCOG)—Regional 911 Emergency Number Program; threat assessment and mission continuity plan development, tabletop exercise development and facilitation, 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 Central Texas Trauma Regional Advisory Council (NCTTRAC)—Regional hospital radio communication 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 and funding recommendations
- Kansas—Statewide public safety radio system assessment and recommendations to enhance system governance and management
- Arizona FirstNet—Full-scale public safety broadband (PSBN) tribal exercise conducted in coordination with the Hualapai Nation at the Grand Canyon

City/County Experience

- 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
- Bell County, TX—Comprehensive communication center study and needs assessment
- Alachua County Combined Communication Center, FL—Call processing review and recommendations 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
- Adams County Communication Center (ADCOM911), CO—Facility security vulnerability and security assessment
- Hays County, TX—Communication center collocation study
- Cowley County, KS—Radio system assessment and planning, consolidated communication center technology implementation
- City of Dallas Fire Rescue, TX—Analysis of Fire/EMS dispatch operations and implementation of emergency medical dispatch software
-

Industry Experience

30 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

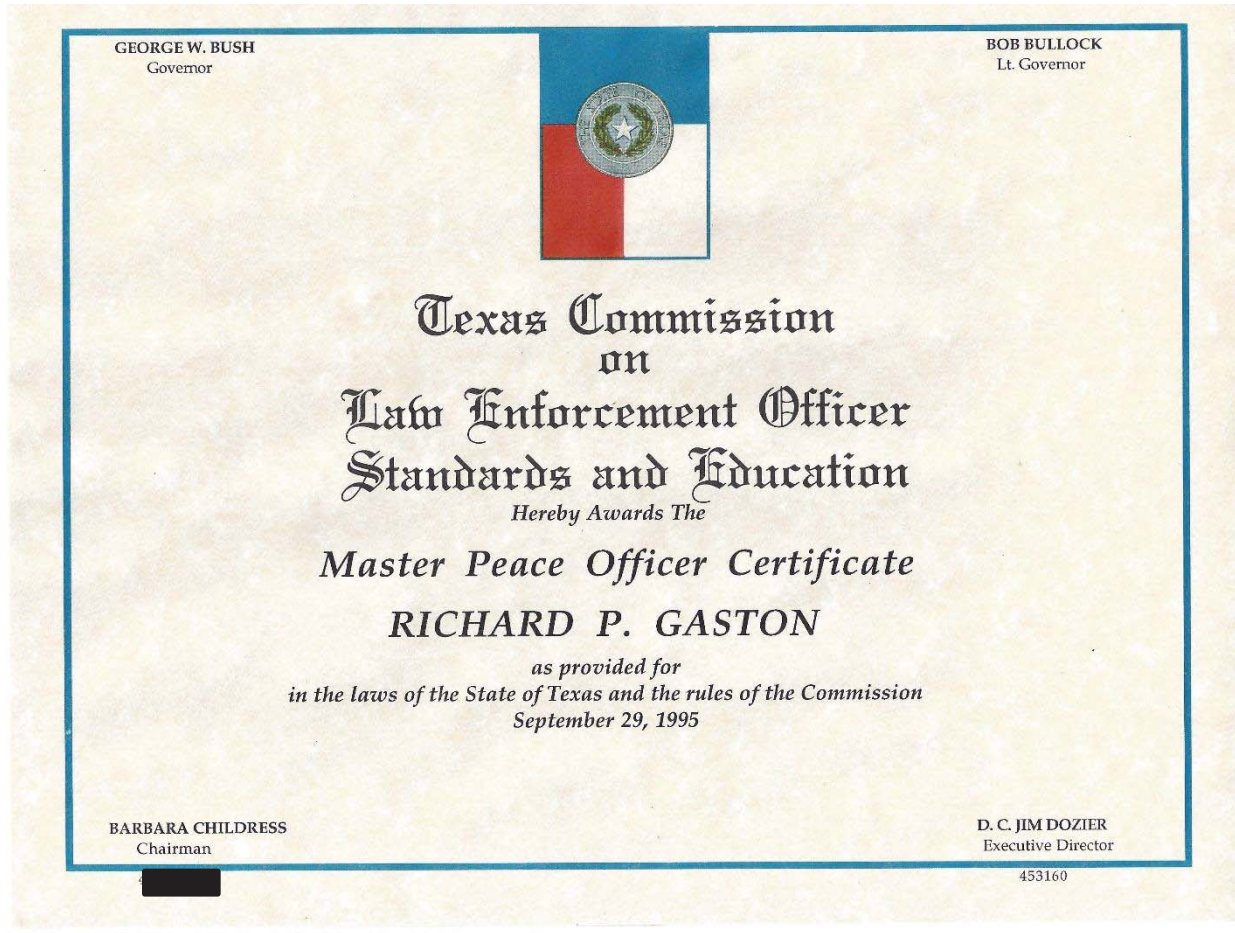
Emergency Medical Technician, Texas Department of Health

Emergency Medical Instructor/Examiner, Texas Department of Health









GEORGE W. BUSH
Governor

BOB BULLOCK
Lt. Governor

Texas Commission
on
Law Enforcement Officer
Standards and Education

Hereby Awards The

Master Peace Officer Certificate

RICHARD P. GASTON

as provided for

*in the laws of the State of Texas and the rules of the Commission
September 29, 1995*

BARBARA CHILDRESS
Chairman

D. C. JIM DOZIER
Executive Director

453160

Bonnie B. Maney

Communications Consultant, Mission Critical Partners, Inc.

Bonnie is a Communications Consultant with project management, information sharing and training experience for federal, state and local public safety agencies. In her role, she oversees the preparation of deliverables, program budgets and coordinates grants and contracts. She was responsible for creating MCP's public safety communications training program, which she continues to manage today. Her areas of specialization include PSAP operations, communications, project management, emergency management, information sharing and technology. She also brings experience organizing and facilitating workgroups and town hall meetings to define user needs and requirements, as well as Strategic Communications Interoperability Plans (SCIPs) and investment justifications.

Representative Experience

National Experience

- Developed and managed the delivery of contracted services under the U.S. Department of Homeland Security Office of Emergency Communications Interoperable Communications Technical Assistance Program (ICTAP)
- Developed and delivered public safety communications courses for the National Emergency Communications Institute (NECI)

State Experience

- Virginia Department of Emergency Management (VDEM)
 - Assessed technology requirements to develop a strategic roadmap and report
- Arizona—National Public Safety Broadband Network (NPSBN)
 - Coordinated stakeholder workgroups, developed state and tribal education and outreach plan
 - Completed PSAP data collection; helped execute Homeland Security Exercise and Evaluation Program (HSEEP) compliant LTE exercise
- Pennsylvania Emergency Management Agency (PEMA)—Developed NG9-1-1 training requirements and curriculums for executive and support staff
- Nebraska—Assessed NG9-1-1 PSAP policies, procedures and training requirements
- New Jersey—FirstNet planning activities, including assessing education and outreach program to build strategic training program; completed a PSAP readiness analysis

City/County Experience

- Broward County, FL—Needs assessment, procurement and implementation of P25 radio, microwave, fire station alerting, and alphanumeric paging systems
- El Paso Teller E911 Authority, CO
 - Provided operations support for PSAP consolidation and ESInet study
- Imperial County, CA—Supported consolidation feasibility study
- Fort Myers, FL—PSAP staffing assessment
- Dallas, TX—Conducted CPE replacement needs assessment
- O'Fallon and Fairview Heights, IL—Helped build governance and funding strategy for PSAP consolidation efforts
- Charlotte, NC—Collected data for operationalizing NC Tactical Interoperability Communications Plan (TICP) and developed training to achieve goals
- Palm Beach, FL—Managed all administrative, operational and technical aspects of the town's Communications Unit including 800MHz trunked and conventional radio systems and upgrades
- West Palm Beach, FL
 - Supervised activities in consolidated PSAP
 - Performed call handling, emergency medical dispatch, police/fire/EMS dispatcher, and teletype operator duties



Industry Experience

26 years

Education

M.S. Emergency Management, Jacksonville State University, Alabama

B.S. Business Administration, Northwood University, Florida

Associations

First Responder Network Authority (FirstNet), Public Safety Advisory Committee (PSAC)

National Public Safety Telecommunications Council (NPSTC)

National Emergency Number Association (NENA)

Association of Public-Safety Communications Officials (APCO)

SAFECOM



Richard B. Harrison, ENP

Technology Specialist, Mission Critical Partners, Inc.

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
- City of Denton, TX—PSAP organizational 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

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
 - Assisted in the delivery of a texting program to 911 through Crime Stoppers initiated prior to text-to-911 being implemented
 - 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 a back-up center which is a complete functional 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

37 years

Certifications

Emergency Number Professional (ENP)

Certified Pennsylvania 911 Supervisor

Emergency Management Certification

Awarded Star of Life award for his work with EMS in South Central PA

Associations

National Emergency Number Association (NENA)

Association of Public Safety Communications Officials (APCO)

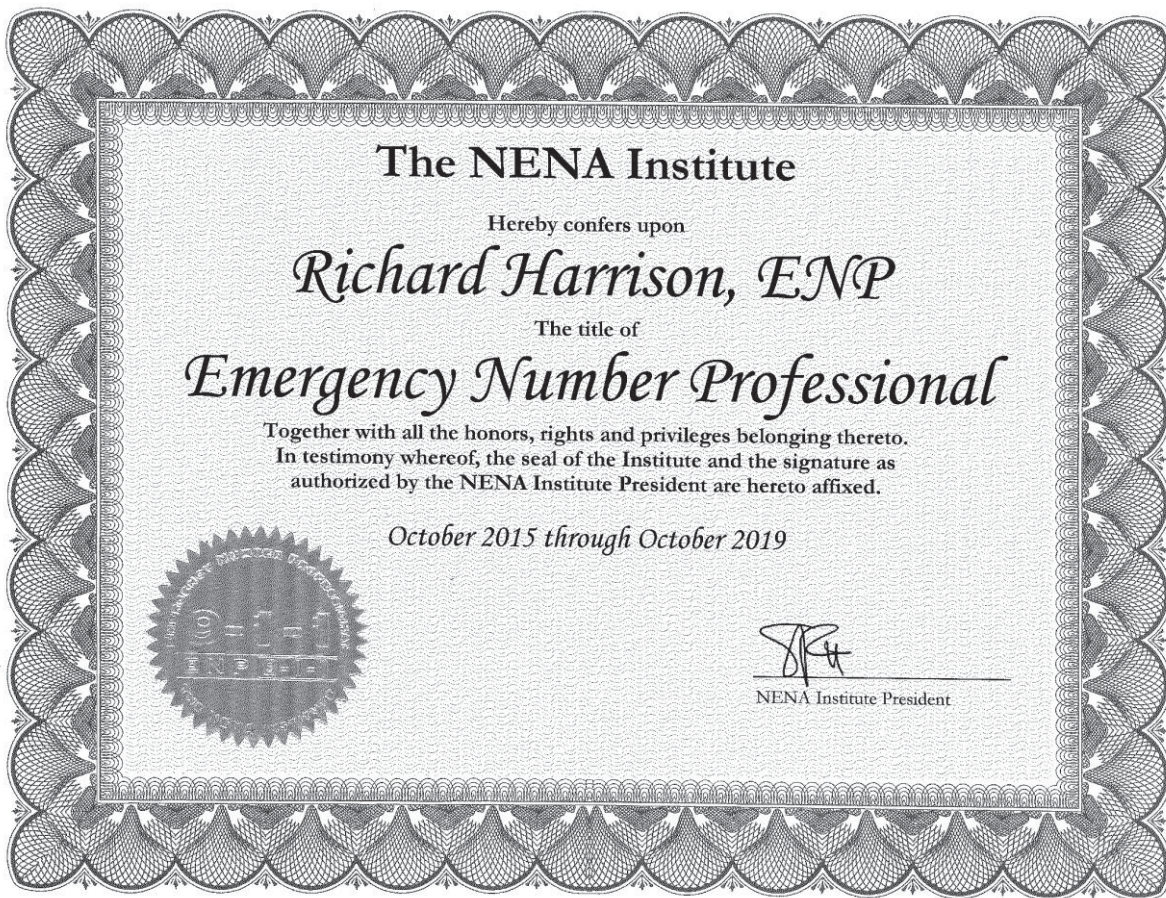
South Central Task Force Communications Sub-Committee – Past Chair

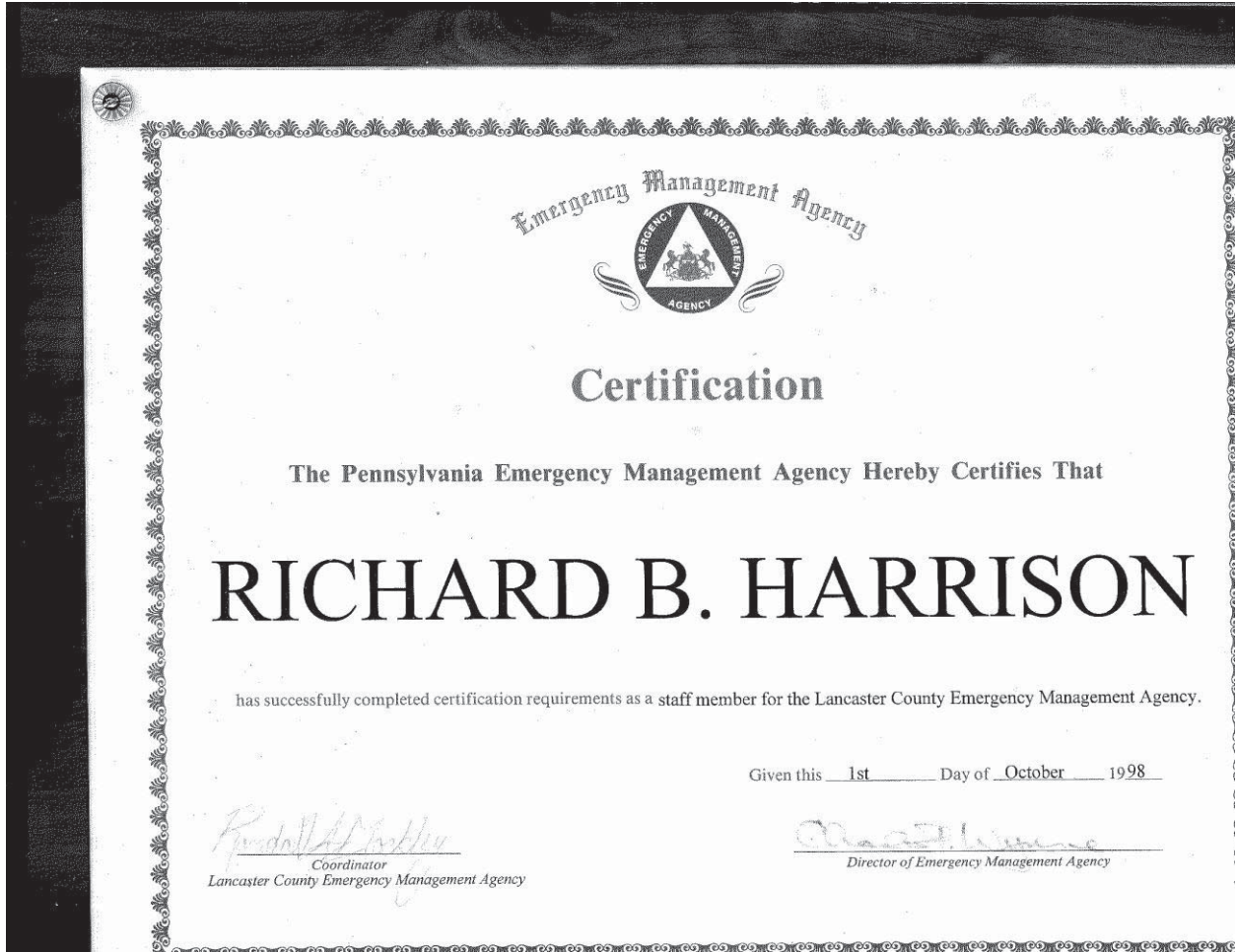
Board Member Lancaster County Fire Chiefs—Present Treasurer

Lancaster City—County Crime Stoppers – Board Member

Lancaster County EMS Council - Member







Emergency Management Agency



Certification

The Pennsylvania Emergency Management Agency Hereby Certifies That

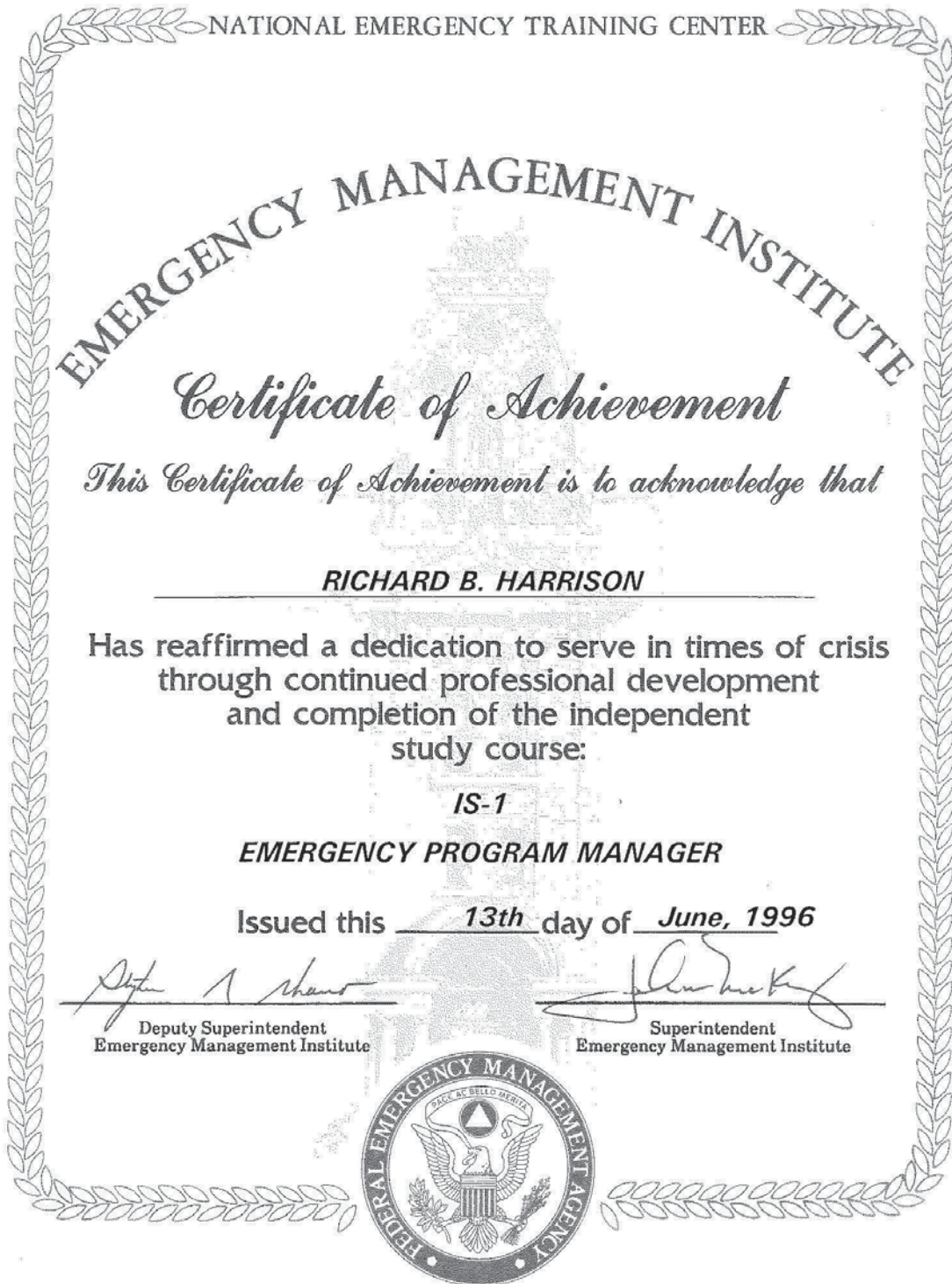
RICHARD B. HARRISON

has successfully completed certification requirements as a staff member for the Lancaster County Emergency Management Agency.

Given this 1st Day of October 1998

Rudolph A. [Signature]
 Coordinator
 Lancaster County Emergency Management Agency

[Signature]
 Director of Emergency Management Agency



16-31, NOV 93

Louisa Rand Lake, ENP

Public Safety Consultant, Mission Critical Partners, Inc.

Beginning her career as a telecommunicator, Louisa progressed into a training role and subsequently transitioned into a supervisory position for the Police Department's Emergency Communications Division for the City of Greensboro, NC. During the consolidation of city and county operations, she revised policies and procedures necessary for a consolidated center. Louisa brings expertise in operations, CAD and Commission on Accreditation for Law Enforcement Agencies (CALEA) accreditation. Louisa also is a NENA instructor for staffing and policy development. Her areas of specialization include:

- Conducting PSAP operational assessments and making recommendations in alignment with national standards and best practices
- Staffing studies and suggesting recommendations and enhancements
- Assessing policies and procedures to recommend new policies
- Expertise with grant submission writing

Representative Experience

Consultant Experience—Completed operational analyses of 9-1-1 communications centers, including staffing analyses and policies and procedures, quality assurance/quality control, training, supervision, call take and dispatch procedures, protocol usage, hiring and retention practices, salary reviews and consolidation initiatives.

- North Central Texas Council of Governments (NCTCOG)
- North Carolina:
 - Dare County
 - City of Fayetteville and Cumberland County
 - Martin County
 - Mitchell County
 - City of Charlotte
 - Wayne County
- Allegheny County, PA
- Wayne County, NY
- Alachua County, FL
- Pueblo County, CO
- Iredell County, NC
- PSAP needs assessments
 - Adams County, CO
 - Alexander County, NC
 - Alleghany County, NC
 - City of Fayetteville, NC
 - Martin County, NC
 - Cities of O'Fallon and Fairview Heights, IL

Technical Editor Experience—Edited reports, documents, correspondence, and presentations; performed quality assurance/quality control on reports and projects

- Federal Emergency Management Agency (FEMA), Chemical Stockpile Emergency Preparedness Program (CSEPP)
- U.S. Department of Transportation, National 911 Program
- Pennsylvania Emergency Management Agency (PEMA)
- State of Missouri
- Kansas Association of Counties
- Plano, TX
- Kaufman County, TX
- Allegheny County, Pennsylvania WestCORE
- Region 13, Pennsylvania Customer Premise Equipment Procurement and WestCORE



Industry Experience

27 years

Education

B.A. Biology, St. Andrew's Presbyterian College, NC

Certifications

Emergency Number Professional (ENP)

ICS 100, 200, 300, 400, 700, 800

IAED EFD, EPD, EMD

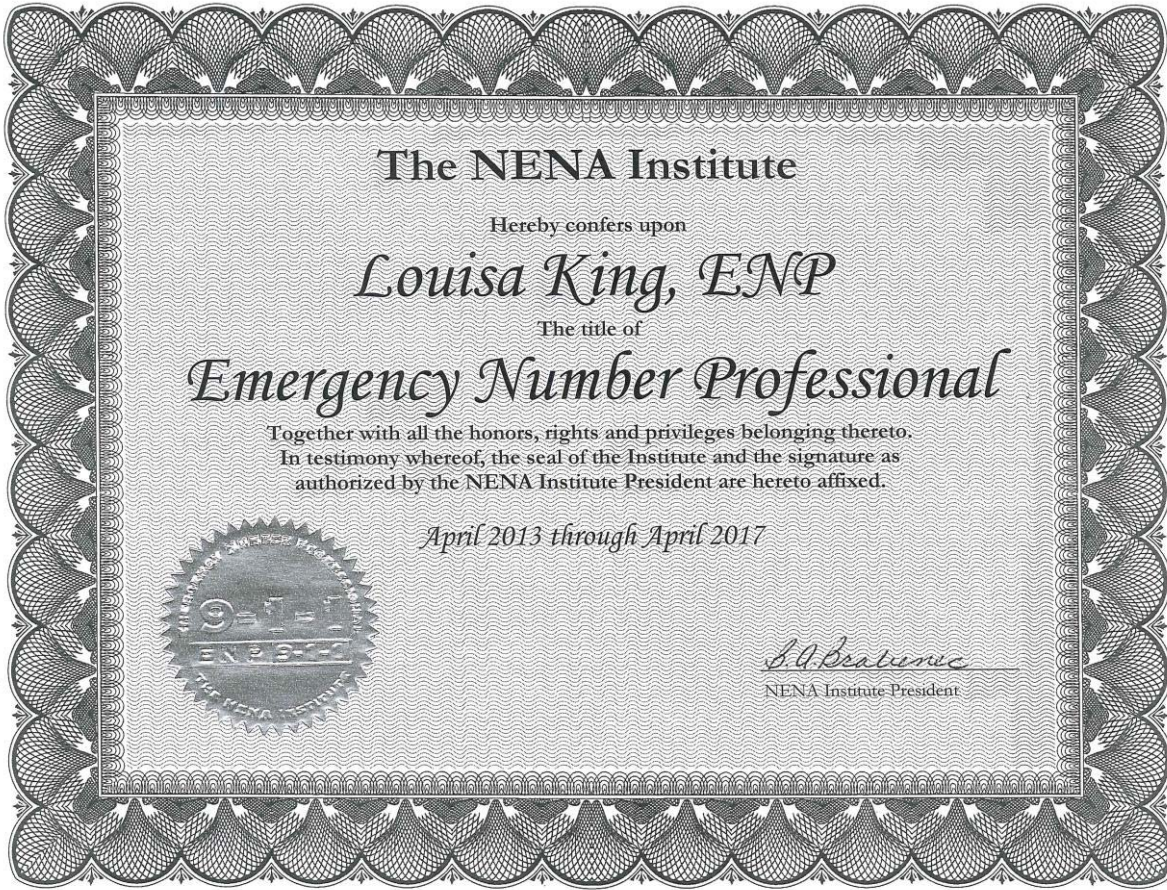
Associations

National Emergency Number Association (NENA)

NENA Instructor

Awards

North Carolina NENA. President's Award, 2017





Louisa King (Member # 1013435),

You scored **96%** on the **EPD Recertification Exam v4.2** .

Congratulations, you passed the exam.

Should you have any questions or concerns, please don't hesitate to contact us at (800) 960-6236 or email us at recert@emergencydispatch.org. Our offices are open Monday through Friday, 8:00 AM to 5:00 PM, Mountain Time.

Exam Summary

Below is a summary of the exam questions you missed and the Source and Topics to study.

| Question | Source | Topic / Skill |
|----------|--|---|
| 5 | EPD Course Manual Chapter 2 PPDS Protocols 112, 125 | Chief Complaint Selection Determinant Code Selection |
| 28 | EPD Course Manual Chapter 2 PPDS Protocols 113, 119, 122, 133 | Chief Complaint Selection Determinant Code Selection |



Louisa King (Member # 1013435),

You scored **98%** on the **EFD Recertification Exam v6.0** .

Congratulations, you passed the exam.

Should you have any questions or concerns, please don't hesitate to contact us at (800) 960-6236 or email us at recert@emergencydispatch.org. Our offices are open Monday through Friday, 8:00 AM to 5:00 PM, Mountain Time.

Exam Summary

Below is a summary of the exam questions you missed and the Source and Topics to study.

| Question | Source | Topic / Skill |
|----------|--|---------------------------|
| 7 | EFD Course Manual Chapter 2 FPDS Protocols 59, 67, 69, 71 | Chief Complaint Selection |

DIPLOMA
 NATIONAL ACADEMY of
 EMERGENCY FIRE DISPATCH
 of the UNITED STATES OF AMERICA

With Honors

Upon recommendation of its Faculty and Fellows, the National Academy hereby attests that

Louisa R. King

has successfully fulfilled the National Academy's requirements for honored level of

Certified
Emergency Fire Dispatcher

with all Rights and Responsibilities this 2nd day of August, 2012

Scott Taylor
 President of the Academy
[Signature]
 Board of Trustees
 Certification No. 392232

Pamela Stewart
 Chair, Board of Certification
Michael Thompson
 Chair, Board of Fire Curriculum
[Signature]
 Chair, College of Fellows



DIPLOMA
NATIONAL ACADEMY of
EMERGENCY POLICE DISPATCH
of the UNITED STATES OF AMERICA

With Honors

Upon recommendation of its Faculty and Fellows, the National Academy hereby attests that

Louisa R. King

has successfully fulfilled the National Academy's requirements for honored level of

Certified
Emergency Police Dispatcher

with all Rights and Responsibilities this 15th day of August, 2012

Scott Taylor
 President of the Academy
William M.
 Board of Trustees
 Certification No. 393375

Parrella Stewart
 Chair, Board of Certification
Bu Dos
 Chair, Board of Police Curriculum
M. S.
 Chair, College of Fellows



Relevant Project Experience



Capital Area Council of Governments, Texas

Service Provided: Support Development of Five-Year Strategic Plan

Contact: Greg Obuch, Emergency Communications Director, 512.916.6044;
gobuch@capcog.org

Project Dates: February 2017 to May 2017

Challenge: The 28-member Capital Area Council of Governments (CAPCOG) Executive Committee functions as the board of managers for the Capital Area Emergency Communications District (CAECD), which was created in September 2013 and brought together 11 jurisdictions to ensure that citizens of the greater Austin, Texas, area have access to emergency communications. At its inception, the CAECD's board identified the need to develop a five-year strategic plan that would provide goals and priorities to guide operations and funding for the District moving forward. A Strategic Advisory Committee held several working sessions between September 2013 and February 2016. During these sessions portions of a plan, including a mission statement, core functions and desired outcomes, were outlined. However, a final plan had not been completed for adoption by the CAECD. Mission Critical Partners (MCP) was retained by the CAECD to review the work that had already been done by the Committee and use it as a starting point to complete the five-year strategic plan.

Solution: MCP worked closely with the CAECD Executive Director in developing a mutual understanding of the desired project outcomes and identifying potential roadblocks to the successful completion and acceptance of a five-year strategic plan. After a thorough review of the elements that had already been completed by the Committee, MCP established a road map for the CAECD that would allow for the development and acceptance of a final plan before the end of the first quarter of 2017.

MCP's approach to the project included four distinct deliverables that would bridge the gap between the work the Committee had completed and the final plan. These deliverables included:

- The outline of a recommended final plan. This outline was developed based on thorough review of work already completed by the Committee, an in-depth project kickoff with the CAECD Executive Director and MCP's understanding of the governance of the CAECD and the goals of the final strategic plan.
- An MCP facilitator led workshop. During this session, sections of the recommended final plan outline were further developed to a level which supported the writing of a draft strategic plan.
- A draft proposed strategic plan was developed following the planning session workshop and delivered to CAECD for review and feedback.
- The final proposed five-year strategic plan which was delivered and presented to the CAECD Executive Director and full Strategic Advisory Committee for acceptance.

Key Result: The final proposed strategic plan was completed and presented to the CAECD Executive Director and Strategic Advisory Committee at an in-person meeting in March 2017. The final plan was completed within MCP's proposed budget and accepted by the CAECD in advance of the project deadline.



North Central Texas Council of Governments

Service Provided: Comprehensive Next Generation 911 Services

Contact: Christy Williams, ENP, Chief 911 Program Manager, 817.695.9204, cwilliams@nctcog.org

Project Dates: August 2009 to Present

Challenge: In August 2009, the 911 Program of the 16-county North Central Texas Council of Governments (NCTCOG) embarked on a long-term strategic initiative to plan, fund and manage NG911 services. During the initial phases, Mission Critical Partners worked closely with the team to provide thorough due diligence; a conceptual IP NG911 network design; and the development, distribution and evaluation of i3 Functionality and IP Network Facilities Request for Proposals.

The Council is currently engaged in the third phase of the project. This phase is focused on improving network/Customer Premise Equipment redundancy, supporting state-level NG911 projects, strategic planning and leading the industry to advance development and deployment of NG911 functionality to serve NCTCOG's jurisdiction.

Solution: To help NCTCOG achieve Phase III objectives, MCP has again been retained by the Council and is working with them to:

- Develop and manage a multi-year strategic plan encompassing all 911 Program departments
- Document and contract manage the implementation of new 911 call handling equipment
- Create a transition plan to guide the transition to an IP selective router
- Manage the implementation of i3 Features and Functions of NG911
- Document and manage pilot projects for advanced location and additional data sources
- Create project plan for key GIS and Data Team program initiative
- Provide leadership development for the Council management team

Key Result: Since the project's inception, MCP managed the design and implementation of the local IP network, including all related procurement efforts; completed the initial regional consortium by-laws and management documents; and developed a process to guide on-going support of the multi-year 911 Program Master Plan to guide long-term efforts. The team continues to work closely with NCTCOG to help them meet additional project objectives in the transition to full NG911.

“More than a consultant, I consider MCP my partner in public safety. I value the contribution they make to my team and appreciate the wide variety of experience that I get from their staff. MCP understands the needs and goals of my agency and they provide us with tools to help achieve excellence. They are making the transition to new technology and operations a bit easier to forge as we move into the Next Generation of 911.”

- Christy Williams, 911 Program Manager, NCTCOG



Tarrant County 9-1-1 District, Texas

Service Provided: 911 Customer Premises Equipment Procurement and Consulting

Contact: Greg Petrey, Executive Director, Tarrant County 9-1-1 District; 817.820.1188; GPetrey@tc911.org

Project Dates: June 2012 to Present

Challenge: The Tarrant County 9-1-1 District (District) planned migration to new 911 customer premises equipment (CPE) that will meet today's needs, migrate to next generation network methodologies and leverage state-of-the-art technology to achieve cost-effective deployment, maximum sustainability and improved functionality for each PSAP in the District. The estimated implementation period was two to three years. To accomplish this, the District needed a qualified firm to oversee the qualifications, acquisition and contract negotiations of a vendor that will perform the service within budgetary timelines.

Solution: The District retained Mission Critical Partners to develop a request for proposal (RFP) for the acquisition and contract negotiations for 911 CPE and services. MCP's support for the District included:

- Providing technical assistance in developing and drafting a RFP for the procurement of an optimal NG911 system including all required components.
- Conducting "Due Diligence" – a fact finding through vendor meetings data gathering and assisted in developing a conceptual solution design to support the procurement requirements.
- Ensuring specifications included all legally mandated scopes of service, such as provisions for special needs populations.
- Providing management support during the bid solicitation. MCP supported the District in contract negotiations, ensuring the proposed vendor solution met the technical requirements of the RFP and acted as a technical resource to the District.

Key Result: MCP utilized the information gathered during Due Diligence to define all technical (CPE and network) requirements and develop a conceptual solution design to support the requirements for procurement.

The Tarrant County 9-1-1 District issued an RFP to solicit bids for the 911 CPE and services in September 2012. MCP worked closely with the District to review the bid responses and to select a qualified vendor. MCP worked closely with the District to develop and execute tests on the vendor's solution, which ultimately failed to meet performance requirements. MCP assisted the District with contract and performance modifications to allow the vendor to substitute an equivalent solution. MCP and the District conducted similar tests on the vendor's replacement solution and is currently providing implementation support to the District.



Texas Commission on State Emergency Communications

Service Provided: State-Level ESInet Planning Assistance

Contact: Kelli Merriweather, Executive Director, 512.305.6938;
Kelli.Merriweather@csec.texas.gov

Project Dates: March 2014 to Present

Challenge: The Texas Commission on State Emergency Communications (CSEC) is the state agency responsible for the administration of statewide 911 service implementation. CSEC is authorized by statute and funded to coordinate the development, implementation and management of an interconnected, state-level Emergency Services Internet Protocol (IP) Network (ESInet). Phase I is the first of several phases intended to culminate in the vision that is the Texas Next Generation 911 (NG911) Emergency Communications System.

As part of the NG911 planning process, the Commission staff recognized the need for experience-based assistance in facilitating the planning process and advising staff. It contracted with MCP to provide that assistance, specifically as it relates to: updating the Commission's NG911 Master Plan; developing the technical specifications for the Phase I statement of work; and providing business case analyses. The Commission also requested assistance in obtaining stakeholder input into the planning process and in developing cost estimates for use in the budgetary process. As part of the implementation of Phase I of the state-level ESInet, MCP is providing subject-matter-expertise (SME) support for CSEC and its systems integrator.

Solution: Mission Critical Partners began by arranging and facilitating a meeting with key stakeholders—i.e., representatives of the regional planning commissions (RPCs), emergency communications districts and the Department of Public Safety—to inform them of the approach being considered and to get their input into the process of planning and developing the state-level ESInet. A follow-up meeting was held with the RPCs to get specific input into the planning for Phase I of the state-level ESInet. MCP developed updates for the Texas NG911 Master Plan and developed a Business Case Analysis for Phase II of the ESInet implementation.

In addition, MCP facilitated meetings with ECAC to identify ESInet policies for development in the next biennium. MCP is responsible for stakeholder communications through delivery of regular briefings at 911 Grantee Workshops, and develops and distributes a bimonthly newsletter for the RPC Executive Directors and 911 Coordinators.

Key Results: Based on the input received in the stakeholder meetings and in coordination with Commission staff, MCP developed specific deliverables and alternatives to further the planning process. During the Phase I implementation, MCP acted as a partner and advocate for CSEC, by working closely with CSEC's systems integrator vendor, and kept the large stakeholder group well-informed of the project status. The Commission benefited from MCP's industry-leading, hands-on NG911 implementation expertise as it moves this project from concept to reality.



Hays County, Texas

Service Provided: Public Safety Answering Point Collocation Assessment/Computer-Aided Dispatch Procurement

Contact: Will Conley, Commissioner, Hays County, 512.847.3159, will.conley@co.hays.tx.us

Project Dates: June 2010 to May 2015

Challenge: Conduct a PSAP assessment for the collocation of four Hays County PSAPs: Hays County Sheriff's Office, San Marcos Police Department, Kyle Police Department and Texas State University Police Department.

Solution: The first phase of the project presented the client with a business plan recommendation for a fully unified collocation. This recommendation addressed all the points that the four PSAPs needed to consider to make a final decision as to whether to move forward with the initiative.

Because of the decision to move forward, the second phase of the project called for Mission Critical Partners to conduct a programming study, which assessed the proposed facility's spatial and technology needs; a site assessment that helped determine whether to build a new facility or retrofit an existing one; and an analysis of the CAD capabilities of the four agencies and their future needs, to aid in the future migration to the sharing of a single CAD system. Finally, MCP provided cost analysis to help the agencies prepare for a bond referendum that will be held this fall.

Key Result: MCP's initial feasibility study enabled the four PSAPs to justify moving forward with the collocation project. In the second phase of the project, MCP's analysis and insights enabled these entities to make critical decisions regarding how to integrate their emergency communications operations.

The anticipated result is a state-of-the-art emergency communications facility that will result in increased service to their citizens, enhanced interoperability and data sharing, reduced costs (driven by the sharing of infrastructure), and better coordination between the agencies.

“PSAP collocations are complex. Mission Critical Partners approached this project with the philosophy that all voices must be heard and all issues addressed. The collocation committee representing the Hays County stakeholders has worked hard to ensure that all issues have been identified and that collaborative solutions for moving forward have been nailed down.”

— David Jones, Program Manager, Mission Critical Partners



Adams County Communications Center, Inc. Adams County, Colorado

Service Provided: Public Safety Answering Point Assessment

Contact: Joel Estes, Director, Adams County Communications Center, Inc., 303.289.2235, jestes@adcom911.org

Project Dates: March 2016 to June 2016

Challenge: Adams County (County) lies within the city of Denver metropolitan area, and has experienced surging population growth for more than the last decade and a half. Due to this growth, the Board of Directors of the Adams County Emergency Communications Center (ADCOM911), wanted to ensure that the center continues to serve the citizenry, as well as the first responders who protect them and their property, at a high level.

Solution: Mission Critical Partners was retained to perform a thorough assessment of ADCOM911. The primary goal of the project was to assess the 911 center's current technology, staffing levels, call-taking procedures, interactions with field personnel, and funding mechanisms. The facility that houses ADCOM911 also was reviewed, to determine whether the design and infrastructure could accommodate future expansion of the center's staff.

Key Result: MCP delivered a comprehensive report based on its assessment to the ADCOM911 Board of Directors that offered the following key recommendations:

- While it has increased its staff over the last year, ADCOM911 needed to hire additional telecommunicators if it wanted to continue staffing dedicated police dispatchers for each agency, and to staff the appropriate number of call-takers on each shift.
- ADCOM911 should hire a training supervisor, create a training manual, and institute a structured quality assurance/quality improvement program.
- The level of GIS and mapping data available to ADCOM911 telecommunicators needed to be enhanced.
- ADCOM911 should prioritize the development of a continuity of operations/disaster recovery plan.
- The center's operations floor should be reconfigured to maximize the use of physical space and to create an environment that improves supervisory oversight of telecommunicators.
- ADCOM911 should seek a funding increase from the state's public utility commission to ensure that the center's technology and staffing align with the additional burdens created by a significantly growing population, so the highest level of service possible can be provided to citizens and first responders.



U.S. Department of Transportation, National Highway Transportation Safety Administration (NHTSA)

Service Provided: Technical and Operational Expertise; Analysis of 911 Industry Standards and Practices; Development of Communications Media

Contact: Laurie Flaherty, Coordinator, U.S. Department of Transportation, NHTSA, 202.366.2705; Laurie.Flaherty@dot.gov

Project Dates: September 2014 to Present

Challenge: The National 911 Program (Program), established by Congress in 2004 and housed within National Highway Transportation Safety Administration's (NHTSA) Office of Emergency Medical Services, was created to provide a national focus for 911 services in the United States. Its mission includes the following:

- Improve coordination and communication between federal, state, and local public safety organizations, and between public safety and the telecommunications industry
- Develop, collect, and disseminate information concerning standards, practices, procedures, and technology used in the implementation of 911 services
- Serve as a clearinghouse for information related to 911 services

To accomplish these tasks, the Program requires specialized 911 technical, operational, and policy subject-matter expertise, hired Mission Critical Partners for that purpose.

Solution: MCP's strong experience in 911 and NG911 related technologies and operations helps further the Program's mission. Currently MCP supports the following initiatives:

- Production of bi-monthly webinars that highlight successes of NG911 early adopters
- Monitoring and review of technical and operational standards related to 911
- Gap analyses of national and international 911 technical and operational standards
- Development of an "interstate playbook" to assist multiple states in ensuring state-to-state communications and data interoperability
- Identification of cybersecurity standards for NG911 and development of a 911 focused infrastructure risk assessment
- Development of minimum training standards for telecommunicators at the national level

Key Result: The expertise provided by MCP is helping the National 911 Program advance 911 services in the U.S., particularly as it relates to technological evolution, operational improvements, and policy recommendations.

Special Provisions / Additional Information

Areas of Specialization

Mission Critical Partners is a comprehensive professional services firm rather than an organization with a single focus or specialization. Our areas of specialization are driven by subject matter experts in each of their respective fields – in other words, our specialization is in all areas of **public safety – from operations to technology.**

Our planning, design, and implementation services span all aspects of mission critical communications.

Operations and Facilities Services



initiatives on time and on budget.

When everything you do is considered mission critical, you require reliable systems to meet the demands of your always-on operation. Our planning, designing and integration services improve the return on your technology investments, while delivering project success. And our project management expertise helps you complete your

MCP is passionate about creating environments, processes and systems that enable our clients to experience greater success. We do this by bringing innovative ideas to every project with the end goal of improving your operations. Our applications expertise spans all aspects of public safety communications including computer-aided dispatch (CAD), logging, records management systems (RMS), geographic information systems (GIS), mobile data and more. We believe that the way in which these applications combine with other systems and your agency's unique organization is fundamental to success. Our specialized team of experts work shoulder-to-shoulder with our clients to align requirements with their goals to implement the best possible solution.

Our operations and facilities services range from operations consulting, technology procurement and implementation, shared services and consolidation; strategic and executive-level consulting; facility planning services and professional development and mentoring.

Executive Consulting Services



MCP partners with clients to develop customized technical and operational solutions for public safety communications **because the mission matters.**

Our staff has extensive experience serving in public sector and public safety management roles. We draw on our real-world experience when advocating for our clients. Through first-hand experience, we have earned the reputation for being accountable, prudent, persistent, progressive and reliable problem solvers and innovators.

We provide services that are initiated at a strategic level. An integral part of our executive-level consulting is providing master planning services. Our team of policy specialists collaborates with clients to create comprehensive plans that help direct decision making in the public safety sector. When developing a strategic plan, MCP incorporates master planning, organizational structuring, hiring assistance, fiscal planning, operations and technology and policy solutions.

We first seek to gather insights into our client's unique organization. We then apply these insights with our deep industry experience to formulate a strategy designed to serve as a guide to our clients' future. We focus on combining a comprehensive yet tactical approach that addresses every element of the client's sphere of influence. Our team directs its collective energy on understanding the full scope of the client's responsibility and objectives. We uncover the unique challenges that stand in the way of achieving success. Our goal is to mitigate those challenges by leveraging policy, as well as human, technological and fiscal assets to develop a sustainable solution.

Our clients are responsible for delivering reliable service 24 hours a day, seven days a week to first responders and the public while operating with limited resources. In recognition of the need to achieve more with less, we aim to put the client in a position to do more with more. This means structuring organizations, programs and projects for available grant funding through policy development, technology and appropriate fiscal planning.

Network 9-1-1 Services



Our professionals have extensive experience with planning, designing, procuring, negotiating and implementing all Next Generation 9-1-1 (NG9-1-1) call delivery and processing elements. The public safety answering point (PSAP) environment will continually evolve with new technologies, processes and expectations. MCP's goal is to help our clients implement resilient, effective and future-focused solutions that enhance emergency response and result in better outcomes for public safety **because the mission matters.**

The MCP approach considers funding models, system lifecycle analysis, objectives, incident processing, network resources and governance opportunities in order to establish a thorough understanding of a client's unique PSAP environment.

Our NG9-1-1 experts have extensive experience with incident processing in the PSAP, incident dispatch and data management. MCP can develop a comprehensive master plan for the agency or region and a conceptual design to NG9-1-1 deployment. The master plan assesses all options and ensures timely deployment by incrementally upgrading technology and recommending policy, funding and governance modifications. Our offerings include, but are not limited to, master planning as well as design and procurement support for a wide variety of communications networks, including Internet Protocol (IP) based networks, such as Emergency Services IP networks (ESInets).

Radio Wireless Services



Our radio experts bring an average of 25 years of experience to every project and have supported large municipal radio system implementations in ten of the top Metropolitan Statistical Areas. One hundred percent of our experts have hands-on experience using two-way radios. MCP's leadership and support for your project means that your new system will boost coverage and capacity, exceed the needs of the user community and create maximum value.

Our team approaches your project with only one task in mind – helping you achieve your goals. This is accomplished through our unique approach that determines your operational requirements and designs a radio network around your needs and budget. Many agencies face constraints because of the design and operation of their radio network. The network should serve public safety users, as well as be another tool to keep our first responders and communities safe. The protection of life and property begins with a single dispatch. From there, the radio system is the link that connects and delivers your response and services to your citizens. It is far too important to trust to anyone other than your partner, your advocate, and your agent for innovative solutions **because the mission matters**. Our professionals work tirelessly to provide the necessary guidance for our clients to evolve to a radio communications system that is capable, reliable and affordable—custom designed for their needs and budgets. Offerings include, but are not limited to, operational and technical assessments, procurement support, Federal Communications Commission (FCC) licensing, performance acceptance testing and FirstNet support.

Shared Services and Consolidation



In today's market, everyone is asking, "How can we do more with less?" Communications centers are impacted by this question as budgets become tighter, technology matures, operational demands become more complex and training increases. Many are finding that consolidation is a solution to consider. The MCP team has extensive experience with consolidation efforts in past public-sector roles and as consultants.

We recognize that elected and public safety leaders strive to provide the most effective and efficient emergency response system possible. Ultimately, the delivery of quality life safety services is the achievable objective. We develop a collaborative approach with our clients to assess the opportunity for operational and administrative efficiencies through potential consolidation, collocation or organizational change. Our professionals use an impartial and even-handed approach that has a proven track record of success.

Today's economic realities require a thorough program analysis to define a future path of economizing while effectively delivering service. Appropriately applied, consolidation or collocation can achieve operational efficiencies through systemic interoperability via staffing, scheduling, technology, training and reduction in systems cost basis.

We appreciate the necessary balance required of seemingly competing objectives with operations, organizational, technology, fiscal, human resources and governance issues. The variables and constraints associated with each are carefully weighed to develop an approach with a lasting solution. MCP is sensitive to the sense of ownership and loyalty each community and agency has with a local communications center. We honor the history of service while providing an independent view of how the community is best served by advancing to the future. To ensure a comprehensive, smooth transition, we also provide migration assistance and help address the challenges inherent in combining organization, facility, technology and operational resources.

Facility and Technology Design and Integration

MCP is well-versed about the requirements of mission critical facility architectural and engineering design and we are highly-qualified to manage the many complexities that arise with each building project. We also apply our understanding of all elements of the facility construction including site selection, site development, electrical, mechanical, structural, security and technology to coordinate systems install, acceptance, training and operational transition.

The focus of every project is to optimize the functional use of the space for operational integrity. We work closely with the client to develop technology solutions, migration schedules and a forward-looking operations floor layout that scales as our clients' needs grow. Our team has a profound passion for results, an indefatigable work ethic, and a proven record of success; we utilize industry-leading intellectual capital to provide highly responsive, customized, solutions and strategies for our clients.

Lifecycle Management Services



We help our clients manage and protect their communications systems and facilities long after their project closes. Our holistic approach to managed services ensures that clients realize maximum value from their technology investments throughout their lifecycle, while remaining confident that their system is running at peak performance.

Clients partner with us so that they can focus on the strategic aspects of public safety by offsetting activities not core to their mission. We provide solutions that achieve our clients' goals, not their vendors, by applying a technology-independent approach.

With Mission Critical Partners' help managing their networks and operations, our clients realize simplified, protected, cost-effective and interoperable communications networks that are sustainable. Our objective is to help our clients drive return from their investments while reducing their operating expenses.

We provide a broad portfolio of solutions that are a natural fit after we have consulted with a client to plan, procure or implement solutions, including the following services:

- Co-managed IT services
- Network management and maintenance services
- Building and site management services
- Data management services

E. Price Sheet

Professional Services outlined in the above scope of services will be provided for a not to exceed fee of **\$71, 328 including expenses**.

An invoice shall be submitted each month and include the percentage of work completed relevant to the fee and shall be reviewed and paid within 30 days of receipt.

The fee is fully loaded, and MCP recognizes that it is responsible for costs related to travel, housing, transportation, per diems, communications devices, and computer equipment. Any additional services contracted in subsequent years will be performed at MCP's then current fee schedule. Prior to initiating any such additional work, MCP would require a formal letter of authorization from Williamson 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. MCP's priority is for this project to be successful for Williamson County.



F. References



Proposal References

List the last three (3) companies or governmental agencies, where the same or similar goods and/or services as contained in this RFP package, were recently provided by Respondent.

Reference 1

Client Name:

Location:

Contact Name:

Title:

Phone:

E-mail

Contract Date To:

Contract Date From:

Contract Value: \$

Scope of Work:

Reference 2

Client Name:

Location:

Contact Name:

Title:

Phone:

E-mail

Contract Date To:

Contract Date From:

Contract Value: \$

Scope of Work:

Reference 3

Client Name:

Tarrant County 9-1-1 District

Location:

Fort Worth, TX

Contact Name:

Greg Petrey

Title:

Executive Director

Phone:

817-820-1188

E-mail

GPetrey@tc911.org

Contract Date To:

Present

Contract Date From:

June 2012

Contract Value: \$

\$1,835,226

Scope of Work:

911 Customer Premises Equipment Procurement and Consulting

G. Conflict of Interest Questionnaire

| CONFLICT OF INTEREST QUESTIONNAIRE | | Form CIQ |
|--|--|---|
| For vendor or other person doing business with local governmental entity | | |
| <p>This questionnaire is being filed in accordance with chapter 176 of the Local Government Code by a person doing business with the governmental entity.</p> <p>By law this questionnaire must be filed with the records administrator of the local government not later than the 7th business day after the date the person becomes aware of facts that require the statement to be filed. See Section 176.006, Local Government Code.</p> <p>A person commits an offense if the person violates Section 176.006, Local Government Code. An offense under this section is a Class C misdemeanor.</p> | | <p>OFFICE USE ONLY</p> <p>Date Received</p> <div style="border: 1px solid black; width: 100px; height: 20px; margin: 0 auto;"></div> |
| 1 | <p>Name of person doing business with local governmental entity.</p> <div style="border: 1px solid black; padding: 2px;">Mission Critical Partners, Inc.</div> | |
| 2 | <p style="text-align: center;">Check this box if you are filing an update to a previously filed questionnaire.</p> <p><input type="checkbox"/></p> <p style="font-size: small;">(The law requires that you file an updated completed questionnaire with the appropriate filing authority not later than September 1 of the year for which an activity described in Section 176.006(a), Local Government Code, is pending and not later than the 7th business day after the date the originally filed questionnaire becomes incomplete or inaccurate.)</p> | |
| 3 | <p>Describe each affiliation or business relationship with an employee or contractor of the local governmental entity who makes recommendations to a local government officer of the local governmental entity with respect to expenditure of money.</p> <div style="border: 1px solid black; padding: 5px; min-height: 60px;">None</div> | |
| 4 | <p>Describe each affiliation or business relationship with a person who is a local government officer and who appoints or employs a local government officer of the local governmental entity that is the subject of this questionnaire.</p> <div style="border: 1px solid black; padding: 5px; min-height: 60px;">None</div> | |

| CONFLICT OF INTEREST QUESTIONNAIRE For vendor or other person doing business with local governmental entity | | Form CIQ Page 2 |
|---|---|--|
| 5 | <p style="text-align: center;">Name of local government officer with whom filer has affiliation or business relationship. (Complete this section only if the answer to A, B, or C is YES.)</p> <p>This section, item 5 including subparts A, B, C & D, must be completed for each officer with whom the filer has affiliation or other relationship. Attach additional pages to this Form CIQ as necessary.</p> <p>A. Is the local government officer named in this section receiving or likely to receive taxable income from the filer of the questionnaire? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>B. Is the filer of the questionnaire receiving or likely to receive taxable income from or at the direction of the local government officer named in this section AND the taxable income is not from the local governmental entity? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>C. Is the filer of this questionnaire affiliated with a corporation or other business entity that the local government officer serves as an officer or director, or holds an ownership of 10 percent or more? <input type="checkbox"/> Yes <input type="checkbox"/> No</p> <p>D. Describe each affiliation or business relationship.</p> <div style="border: 1px solid black; padding: 5px; min-height: 40px;">None.</div> | |
| | <p>6. Describe any other affiliation or business relationship that might cause conflict of interest:</p> <div style="border: 1px solid black; padding: 5px; min-height: 40px;">None.</div> | |
| 7 | <div style="border: 1px solid black; width: 90%; margin: 0 auto; height: 20px;"></div> | <div style="border: 1px solid black; width: 90%; margin: 0 auto; height: 20px;"></div> |
| | Signature of person doing business with the governmental entity | Date |
| Signature not required if completing in BIDSYNC electronically. | | |

H. Certificate of Interested Parties – Form 1295

CERTIFICATE OF INTERESTED PARTIES

FORM 1295

1 of 1

Complete Nos. 1 - 4 and 6 if there are interested parties.
Complete Nos. 1, 2, 3, 5, and 6 if there are no interested parties.

OFFICE USE ONLY CERTIFICATION OF FILING

Certificate Number:
2017-295537

Date Filed:
12/19/2017

Date Acknowledged:

1 Name of business entity filing form, and the city, state and country of the business entity's place of business.

Mission Critical Partners, Inc.
Port Matilda, PA United States

2 Name of governmental entity or state agency that is a party to the contract for which the form is being filed.

Williamson County

3 Provide the identification number used by the governmental entity or state agency to track or identify the contract, and provide a description of the services, goods, or other property to be provided under the contract.

Solicitation 1710-200
9-1-1 Consulting

| 4 | Name of Interested Party | City, State, Country (place of business) | Nature of interest (check applicable) | |
|---|--------------------------|--|---------------------------------------|--------------|
| | | | Controlling | Intermediary |
| | Spearly, John | State College, PA United States | | X |
| | Jones, David | Keller, TX United States | | X |
| | Murray, R. Kevin | Port Matilda, PA United States | X | |
| | Kowalski, Leonard | State College, PA United States | X | |
| | Bark, Brian | Cecil, PA United States | X | |
| | | | | |
| | | | | |
| | | | | |
| | | | | |

5 Check only if there is NO Interested Party.

6 AFFIDAVIT

I swear, or affirm, under penalty of perjury, that the above disclosure is true and correct.

COMMONWEALTH OF PENNSYLVANIA
NOTARIAL SEAL
 Joan M. Dashner, Notary Public
 Patton Twp., Centre County
 My Commission Expires Nov. 14, 2019
 MEMBER, PENNSYLVANIA ASSOCIATION OF NOTARIES



 Signature of authorized agent of contracting business entity

AFFIX NOTARY STAMP / SEAL ABOVE

Sworn to and subscribed before me, by the said John L. Spearly, this the 19th day of December, 2017, to certify which, witness my hand and seal of office.


Signature of officer administering oath

Joan M. Dashner
Printed name of officer administering oath

Notary
Title of officer administering oath

I. Proposal Affidavit

PROPOSAL AFFIDAVIT

This form must be completed, signed, notarized and returned with Proposal package

The undersigned attests that the company named below, under the provisions of Subtitle F, Title 10, Texas Government Code Chapter 2270:

1. Does not boycott Israel currently; and
2. Will not boycott Israel during the term of the contract.

Pursuant to Section 2270.001, Texas Government Code:

1. "Boycott Israel" means refusing to deal with, terminating business activities with, or otherwise taking any action that is intended to penalize, inflict economic harm on, or limit commercial relations specifically with Israel, or with a person or entity doing business in Israel or in an Israeli-controlled territory, but does not include an action made for ordinary business purposes; and
2. "Company" means a for-profit sole proprietorship, organization, association, corporation, partnership, joint venture, limited partnership, or any limited liability company, including a wholly owned subsidiary, majority-owned subsidiary, parent company or affiliate of those entities or business associations that exist to make a profit

The undersigned certifies that the RFP and the Respondent's Proposal have been carefully reviewed and are submitted as correct and final. Respondent further certifies and agrees to furnish any and/or all goods and/or services upon which prices are extended at the price Proposal, and upon the conditions contained in the RFP.

I hereby certify that the foregoing Proposal has not been prepared in collusion with any other Respondent or other person or persons engaged in the same line of business prior to the official opening of this Proposal. Further, I certify that the Respondent is not now, nor has been for the past six (6) months, directly or indirectly concerned in any pool or agreement or combination, to control the price of services/commodities Proposal on, or to influence any person or persons to submit a Proposal or not to submit a Proposal thereon."

| | |
|---|---|
| Name of Respondent: | Mission Critical Partners, Inc. |
| Address of Respondent: | 690 Grays Woods Blvd., Port Matilda, PA 16870 |
| Email: | johnspearly@missioncriticalpartners.com |
| Telephone: | 888-862-7911 |
| Printed Name of Person Submitting Affidavit: | David F. Jones |
| Signature of Person Submitting Affidavit: | |

Cooperative Purchasing Program

Check one of the following options below. A non-affirmative Proposal will in no way have a negative impact on the County's evaluation of the Proposal.

| | |
|-------------------------------------|---|
| <input checked="" type="checkbox"/> | I will offer the quoted prices to all authorized entities during the term of the County's Contract. |
| <input type="checkbox"/> | I will not offer the quoted prices to all authorized entities. |

If no box is checked, the Respondent agrees to make best efforts in good faith to offer the quoted prices to all authorized entities.



BEFORE ME, the undersigned authority, a Notary Public, personally appeared (Name of Signer), who after being by me duly sworn, did depose and say: "I, , (Name of Signer) am a duly authorized officer of/agent for (Name of Respondent) and have been duly authorized to execute the foregoing on behalf of the said (Name of Respondent).

SUBSCRIBED AND SWORN to before me by the above-named on this the day of , 20.

Notary Public in and for

The State of

The County of

SIGNATURE AND NOTARY NOT REQUIRED IF COMPLETING IN BIDS SYNC ELECTRONICALLY.



Williamson County

Vendor Reimbursement Policy

The purpose of this Williamson County Vendor Reimbursement Policy (“Policy”) is to provide clear guidelines to vendors on Williamson County’s expectations and requirements regarding allowable reimbursable expenditures and required backup. The Policy will also minimize conflicts related to invoice payments and define non-reimbursable items. This Policy is considered a guideline and is not a contract.

This Policy may be altered, deleted or amended, at any time and without prior notice to vendors, by action of the Williamson County Commissioners Court. Unenforceable provisions of this Policy, as imposed by applicable law, regulations, or judicial decisions, shall be deemed to be deleted. Any revisions to this Policy will be distributed to all current vendors doing business with the County.

1. Invoices and Affidavits

- 1.1 Invoices must adequately describe the goods or services provided to County and include all required backup (i.e. reimbursable expenses, mileage log, timesheets, receipts detailing expenses incurred etc.) that is in a form acceptable to the Williamson County Auditor. Invoices that do not adequately describe the goods or services provided to County or contain backup that is satisfactory to the Williamson County Auditor will be returned to vendor for revisions and the provision above relating to invoice errors resolved in favor of the County shall control as to the required actions of vendor and when such invoice must be paid by the County.
- 1.2 In the event an invoice includes charges based upon hourly billing rates for services or any other rates based upon the amount of time worked by an individual or individuals in performing services, whether the charges are being billed directly to the County or whether they are the basis of invoices from subcontractors for which the vendor seeks reimbursement from the County, the charges shall be accompanied by an affidavit signed by an officer or principal of the vendor certifying that the work was performed, it was authorized by the County and that all information contained in the invoice that is being submitted is true and correct.
- 1.3 Upon County’s request, vendor must submit all bills paid affidavits wherein vendor must swear and affirm that vendor has paid each of its subcontractors, laborers, suppliers and material in full for all labor and materials provided to vendor for or in connection with services and work performed for County and, further, vendor must swear and affirm that vendor is not aware of any unpaid bills, claims, demands, or causes of action by any of its subcontractors, laborers, suppliers, or material for or in connection with the furnishing of labor or materials, or both, for services and work performed for County.

2. Travel Reimbursement

- 2.1 The County will only cover costs associated with travel on vendors outside a 50 mile radius from Williamson County, Texas.
- 2.2 The County will only cover costs associated with travel as documented work for County. If a vendor is also doing business for another client, the travel costs must be split in proportion to the amount of work actually performed for County and the other client. The only allowable travel expense will be for the specific days worked for Williamson County.
- 2.3 No advance payments will be made to vendor for travel expenditures. The travel expenditure may only be reimbursed after the expenditure/trip has already occurred and vendor has provided the Williamson County Auditor with all necessary and required backup.

- 2.4 Vendors must submit all travel reimbursement requests on each employee in full. Specifically, a travel reimbursement request must include all related travel reimbursement expenses relating to a particular trip for which vendor seeks reimbursement. Partial travel reimbursement requests will not be accepted (i.e. vendor should not submit hotel and mileage one month then the next month submit rental car and airfare). If the travel reimbursement appears incomplete, the invoice will be sent back to the vendor to be submitted when all information is ready to submit in full.
- 2.5 Reimbursement for transportation costs will be at the most reasonable means of transportation (i.e.: airline costs will be reimbursed for coach rate, rental car costs will only be reimbursed if rental car travel was most reasonable means of travel as compared to travel by air).
- 2.6 The County will not be responsible for, nor will the County reimburse additional charges due to personal preference or personal convenience of individual traveling.
- 2.7 The County will not reimburse airfare costs if airfare costs were higher than costs of mileage reimbursement.
- 2.8 Additional expenses associated with travel that is extended to save costs (i.e. Saturday night stay) may be reimbursed if costs of airfare would be less than the cost of additional expenses (lodging, meals, car rental, mileage) if the trip had not been extended. Documentation satisfactory to the Williamson County Auditor will be required to justify expenditure.
- 2.9 County will only reimburse travel expense to necessary personnel of the vendor (i.e. no spouse, friends or family members).
- 2.10 Except as otherwise set forth herein, a vendor must provide a paid receipt for all expenses. If a receipt cannot be obtained, a written sworn statement of the expense from the vendor may be substituted for the receipt.
- 2.11 Sales tax for meals and hotel stays are the only sales taxes that will be reimbursed. Sales tax on goods purchased will not be reimbursed. A sales tax exemption form is available from the Williamson County Auditor's Office upon request.
- 2.12 The County will not pay for any late charges on reimbursable items. It is the responsibility of the vendor to pay the invoice first and seek reimbursement from the County.

3. Meals

- 3.1 Meal reimbursements are limited to a maximum of \$50.00 per day on overnight travel. On day travel (travel that does not require an overnight stay), meal reimbursements are limited to a maximum of \$20.00 per day. The travel must be outside the Williamson County, Texas line by a 50 mile radius.
- 3.2 Receipts are required on meal reimbursement amounts up to the maximum per day amount stated for overnight or day travel. If receipts are not presented, the vendor can request per diem (per diem limits refer to 3.2). However, a vendor cannot combine per diem and meal receipts. Only one method shall be allowed.
- 3.3 Meals are reimbursable only for vendors who do not have the necessary personnel located within a 50 mile radius of Williamson County, Texas that are capable of carrying the vendor's obligations to County. Meals will not be reimbursed to vendors who are located within a 50 mile radius of Williamson County, Texas.
- 3.4 County will not reimburse for alcoholic beverages.
- 3.5 Tips are reimbursable but must be reasonable to limitation of meal allowance
- 3.6 No meals purchased for entertainment purposes will be allowed.
- 3.7 Meal reimbursement must be substantiated with a hotel receipt.

4. Lodging

- 4.1 Hotel accommodations require an itemized hotel folio as a receipt. The lodging receipt should include name of the motel/hotel, number of occupant(s), goods or services for each individual charge (room rental, food, tax, etc.) and the name of the occupant(s). Credit card receipts or any other form of receipt are not acceptable.
- 4.2 Vendors will be reimbursed for a single room rate charge plus any applicable tax. If a single room is not available, the vendor must provide documentation to prove that a single room was not available in order to justify the expense over and above the single room rate. A vendor may also be required to provide additional documentation if a particular room rate appears to be excessive.
- 4.3 Personal telephone charges, whether local or long distance, will not be reimbursed.

5. Airfare

- 5.1 The County will only reimburse up to a coach price fare for air travel.
- 5.2 The County will exclude any additional charges due to personal preference or personal convenience of the individual traveling (i.e. early bird check in, seat preference charges, airline upgrades, etc. will not be an allowable reimbursement)
- 5.3 Air travel expenses must be supported with receipt copy of an airline ticket or an itinerary with actual ticket price paid. If tickets are purchased through a website, vendor must submit a copy of the webpage showing the ticket price if no paper ticket was issued.
- 5.4 Cancellation and/or change flight fees may be reimbursed by the County but vendor must provide the Williamson County Auditor with documentation in writing from a County department head providing authorization for the change.
- 5.5 The County will not reimburse vendor for tickets purchased with frequent flyer miles.

6. Car Rental

- 6.1 Vendors that must travel may rent a car at their destination when it is less expensive than other transportation such as taxis, airport shuttles or public transportation such as buses or subways.
- 6.2 Cars rented must be economy or mid-size. Luxury vehicle rentals will not be reimbursed. Any rental costs over and above the cost of a mid-size rental will be adjusted.
- 6.3 Vendors will be reimbursed for rental cars if the rental car cost would have been less than the mileage reimbursement cost (based on the distance from vendor's point of origin to Williamson County, Texas) had the vendor driven vendor's car.
- 6.4 Vendors must return a car rental with appropriate fuel levels as required by rental agreement to avoid the car rental company from adding fuel charges.
- 6.5 Rental agreement and credit card receipt must be provided to County as back up for the request for reimbursement.
- 6.6 Insurance purchased when renting vehicle may also be reimbursed.
- 6.7 Car Rental optional extras such as GPS, roadside assistance, and administrative fees on Tolls will not be reimbursed.

7. Personal Car Usage

- 7.1 Personal vehicle usage will be reimbursed in an amount equal to the standard mileage rate allowed by the IRS.
- 7.2 Per code of Federal Regulations, Title 26, Subtitle A, Chapter 1, Subchapter B, Part IX, Section 274(d), all expense reimbursement requests must include the following:
 - 7.2.1.1 Date
 - 7.2.1.2 Destination
 - 7.2.1.3 Purpose

- 7.2.1.4 Name of traveler(s)
- 7.2.1.5 Correspondence that verifies business purpose of the expense
- 7.3 The mileage for a personal vehicle must document the date, location of travel to/from, number of miles traveled and purpose of trip.
- 7.4 Mileage will be reimbursed on the basis of the most commonly used route.
- 7.5 Reimbursement for mileage shall not exceed the cost of a round trip coach airfare.
- 7.6 Reimbursement for mileage shall be prohibited between place of residence and usual place of work.
- 7.7 Mileage should be calculated from employee's regular place of work or their residence, whichever is the shorter distance when traveling to a meeting or traveling to Williamson County, Texas for vendors who are located outside of Williamson County, Texas by at least a 50 mile radius.
- 7.8 When more than one person travels in same vehicle, only one person may claim mileage reimbursement.
- 7.9 Tolls, if reasonable, are reimbursable. Receipts are required for reimbursement. If a receipt is not obtainable, then written documentation of expense must be submitted for reimbursement (administrative fees on Tolls will not be reimbursed).
- 7.10 Parking fees, if reasonable are reimbursable for meetings and hotel stays. For vendors who contract with a third party for visitor parking at vendor's place of business, Williamson County will not reimburse a vendor based on a percentage of its contracted visitor parking fees. Rather, Williamson County will reimburse Vendor for visitor parking on an individual basis for each time a visitor uses Vendor's visitor parking. Receipts are required for reimbursement. If a receipt is not obtainable, then written documentation of expense must be submitted for reimbursement.
- 7.11 Operating and maintenance expenses as well as other personal expenses, such as parking tickets, traffic violations, and car repairs and collision damage are not reimbursable.

8. Other Expenses

- 8.1 Taxi fare, bus tickets, conference registrations, parking, etc. must have a proper original receipt.

9. Repayment of Nonreimbursable Expense.

Vendors must, upon demand, immediately repay County for all inappropriately reimbursed expenses whenever an audit or subsequent review of any expense reimbursement documentation finds that such expense was reimbursed contrary to these guidelines and this Policy. Williamson County reserves the right to retain any amounts that are due or that become due to a vendor in order to collect any inappropriately reimbursed expenses that a vendor was paid.

10. Non-Reimbursable Expenses

In addition to the non-reimbursable items set forth above in this Policy, the following is a non-exhaustive list of expenses that will not be reimbursed by Williamson County:

- 10.1 Alcoholic beverages/tobacco products
- 10.2 Personal phone calls
- 10.3 Laundry service
- 10.4 Valet service (excludes hotel valet)
- 10.5 Movie rentals
- 10.6 Damage to personal items
- 10.7 Flowers/plants

- 10.8 Greeting cards
- 10.9 Fines and/or penalties
- 10.10 Entertainment, personal clothing, personal sundries and services
- 10.11 Transportation/mileage to places of entertainment or similar personal activities
- 10.12 Upgrades to airfare, hotel and/or car rental
- 10.13 Airport parking above the most affordable rate available
- 10.14 Excessive weight baggage fees or cost associated with more than two airline bags
- 10.15 Auto repairs
- 10.16 Babysitter fees, kennel costs, pet or house-sitting fees
- 10.17 Saunas, massages or exercise facilities
- 10.18 Credit card delinquency fees or service fees
- 10.19 Doctor bills, prescription and other medical services
- 10.20 Hand tools
- 10.21 Safety Equipment (hard hats, safety vests, etc.)
- 10.22 Office Supplies
- 10.23 Lifetime memberships to any association
- 10.24 Donations to other entities
- 10.25 Any items that could be construed as campaigning
- 10.26 Community outreach items exceeding \$2 per item
- 10.27 Technology Fees
- 10.28 Sales tax on goods purchased
- 10.29 Any other expenses which Williamson County deems, in its sole discretion, to be inappropriate or unnecessary expenditures.