Proposal

Computer-Aided Dispatch System Procurement and Implementation Support

November 24, 2021

Williamson County, Texas

MissionCriticalPartners

Table of Contents

Introduction Letter

November 24, 2021

████████████████████████████

████████████████

Williamson County
100 Wilco Way
Georgetown, TX 78626

Re: Proposal for CAD System Procurement and Implementation Support

Dear ███████████ :

Mission Critical Partners, LLC (MCP) appreciates the opportunity to provide Williamson County, Texas (County) with a proposal for computer-aided dispatch (CAD), mobile data system (MDS) and records management system (RMS) procurement and an option for implementation support.

MCP is prepared to serve the County by assisting with achieving optimal delivery of emergency communications and systems-related services. If you have any questions regarding the information submitted, please contact me at ████████████ or ████████████ 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, LLC

David F. Jones, ENP
Senior Vice President

Your Mission Matters

At MCP, Our Mission Is Simple: To Improve Emergency Response and Justice Outcomes

We are committed to working collaboratively with you to implement successful solutions for your networks, data, and operations. More than just a consultant, we act as trusted advisors to our clients, striving to deliver value, efficiency, and fresh ideas—all while mitigating risk. We are solely focused on the public safety, justice, healthcare and critical communications sectors, and what makes us different is our holistic perspective. A leading provider of data integration, consulting, network and cybersecurity services, our vision is to transform the mission-critical communications and public-sector networks and operations into integrated ecosystems.

More importantly, we stand behind the significance of the work our clients do and how critical their missions are—not just for their organizations, but because their communities are counting on them. While we are proud to have the largest, most experienced team of specialized experts in the industry, our greatest pride comes from applying this expertise to work side by side with our clients to implement the best possible solutions— because the mission matters.

By the Numbers

Since 2009, MCP has supported 2,200+ projects for 750+ public-sector and critical communications agencies

We serve clients in 48 states and 95% of the nation's largest metropolitan areas

Our staff consists of 150+ subject-matter experts, each with an average of 25 years of experience, dedicated to supporting our clients and their missions

We create significant project cost savings for our clients—often 15%, sometimes more

More than 90% of our clients remain with us from project to project

BECAUSE
THE MISSION
MATTERS

MissionCriticalPartners

Nationwide Expertise, Local Insight

Turning Client Goals into Reality

With satellite offices, subject-matter experts, and project managers located across the country, MCP can deliver the right team, with the right experience and expertise, to every client, anywhere in the country.

Legend:
- **States Where MCP Has Worked**
- **MCP Office Location**
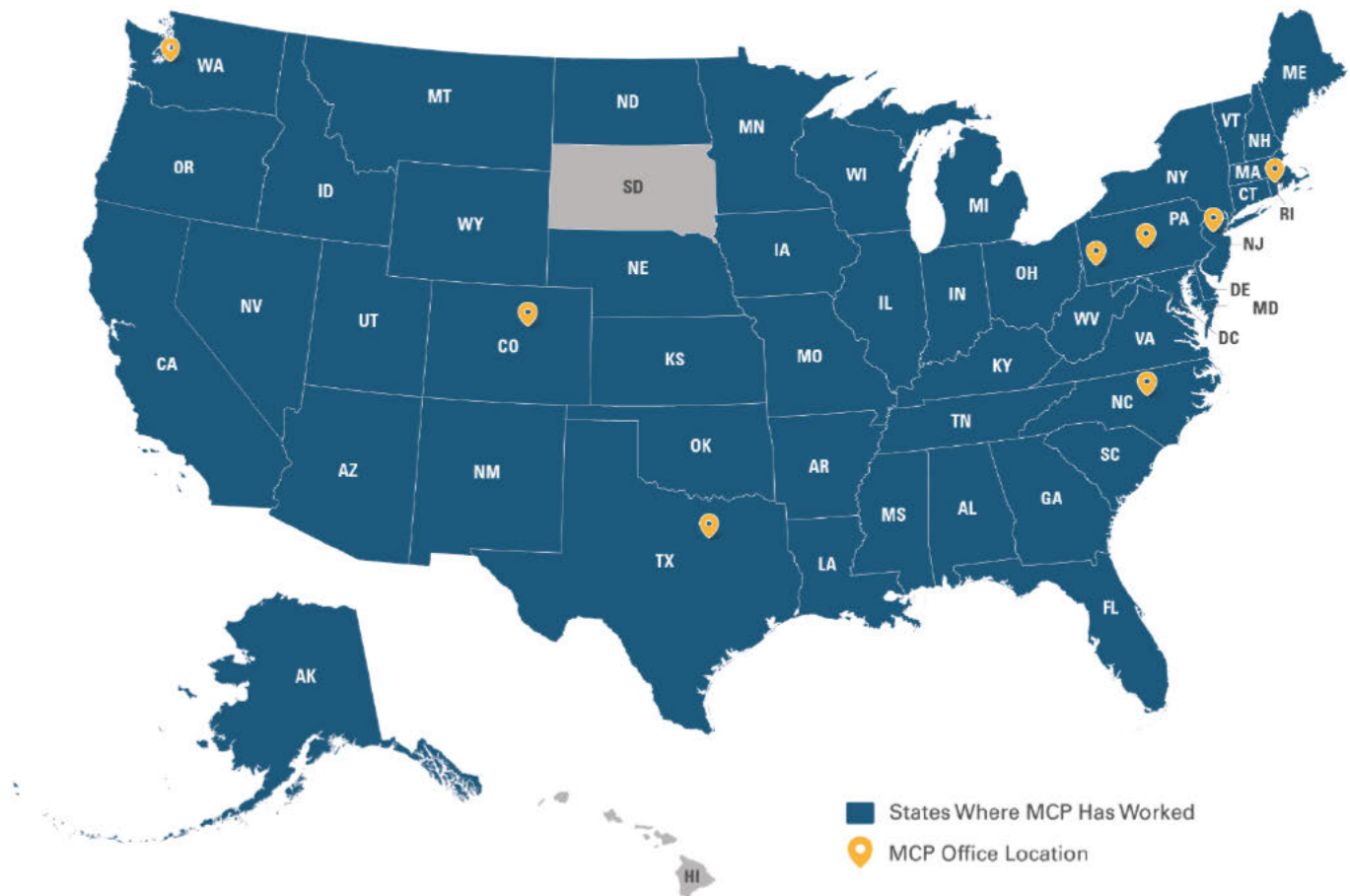
Corporate Headquarters

690 Gray's Woods Blvd. Port Matilda, PA 16870
Phone: 888-862-7911

Mission Critical Partners Branch Offices

Raleigh, North Carolina	Southlake, Texas	Denver, Colorado	Seattle, Washington
Cranberry Township, Pennsylvania	Providence, Rhode Island	Summit, New Jersey	

We're Committed to Putting our Clients First

Partnering with a firm that brings an independent, objective perspective to every engagement is a top priority of our clients. We stand behind our commitment to always put the fundamental interests of our clients first.
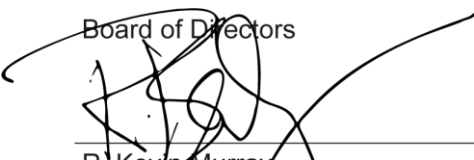
From our inception, vendor-neutrality is a value that underpins every aspect of what we do. Our goal is to determine the most favorable solution for our clients based on their unique requirements, budget, governance structure, operations, and existing technologies. We provide a holistic perspective regarding the entire mission-critical communications ecosystem, free of bias or favoritism to any specific product or service provider. Our recommendations always are based solely on the value and the benefit provided to the client.

For clients, this approach means more control and greater visibility into the systems they ultimately are responsible for operating and maintaining, and—more importantly—a successful project that improves outcomes.
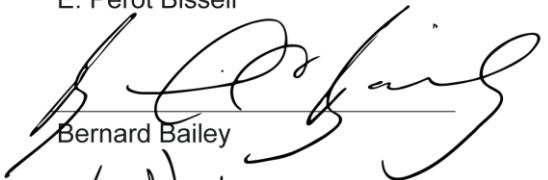
Board of Directors

R. Kevin Murray

Robert Chefitz

E. Perot Bissell

Bernard Bailey

Darrin J. Reilly

Nola Joyce

Mission Critical Partners understands that this project will be a major expense for Williamson County (County). MCP's rigorous assessment will serve as the foundation for all future system enhancements and will help the County make better-informed decisions in an uncertain environment. We deliver our recommendations in a multifaceted report that encompasses all key system areas to provide a comprehensive picture of an agency's needs.

Our methodology ensures that the County has confidence that the system is not being overengineered and equips you to do more with less by getting the best value from the available budget. MCP has helped clients:

- Lower system maintenance costs by upwards of 20%
- Negotiate savings during the procurement stage that typically ranges from 25% to 40%

Vendor-Neutrality Experience

MCP has vast experience in implementing complex and multidiscipline technology systems, having worked with large (Tier 1), mid-size, and small vendors alike, including, but not limited to:

- Motorola
- Intergraph
- TriTech
- Harris
- AT&T
- Tiburon

- Harris
- AT&T
- SunGard
- Firehouse
- Emergitec
- InterAct

- New World Systems
- Zuercher
- Positron
- VISION
- Aether
- Versaterm

- VisionAir
- Plant
- ESO
- PSSI
- Infor

Monitoring Services

Keeping a mission-critical IT environment running smoothly requires constant attention and the availability of highly specialized staff. Network infrastructure needs to be secure, up to date and operating at peak performance, 24x7. Between the growing number of network devices, identifying and troubleshooting incidents, and managing routine maintenance requirements, public safety agencies find themselves needing support.

Mission-Critical NetPulse® network monitoring services improve network reliability and provide agencies with a greater pulse on their IP network and IT enterprise with technology-agnostic support that spans all aspects of emergency communications.

A proven, trusted partner means proven, trusted success

No one knows the emergency response communications ecosystem better than MCP. We're the proven, trusted partner behind more than 2,200 mission-critical projects. And the trusted expertise of our field engineers and specialists ensures that mission-critical networks across the country are running smoothly and have reduced risk of unplanned downtime.

24x7, independent support, inside and out, and a single point of accountability

NetPulse Advanced monitoring services provide proactive and highly responsive around-the-clock remote support services via a network operations center (NOC) that mitigates, escalates, responds and resolves network incidents quickly. Our field engineers and specialists develop a deep understanding of the client's network environment and coordinate with every key network component provider and vendor involved with the network on behalf of the client, acting as a clearinghouse that manages incidents and events until issue resolution. MCP offers a variety of service plans that provide varying degrees of support—**Essential, Advanced, Secure and Custom.**

A dynamic, integrated view

NetPulse monitoring can provide a holistic, end-to-end view into an agency's entire network and supporting infrastructure, with support available for the following networks and applications:

- Computer-aided dispatch (CAD)
- Records management systems (RMS)
- Telephony
- Environmental site networks
- Microwave

- Call-handling equipment (CHE)
- Emergency Services IP networks (ESInets)
- Fiber-optic
- 911 and administrative servers, databases, router, switches

Unmatched visibility customized to your needs

MCP provides reporting services via **Mission-Critical NetInform® Discover**, a customizable dashboard and web portal that displays detailed visibility and real-time status of all activities impacting network performance and IT infrastructure. This includes status changes, tickets open, average response times, and incident and event status.

MCP also delivers a monthly status report that overviews critical network and IT activities, upcoming maintenance notifications and planned activities, client services, and network engineering support to provide transparent accountability.

Table 1: Sample Monitoring Service

Sample Clients	
Alameda Police Department, CA	Lucas County, OH
Albany/Capital District, NY	Melbourne, FL
Anchorage Police Department, AK	Milwaukee Police Department, WI
Baltimore Police Department, MD	Monterey County, Emergency Communications Center, CA
Brevard County, FL	Monterey County Sheriff's Office, CA
Carson City Sheriff's Office, NV	Montgomery County Sheriff's Office, OH
Forsyth County, GA	New York Metro Transit Authority
Fort Worth, TX	New York State Transit Authority
Harris County Sheriff's Office, TX	Orange County Fire and Rescue Department, FL
Indianapolis, IN	Orange County Sheriff's Office, FL
La Mesa, CA	

Statement of Services

Project Understanding

Mission Critical Partners understands Williamson County, Texas, has identified the need to obtain a professional services consulting firm to assist the County in the procurement of a computer-aided dispatch (CAD), mobile data system (MDS) and records management system (RMS).

On every project MCP leads, our goal is to understand the needs of the client and based on this understanding, develop solutions to meet those needs. Every client and project are unique, with their specific requirements that must be understood to be successful.

MCP will apply our extensive experience and knowledge of public safety software systems in executing the County's project, ensuring the needs assessment, replacement recommendations, and procurement of the County's new systems are successful by utilizing our proven project management processes.

MCP has outlined our approach and solution for the County to support the enhancement of its public safety services. In MCP's experience with similar CAD system replacement projects, we typically divide the level of effort into seven distinct phases:

Phase	Description	Tasks
1	Operational and Functional Needs Analysis and Requirements Outline	• Develop an understanding of the County's operations and the business needs of project stakeholders • Meet with team members/stakeholders to define business processes, functional specifications, and technical requirements • Define the County's interfaces and unique "pain points" to be included in the request for proposal (RFP) and address priorities and future-looking technologies of interest to the stakeholders
2	Specification Writing/RFP Development	• Incorporate MCP's best-practice technical specifications, as well as County legal and procurement requirements into the RFP • Produce a comprehensive RFP document that incorporates specific County issues that must be addressed by the vendor community • Determine specific use-case scenarios and a comprehensive requirements listing
3	System Procurement Process	• Support the competitive procurement process in conjunction with the appropriate County procurement department • Support the proposal-evaluation process with the County • Short-list vendor finalists and lead the use-case demonstrations with select vendors

Phase	Description	Tasks
4	Contract Negotiations	• Assist appropriate County officials, as needed, as they negotiate the vendor contract; provide expertise regarding industry-acceptable contract terms for public safety software systems • Support scope of work, milestone billing and schedule development for inclusion in contract, as appropriate
	Optional Services	
5	System Implementation and Cutover Support	• Provide insight to the County regarding the selected vendor's implementation plan • Collaboratively manage and oversee the vendor's implementation progress with the County staff • Review and critique training plan and delivery • Verify and validate delivery of proposed functionality • Attend and provide support for system cutover • Manage punch list through acceptance period • Support testing and system cutover
6	Technical System Verification	• Load and test operating software and any application software additionally required • Complete a system test of the servers to ensure proper configuration and functionality • Be present for the go-live event to ensure the hardware is functioning properly and the system is operational and stable • Monitor the system to ensure that it is functioning at peak performance levels through system acceptance and that any degradation in system performance is immediately reported to County IT personnel
7	Mission-Critical NetPulse® Network Monitoring Services	• Improve network reliability and provide agencies with a greater insight into their IP network and IT enterprise with technology-agnostic support that spans all aspects of emergency communications • Provide proactive and highly responsive around-the-clock remote support services via a NOC that resolves or escalates network incidents quickly

In the sections that follow, MCP provides a comprehensive analysis of our approach during each phase of the project.

Scope of Work

Phase 1: Operational and Functional Needs Analysis and Requirements Outline

Task 1.1: Project Initiation

MCP will conduct a meeting with the project team and stakeholder representatives to:

- Establish mutual acquaintance
- Clarify roles
- Review and align regarding desired outcomes and deliverables

MCP's project manager (PM) will facilitate the meeting. Prior to the meeting, MCP will review available documentation regarding:

- Current County requirements details
- Documented interfaces
- Desired system architecture and disaster-recovery material
- The County RFP template

The County and MCP will use Task 1 to gain a mutual understanding of the County's future vision for its new CAD/MDS/RMS system.

Task 1.2: User and Stakeholder Requirements Gathering

MCP anticipates that after the initiation meeting, we will remain on-site and hold two days of meetings and interviews to review the County's existing functional requirements and determine content that will be incorporated into the final RFP document. During this effort, MCP will facilitate conversations with stakeholders to consolidate requirements. MCP and the County's team will evaluate and determine the following:

- The County functional priorities
- "Pain points" of the existing system and County-specific problem statements
- Future-facing technologies and best practices for inclusion into the RFP

In addition, with MCP's input, the County will develop use cases for future reference and demonstration purposes.

As determined between the County and MCP, follow-up discussions, if necessary, will be held with the staff to gain a better understanding of issues identified during the initial on-site visit. Follow-up conversations will collaboratively look at the use cases developed with MCP's assistance to ensure that they are relevant to the RFP document and can serve in the demonstration step, referenced later in this document.

Analysis of the County's documentation generally will fall into several specific areas of investigation. The team will review the consolidated requirements of the public safety answering point (PSAP) during this phase to ensure that the approach is sufficient to capture data in key focus areas.

MCP will collaborate with the County to ensure that all necessary systems are properly represented in the County's RFP document. These can include, but are not limited to:

- CAD
- MDS
- Law Enforcement RMS
- Automatic vehicle location (AVL)/mapping
- 911 call-handling equipment (CHE)
- Additional existing and desired interfaces

MCP is committed to a holistic approach that helps Williamson County deploy integrated data-sharing solutions that promote communications interoperability and improve collaboration among the County agencies, with the end goal being improved emergency response outcomes.

As MCP works with the County on the RFP document, we also will provide insight into the RFP's language regarding vendor scope of work, maintenance, and service level agreement (SLA) management, defining use-case descriptions for vendor demonstrations and other general proposal best practices. Additionally, MCP will provide problem statements, considering the information exchanged during this phase, which will be introduced into the RFP document.
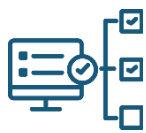
Deliverables:

- Project initiation meeting
- Updates and recommendations to the County's initial RFP document

Task 1.3: Vendor Due Diligence (Optional)

MCP has worked with many clients that want to engage the vendor community prior to initiating their procurement process to gain a better understanding of what is currently available in the public safety marketplace. The sessions allow stakeholders to observe, in a software demonstration session, the common features, system functionality, data exchange capabilities, and overall look and feel of the software. These are typically conducted by inviting vendors to participate in one-on-one demonstrations for a two- to three-hour window in successive days. MCP will work with the County to host such an event and will assist with scheduling, preparing the agenda, and facilitating the sessions on the County's behalf. MCP has included this task as an option in our pricing table under the assumption that it will occur over a three-day time span with no more than six vendors participating.

Phase 2: Specification Writing/RFP Development

Once requirements and the problem-statement outline are completed, MCP and the County core team members will update the RFP document and prepare it for release. The RFP document will be updated to address and define the systems and subsystems to be procured as part of an integrated CAD/MDS/RMS system.

The functional design and specifications that are developed from Phases 1 and 2 includes standards-based, statutory, and regulatory requirements. In this regard, MCP draws from many sources including, but not limited to:

Industry Standards
• Law Enforcement Information Technology Standards Council (LEITSC) • American National Standards Institute (ANSI) • Telecommunications Industry Association (TIA) • Association of Public-Safety Communications Officials (APCO) • National Emergency Number Association (NENA) • Americans with Disabilities Act (ADA) • National Fire Protection Association (NFPA) • Regional codes and standards • Local application of standards • State regulations

MCP will provide insight and recommendations regarding components of the RFP document, including:

- The functional specifications desired in the system(s) to be procured
- The procurement process and conditions, to include the County-required terms and conditions
- The system requirements, content and format of vendor proposals, so that the proposals received are uniform, cost-competitive, technically acceptable, and support a thorough and balanced evaluation process
- Introductory information for the proposer about the procurement process
- Other requirements
    - Project management
    - Configuration, implementation, and acceptance testing
    - Training programs and courses
    - Warranty and service/support capability requirements
    - Lifecycle—total cost of ownership requirements
- Cost proposals
    - Itemized equipment costs
    - Software licensing
    - Labor costs and rates
        - Data conversion, if applicable
        - Implementation
        - Project management
    - Training
    - Software maintenance costs
    - Hardware maintenance costs, if applicable
    - SLA response and restoral times
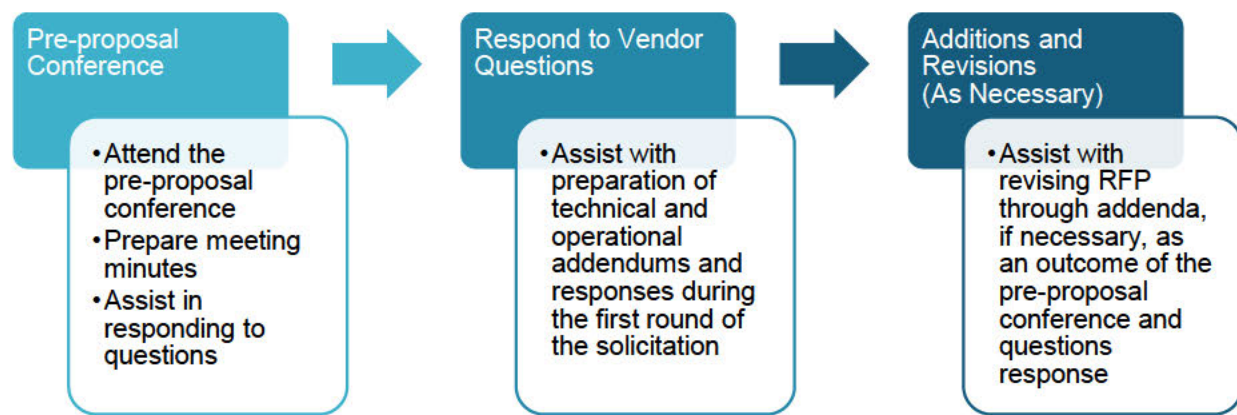
Deliverable:

- Final County RFP document

Phase 3: System Procurement Process

The MCP/County team will meet to confirm and finalize the County's decisions regarding the proposal-evaluation process for the future public safety systems. The intended outcome of this phase is for MCP to provide services to augment the County's planning and execution of the CAD/MDS/RMS system purchase. MCP will utilize its extensive experience in:

- Reviewing vendor proposals
- Identifying critical issues, concerns, and discrepancies
- Inquiring about alternative solutions based upon the vendor's software platform
- Judging the validity of the proposed costs

MCP's evaluation methodology and toolset have been reviewed by numerous state, city, and municipal procurement offices and legal teams throughout the country. Our ability to modify our existing processes and evaluation tools makes the process of scoring much more efficient for the County, as well as your procurement and legal representatives.

MCP understands the criticality of maintaining a fair and thorough vendor proposal-evaluation process for selection of the solution that best meets the County's business needs within the budget parameters. The key initial procurement processes and activities after RFP issuance include:

Pre-proposal Conference
- Attend the pre-proposal conference
- Prepare meeting minutes
- Assist in responding to questions

Respond to Vendor Questions
- Assist with preparation of technical and operational addendums and responses during the first round of the solicitation

Additions and Revisions (As Necessary)
- Assist with revising RFP through addenda, if necessary, as an outcome of the pre-proposal conference and questions response

Task 3.1: Proposal Evaluation

Review of Vendor Proposals

MCP will support the County in its evaluation of proposals from responding vendors and provide technical support throughout the procurement process. In conjunction with the County personnel, MCP will participate in the review and evaluation of proposals concerning compliance with the RFP's requirements. MCP will:

- Review proposals and provide a summary evaluation to identify noncompliant responses
- Provide technical and administrative consultation during the proposal-evaluation and vendor-selection processes, utilizing our evaluation matrix to efficiently track the review effort
- Assist with drafting questions to vendors

- Attend an interim evaluation meeting to discuss outstanding issues, as well as a follow-up meeting to review findings and conclusions

Vendor Use-Case Evaluation Demonstrations

MCP will assist the County with conducting vendor use-case evaluations of the top two vendors' solutions, using scenarios crafted specifically for the County and, if desired, using the County-provided data.

The MCP team will prepare a use-case evaluation schedule and assist in the development of all use-case evaluation scripts in cooperation with the County. MCP will facilitate use-case evaluations for up to two vendors to demonstrate their public safety software solutions to the County stakeholder team. MCP has budgeted one MCP resource to be on site to facilitate the two-day evaluation for each vendor.

After completion of the vendor use-case demonstrations, MCP will facilitate a meeting with the evaluation committee to discuss the demonstrations and socialize the benefits and shortcomings of each vendor's system.

MCP will provide scoring documentation to allow evaluators to judge vendors in a fair and impartial nature. MCP will subsequently lead the evaluation team meetings to decide on the top selected vendor. If necessary, MCP will develop best and final offer letters to the top two vendors for further financial benefit.

Evaluation Committee Presentation

MCP will provide a presentation of the recommendation to stakeholders and County officials. This is important to ensure that all stakeholders are kept informed regarding the procurement process and the criteria that led to the selection of the vendor.

Phase 4: Contract Negotiations

MCP will support the County's efforts during contract negotiations by specifically focusing on the vendor's statement of work and the payment milestones established as part of the contract. The appropriate County resources will be responsible for negotiating the contract with the selected vendor.

Once an initial contract is received from the vendor, MCP personnel will:

- Review the contract documents and provide comments regarding the contractual language, scope of work, and line-item pricing that is provided by the vendor
- Redline vendor-supplied software license and maintenance agreements to provide the County with a foundation as to what should be, and should not be, accepted within the vendor contract agreement

Optional Implementation Services

Phase 5: System Implementation and Cutover Support

MCP will provide support to the County throughout the public safety software implementation process. MCP understands the installation of the new CAD/MDS/RMS solution must be completed in a manner that results in minimum disruption of activities and limited disruption of dispatching services.

MCP's deployment support focuses on assisting the County in overcoming the barriers of success typically found in public safety technology projects. MCP will assist the project team and selected vendor(s) in the development of a single, integrated plan that encompasses all activities required to deliver success for the system implementation. Our goal is to support the County during deployment ensuring:

- Compliance with contract requirements and timelines
- Development of test plans and scripts designed to demonstrate functional fulfillment of the technical requirements
- Oversight of all activities associated with the installation of the CAD solution
- Review and approval of all milestone payment certificates
- Review and approval of project change orders, if necessary

MCP will:

- Serve as the County's advocate and participate in vendor kickoff and planning meetings
- Provide installation oversight
    - Periodically provide personnel on site during the installation process
- Work with the County and the vendor to develop a punch list of:
    - Issues
    - Roadblocks
    - Software defects
    - Items that fail to conform to the published technical specifications
- Support system cutover, acceptance testing, and final system approval
    - Resolve issues prior to MCP authorizing system acceptance and release of final vendor payment

MCP will support the County in planning, configuring, installation, testing, and go-live activities. Typical responsibilities of the MCP team during this phase can include support such as:

- General project management
- Schedule coordination and integration oversight between the vendor and the County
- Review of vendor documentation for approval by the County
- Maintenance of the requirements matrix to document delivery of all contracted items and features
- Identification of discrepancies between the vendor, the County, and third-party system elements
- Technical representation during functional, integration, and interface acceptance testing
- System transition and post-cutover reliability testing
- Punch list development and open item resolution
- Review of as-built documentation
- Assistance with coordinating vendor and the County's delivery of training
- Recommendation regarding system acceptance

Phase 6: Technical System Verification

Working collaboratively with the County's IT resources, MCP's role will be to provide third-party verification that the system hardware configuration and operating system, along with the network infrastructure, are operating as specified by the selected vendor. This effort will involve conducting system performance and throughput tests to be accompanied by the vendor's agreement that the system has met its requirements and is ready for operation.

During this process, MCP will load system monitoring software that will detect and measure system performance while the system undergoes testing, loading of applications software and interfaces, as well as other activities, such as end-user training and disaster-recovery testing.

Phase 7: Mission-Critical NetPulse® CAD Monitoring Services

Mission-Critical NetPulse network support services are customizable to an agency's needs and budget. What remains consistent is our level of responsiveness. MCP is committed to delivering a high quality of service that exceeds service level expectations.

CAD monitoring services provide proactive and highly responsive, around-the-clock remote support services via a NOC that mitigates, escalates, responds, and resolves CAD server and CAD network issues quickly. Our field engineers and specialists develop a deep understanding of the client's network environment and coordinate with every key network component provider and vendor involved with the network on behalf of the client, acting as a clearinghouse that manages incidents and events until issue resolution.

The NetPulse Advanced CAD program includes a comprehensive set of services:

- Establish a secure connection between the agency system and MCP's NOC
- Maintain user guide, including contact information and help desk instructions
- Provide a help desk to answer your questions, provide advice, and solve problems
- Dynamically collect status information
- Set thresholds for alerts
- Monitor the status of systems and networks (see below for details)
- Respond when something needs attention
- Assist with operating system and application updates
- Analyze and report on conditions—provide monthly reports on routine matters and immediate reports on critical conditions
- Provide recommendations to keep systems and networks functioning properly
- Serve as an advocate for the agency when dealing with multiple support providers
- Deploy staff when on-site services are needed

NetPulse Advanced CAD monitoring includes Tier One and Tier Two Incident Management services. Our NOC personnel accept, ticket, triage, and work to resolve each network incident as they occur. Should a device exceed a threshold such that an alarm is generated, the following will occur:

1. Alert, with a corresponding explanation, device identification, timestamp, will appear in the network and device health dashboard.

2. All individuals designated by the client will be notified via email and short message service (SMS).

3. MCP's NOC will receive notification and will initiate initial triage.

4. MCP's NOC will initiate actions to remediate failure. These actions will include, but are not limited to:

    a. Initiate hardware maintenance/repair process

    b. Initiate remediation of the event with fiber vendor, if applicable

    c. Coordinate other necessary actions with the County

Systems and Network Monitoring

NetPulse Advanced monitoring utilizes a server to collect and transmit data to the MCP NOC. The following are representative of the conditions monitored:

Server Monitoring	Network Monitoring
• Virtual environments • Processor and memory utilization • Disk utilization • Services • Print queues • Error reports • Event logs • Time sync • Backup logs • Logs for high availability disk arrays	• Device status (up/down) • Average response time (ping) to device • Packet loss to device • Processor utilization • Memory utilization • Port utilization

In summary, MCP monitors the environment and engages as soon as a detected issue requires attention.

Problem Resolution for CAD/RMS

As issues are identified, MCP's CAD services team follows a triage model, working along with your staff, to isolate the matter into one or more of the following categories:

- Application
- Hardware
  - Server
  - Storage
  - CAD workstation
- Database
- Virtualization
  - Network
  - Remote systems and interfaces (not being monitored)

Once the issued is assessed, MCP will resolve the issue or engage your staff and the other parties involved. We will monitor the status until the matter has been resolved.

Communications and Reporting

Critical issues and conditions are communicated to the agency immediately. The other monitoring results are reported monthly, at a minimum. The monthly reports include:

- All issues detected
- Corrective actions taken
- Summary of tickets created
- Review of system performance and utilization
- Link to a customized dashboard
- Required site actions

In addition to these communications, MCP will assist in organizing monthly status calls that are attended by a wide range of stakeholders, including representatives of management, the primary users within the agency, the applications provider, IT support personnel, and others.

Help Desk

NetPulse Advanced monitoring includes a comprehensive telephone support desk which is available for reporting issues, requesting services, solving routine matters, and answering questions during normal working hours.

The help desk and support are available 24x7x365 for critical matters.

Prerequisites

The success of NetPulse Advanced is based upon the condition and capacity of the environment to support the requirements of the application systems. It also is based upon MCP engineers having an in-depth understanding of the requirements and the environment. MCP will take the following steps in establishing the NetPulse Advanced program:

1. Conduct a system assurance review (SAR) to assess the requirements and operating environment and identify vulnerabilities that can contribute to problems

2. Work with the agency to develop a plan to remedy deficiencies and optimize the environment

Agency Support and Facilities

The following are needed for MCP to monitor and perform troubleshooting triage of the systems and network:

- Remote access to the site using a virtual private network (VPN) or other secure access facility
- A server to support monitoring – can be a virtual machine
- Ability to send email alerts and reports from the monitoring system to MCP
- Agency contact to assist in coordinating support services
- On-site assistance during triage and other problem-solving activities

Proposed Timeline

The following figures detail our proposed schedule. Please note, the Phase 1 start date is estimated and can be adjusted to the County's preference.

Task Name	Duration	Start	Finish
Phase I – Needs Assessment	60 days	1/3/22	3/25/22
Phase II – Specification Writing/RFP Development	60 days	3/28/22	6/17/22
Phase III – Procurement Process	100 days	6/20/22	11/4/22
Phase IV – Contract Negotiations	40 days	11/7/22	12/30/22
Contract Executed	0 days	12/30/22	12/30/22

Figure 1: Proposed Schedule

Figure 2: Gantt Chart

MissionCriticalPartners
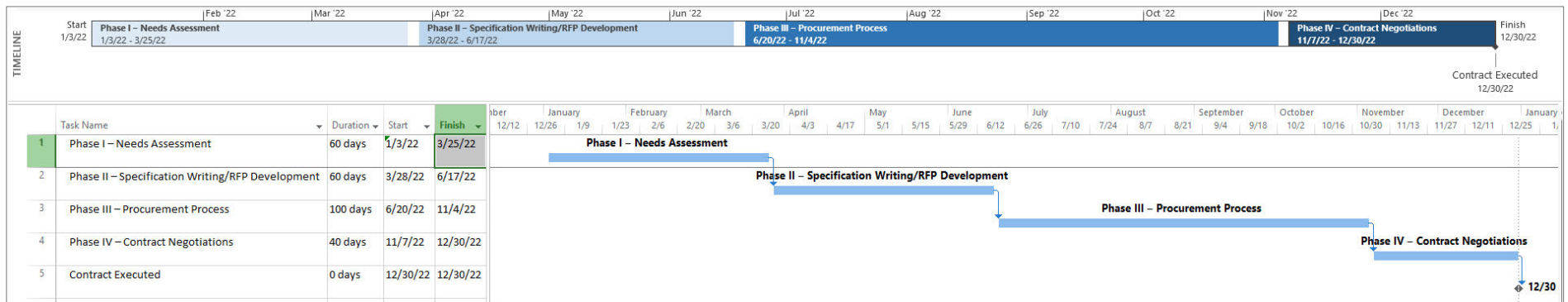
Project Methodology

The MCP approach will apply the Project Management Institute (PMI) principles to develop a disciplined project plan for:

- Risk management
- Communications
- Resource allocation
- Scheduling
- Quality assurance of deliverables

This is accomplished by our senior staff working closely with the County's project team in developing the right project approach for your agency and stakeholder community. Once fully defined with the County, this plan will serve to drive the project throughout its lifecycle.

Project Management

MCP will utilize industry-recognized tools (e.g., MS Project, Deltek VantagePoint) to develop and maintain the overall project schedule, as well as track project costs. MCP's PM will provide regular monitoring of the schedule as the project progresses and identify any potential issues between scheduled and actual progress.

A key element of the project plan is the monitoring of project status and interactive communication with the County. MCP's PM will be responsible for establishing the parameters of status reports and interaction with the County and stakeholders; activities may include, but are not limited to:

- Coordinate routine status calls and ad hoc meetings and conference calls as required
- Manage project master schedule with milestones
- Provide project administration including:
  - Accept, route, and distribute project communications
  - Develop schedule and monitor activities
  - Provide written status reports, as needed
  - Contractual compliance monitoring
  - Record keeping
  - Cost tracking
- Provide periodic progress reports and presentations to the executive, senior staff, elected officials, and project advisory committees as identified in the scope of work.

As your selected consultant, MCP will interactively work with the County project management team to fully develop an updated schedule during the kickoff meeting. Updates or changes to the project schedule, as needed, will be performed by MCP's PM, based on the approval of the County designated project lead.

Project Team

With more than 150 staff members, MCP's specialized professionals are integral members of our team:

MCP's Specialized Professionals
• Former executive directors and public safety managers
• Consolidation and technology specialists
• Facility and staffing experts
• Emergency Number Professionals (ENPs)
• Technology, forensic, and policy specialists
• Project Management Professionals (PMPs)

MCP will support this project with 100% internal staff to protect the County from the risk of 1099 staff or subcontractors that could delay project initiation, delivery or create contractual issues over responsibilities. The figure below identifies the key team members from our staff that we plan to assign to this important project.

Organizational Chart

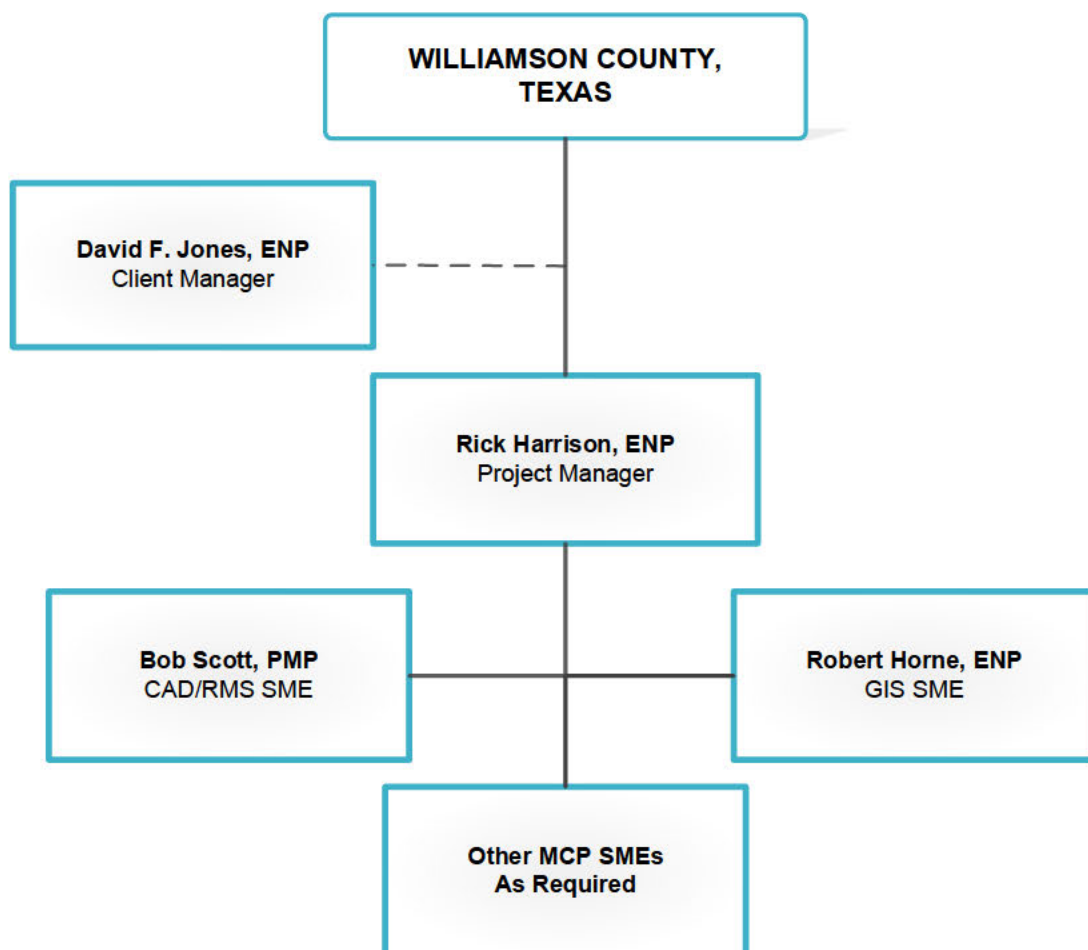Figure 3: Project Team

Each team member brings a unique skill set and depth of experience in radio system needs assessment. Additional resources and subject matter experts are available also, as we are a full-service firm focused on all aspects of public safety communications.

Resumes

Resumes highlighting our qualifications and experience performing CAD services are included on the following pages.

David F. Jones, ENP

Co-Founder, Senior Vice President, Director of Strategic Accounts, Mission Critical Partners

David provides executive-level consultative services and expertise on matters related to NG911, government affairs, public policy, and legislation. He is an internationally known subject matter expert on 911, NG911, and emergency services. He has advocated for emergency services-related issues throughout North America, as well as in Asia, South America, and Europe. While serving as president of NENA, he testified before the United States Senate Commerce Committee on issues pertaining to 911 and next generation telecommunications networks. David was among the first in the nation to be certified as an ENP and has more than 25 years of experience in the public sector having administered, directed, managed, and operated emergency service agencies and 911 departments. Areas of specialization include:

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

Representative Experience

State/Regional Experience

- Arizona—FirstNet-related support, NG911 planning and implementation, executive-level support
- Association of Central Oklahoma Governments (ACOG)—NG911 design, acquisition and deployment
- California—Leadership development/NG911 training
- Colorado—911 Resource Center NG911 system review
- Kansas—NG911 support
- Michigan—Public safety broadband
- Minnesota—Statewide 911 implementation, technology support, procurement support
- Nebraska—Public Safety Commission NG911 study, professional general consulting
- New Mexico—NG911 Planning and Implementation support
- Oklahoma—NG911 support
- Tennessee—Emergency Communications Board Technology consulting
- Texas—Commission on State Emergency Communications (CSEC)—ESInet facilitation
- North Central Texas Council of Governments (NCTCOG)—911 master planning, executive mentoring, GIS assessment, NG911 implementation and PSAP feasibility study
- Lower Rio Grande Valley Development Council, TX—NG911 migration support

City/County Experience

- Horry County, SC—911, NG911 and radio support
- Shelby County, TN—911 District
    - Memphis Police Department—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, TX—911 District customer premise equipment (CPE) review and implementation and Regional Interoperability Communications Committee (RICC) study
- Dallas, TX—NG911 System Planning/911 CPE replacement
- San Francisco, CA—911 system replacement
- Spartanburg County, SC—Director, Emergency Services – 911, Emergency Management Agency, Fire Marshal, and Emergency Services Training Academy

Industry Experience

37 years

Education

B.A., Political Science, Wichita State University, KS

Certifications

Emergency Number Professional (ENP)

Associations

National Emergency Number Association (NENA)

NENA, President, 2005-2006; Executive Board, 2001-2007

Association of Public-Safety Communications Officials (APCO)

Industry Council for Emergency Response Technologies (iCERT) Executive and Policy Committee

Awards

"Order of the Palmetto," by South Carolina Governor, October 2005. Highest civilian award in the State for "efforts to improve emergency services and communications"

Richard B. Harrison, ENP
Technology Specialist, Mission Critical Partners

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

Representative Experience

State/Regional Experience

- Pennsylvania Emergency Management Agency (PEMA)—Supported data gathering and reporting for statewide PSAP assessment
- PEMA—NG911 project
- Illinois—NG911 feasibility study
- Northern Virginia Emergency Response System (NVERS)—Fire and EMS assessment
- Tri-Com Central Dispatch, IL—Technology assessment and strategic plan

City/County Experience

- Atlanta, GA—CAD procurement for police and fire
- Philadelphia, PA—CAD procurement for police and fire
- 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 assessment
- Charles County, MD—Fire and EMS assessment
- Harford County MD—EMS organizational analysis
- Durham, NC—Police department headquarters complex relocation
- Orange County, VA—Emergency communications consolidation assessment
- Richmond, VA—PSAP assessment and strategic plan development
- Adams County, CO—PSAP assessment
- Orange County, CA—PSAP assessment
- San Bernardino, CA—EMS optimization analysis
- Cobb County, GA—Technology assessment and strategic plan
- El Paso Teller Authority, CO—Regional CAD solution

Additional Experience

- Lancaster County, PA—Countywide communications
    - Served as operations manager, primary supervisor, assistant supervisor dispatcher—police, fire and EMS
    - Assisted in the development of three different CAD systems
    - Planned and oversaw PSAP re-location and renovation of 911 Center
    - Managed PSAP daily operations and development of policy and procedure
    - Developed field communications vehicle and subsequent policies for response
    - 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

42 years

Certifications

CJIS Level 4 Security Awareness Certification

Emergency Number Professional (ENP)

Certified Pennsylvania 911 Supervisor

Emergency Management Certification

Associations

National Emergency Number Association (NENA)

Association of Public-Safety Communications Officials (APCO)

South Central Task Force Communications Sub-Committee

Board Member Lancaster County Fire Chiefs—Present Treasurer

Lancaster City—County Crime Stoppers

Robert J. Scott, PMP
Senior Technology Specialist, Mission Critical Partners

Bob served the Pennsylvania State Police (PSP) for 26 years where he had the opportunity to serve as a project manager for many large public safety technology projects and leveraged that experience into a successful career as a public safety consultant/project manager. For ten years in the private sector, Bob has led and been a senior technical resource on many public safety projects including public safety software systems procurements and radio system implementations.

Representative Experience

State/Regional Experience

- Pennsylvania State Police—Records management, CAD, mobile data systems replacement project, Project Manager, prepared comprehensive functional requirements, developed RFP for publication and managed a rigorous vendor evaluation which led to vendor selection
- Pennsylvania Emergency Management Agency (PEMA)—NG911 support and management information system procurement
- Pennsylvania Turnpike Commission—Project manager for public safety radio system RFP
- Northwest Central Dispatch, IL—CAD/Mobile Data/Law RMS/Fire RMS procurement.
  - RFP development facilitate vendor selection, contract negotiations, and implementation oversight
- Tri-Com Central Dispatch, IL—CAD/Mobile Data System technology assessment and Strategic Technology Plan, Project Manager, business needs assessment, RFP development, and contract negotiations
- Ohio—Statewide Ohio E911 PSAP Consolidation Assessment
  - Served as a lead technical writer for E911 PSAP Consolidation Assessment report and conducted PSAP site visits interviewing Ohio PSAP directors and dispatch staff

City/County Experience

- Philadelphia, PA—CAD/Mobile Data systems RFI development, functional specifications, use-case demonstrations facilitator, vendor selection and contract negotiations
- Philadelphia, PA—Fire RMS and personnel accountability system RFP development
- Atlanta, GA—Records management implementation consultant
- Chicago, IL—CAD/Mobile Data systems RFP development, vendor evaluation and use-case demonstrations facilitator, and support of contract negotiations
- Frederick County, MD—CAD/Mobile Data/Law RMS/JMS Procurement, RFP development and facilitate vendor selection
- Adams County, CO—PSAP assessment of Adams County Communications Center, assessed PSAP technology, staffing, facility and operations and provided recommendations to enhance services and better utilize resources
- Hamilton County, OH—Communications center efficiency study and funding analysis
- Richmond, VA—PSAP assessment and strategic plan
- Orange County, VA—Emergency communications consolidation feasibility assessment
- Adams County, PA—Project manager on 800 MHz public safety radio system project, negotiated separate contracts with radio, microwave and tower site vendors, and oversight of 19 radio tower site implementation
- Montgomery County, PA—Project manager for countywide 700/800 MHz radio system assessment and APCO P25 Phase II feasibility study

Industry Experience

36 years

Education

Pennsylvania State Police Academy

B.S., Criminal Justice, University of Scranton, Pennsylvania

Certifications

Project Management Professional (PMP)

Associations

Project Management Institute (PMI)

National Emergency Number Association (NENA)

Association of Public-Safety Communications Officials (APCO)

Robert Horne, ENP

Senior Technology Specialist, Mission Critical Partners

Robert has built a long and successful career fostering prosperous relationships between local, regional, state and federal GIS programs in the interest of interoperable public safety. Robert has experience with integrating people, processes, systems, and data into 911 PSAPs, EOCs, fire and police command centers and fusion centers across the country. Areas of specialization include the performance of strategic consulting tasks, including information gathering, needs analysis, application definitions, strategic and implementation planning, data modeling, business process reengineering and standard operating procedures development.

Representative Experience

State/Regional Experience

- Maryland 911 Board—NG911 Spatial Interface (SI) data analysis and readiness assessment and statewide NG911 GIS strategic plan and implementation support
- Pennsylvania Emergency Management Agency (PEMA)—NG911 GIS strategic plan and state-wide implementation coordination
- Virginia Information Technologies Agency (VITA)—GIS needs analysis and implementation planning and NG911 strategic planning roadmap
- Nebraska Public Service Commission (NPSC)—NG911 strategic planning and GIS support and wireless integrity testing
- Arizona 911 Program—NG911 GIS strategic plan and state-wide education and outreach to local GIS
- Minnesota Department of Public Safety, Emergency Communications Networks—NG911 strategic planning and GIS support
- Pennsylvania Region 13 Task Force—NG911 GIS readiness gap analysis and five-year strategic plans for each of the 15-member jurisdictions and the region
- National Capital Region (NCR) Urban Area Security Initiative (UASI)—Developed NCR Geospatial Data Exchange (GDX) for real-time emergency geospatial data sharing across the Tri-State region and regional NG911 spatial interface development coordination
- Central Texas Council of Governments (CTCOG)—911 data and process assessment
- North Central Texas Council of Governments (NCT9-1-1)—GIS needs analysis and implementation planning, staffing plan and training, and NG911 gap analysis and transition plan
- District of Columbia Homeland Security and Emergency Management Agency (HSEMA)—As regional GIS lead, developed GIS for EMA program and supported 3 presidential inaugurations, 78 federal national security special events, and more than 100 natural and human-created disaster activations
- Washington, DC—Washington Regional Threat Analysis Center (WRTAC)—Created and managed geospatial intelligence program and provided—for official use only and classified analysis of law enforcement—health and homeland security data for steady-state, national security events and emergency operations

City/County Experience

- Atlanta, City of, GA—CAD and GIS data cleanup, integration and migration support
- Fairfax County, VA—NG911 GIS readiness assessment project support
- Carroll County, MD—NG911 GIS readiness assessment and data improvement
- Charles County, MD—Fire and EMS assessment and strategic plan
- Burke County, NC—NG911 GIS readiness assessment project management
- Wake County, NC—Emergency management study and gap analysis

---

Industry Experience

29 years

Education

B.S., Computer Science, Business Information Systems, Columbia Southern University, AL

Certifications

Emergency Number Professional (ENP)

Federal Emergency Management Agency (FEMA) Emergency Management Institute, Certified Emergency Operations Center Manager

The State of Florida, Disaster Recovery Operations (G385) "Train the Trainer

Associations

National Emergency Number Association (NENA)

Maryland State Geographic Committee (MSGIC)

Experience

MCP's CAD/RMS Experience

Client	CAD Assessment	CAD Procurement	CAD Implementation	RMS	JMS	CAD Monitoring	RMS Monitoring	CAD/RMS Maintenance/ Monitoring
Adams County, CO				✓				
Addison, Village of, IL		✓	✓	✓				
Albany/Capital District, NY			✓	✓				✓
Allen, TX	✓	✓						
Amarillo, TX	✓	✓						
Anchorage, AK				✓				✓
Atlanta, GA			✓	✓				
Aurora, CO		✓	✓					
Baltimore, MD	✓					✓		
Beaver and Washington Counties, PA		✓	✓			✓		
Brevard County, FL				✓				✓
Carson City, NV				✓				✓
Centre County, PA		✓		✓				
Charleston County, SC		✓		✓	✓			
Chicago, IL		✓						
Delaware, State of	✓	✓	✓	✓				
Delaware County, PA[1]	✓	✓	✓					
Denton, TX	✓	✓	✓	✓				
Des Moines, IA	✓	✓	✓	✓				
El Paso Teller, CO			✓					

---

[1] CAD-to-CAD, Bucks, Montgomery, Delaware and Chester counties and the City and County of Philadelphia

Client	CAD Assessment	CAD Procurement	CAD Implementation	RMS	JMS	CAD Monitoring	RMS Monitoring	CAD/RMS Maintenance/ Monitoring
Emeryville, CA	✓			✓				
Fairfax, VA	✓							
Forsyth County, GA				✓				✓
Frederick County, MD	✓	✓		✓	✓			
Fulton County, GA	✓					✓		
Gwinnett County, GA						✓		
Harris County, TX								✓
Hawthorne, CA				✓		✓		
Hillsborough County, FL	✓	✓	✓					
Indiana County, PA[2]		✓	✓					
Indianapolis, IN						✓		
Jefferson County, MO	✓							
Lake County, IL		✓		✓	✓			
La Mesa, CA						✓		
Lucas County, OH						✓		
Melbourne, FL						✓		
Memphis, TN	✓	✓	✓					
Milpitas, CA				✓				✓
Milwaukee County, WI	✓					✓		
Monterey County, CA						✓		
Montgomery County, OH				✓			✓	

---

[2] Indiana, Armstrong, Greene, Fayette, and Somerset counties

MissionCriticalPartners

Client	CAD Assessment	CAD Procurement	CAD Implementation	RMS	JMS	CAD Monitoring	RMS Monitoring	CAD/RMS Maintenance/ Monitoring
National Capital Region[3]	✓							
National Institutes of Health	✓			✓				
New York Metropolitan Transit Authority				✓			✓	
New York Thruway Authority						✓		
North Texas Emergency Communications Center		✓	✓					
Northwest Central Dispatch, IL	✓	✓	✓	✓				
Orange County, FL			✓	✓				✓
Philadelphia, PA	✓	✓						
Polk County, FL								✓
Raleigh, NC						✓		
Region 13, PA[4]	✓	✓	✓					
Sacramento Regional Fire Authority, CA				✓				✓
Salt Lake City, UT	✓							
San Antonio, TX	✓							✓
San Francisco, CA								✓
San Jose, CA				✓				
Sedgwick County, KS		✓	✓	✓	✓			
Shelby County, TN	✓	✓	✓					
St. Mary's County, MD	✓	✓						

[3] CAD-to-CAD
[4] Butler, Lawrence, Mercer, and Venango counties

Client	CAD Assessment	CAD Procurement	CAD Implementation	RMS	JMS	CAD Monitoring	RMS Monitoring	CAD/RMS Maintenance/ Monitoring
Taylor, TX		✓	✓					
Tulsa, OK	✓	✓						
University of Pennsylvania				✓				
Venango County, PA								✓
Wake County, NC	✓	✓						
Wichita Falls, TX	✓	✓		✓				

Relevant Project Experience

MCP's proven record of success with CAD/MDS/RMS projects is detailed on the following pages.

City of Denton, Texas

Service Provided: CAD and RMS Procurement and Implementation Support

██

████████████████████████

Project Dates: March 2017 to December 2019

Challenge: The City of Denton, Texas, (City) is located about 40 miles northwest of the Dallas-Fort Worth metroplex. The city encompasses about 88 square miles and has a population of about 130,000. The population of the city is expected to grow by at least 80 percent by 2030. The city's public safety answering point (PSAP) provides 911 call-taking and dispatching services to the Denton Police Department and the Denton Fire Department. The PSAP handles more than 120,000 emergency calls for service annually.

The City sought to replace its aging computer-aided dispatch (CAD) system, mobile data system, and law enforcement and fire department records management systems (RMS) with a scalable integrated solution that would accommodate the city's growth. The CAD and RMS needed to interface with numerous other software applications.

Solution: The City hired Mission Critical Partners to support the CAD and RMS procurement and implementation effort. MCP subject matter experts performed specific tasks during the project that included:

- Comprehensive set of technical requirements for each of the applications to assure needed functionality
- Scope of work development document to ensure that vendor could successfully deliver the proposed solution
- Pre-proposal vendor conference support
- Technical expertise and assisted the City in crafting questions for the vendors
- Supported the city staff throughout the proposal evaluation and scoring process
- Vendor demonstrations and site visit support
- Vendor selection and contract negotiation
- Oversaw system implementation, testing, cutover and vendor-provided training

Key Result: The City released a request for proposal that included the scope of work/technical requirement document in December of 2017. MCP supported the City's procurement effort with vendor on-site demonstration occurring in September 2018. MCP assisted the City throughout the implementation process.

El Paso – Teller County 911 Authority, Colorado

Service Provided: Centralized CAD Implementation Support

███

███████████████████████████████

Project Dates: December 2018 to June 2020

Challenge: The El Paso-Teller County 911 Authority (Authority) sought to obtain professional consulting services to overcome any barriers to success typically found in a public safety technology implementation project and ultimately oversee the implementation of the system.

Solution: Mission Critical Partners was retained to work with the Authority and the PSAPs served by the Authority participating in this project to confirm deliverables being proposed by the CAD vendor. MCP also assisted with overarching project management to meet the needs of the Authority and the member agencies served by the Authority, including:

- CAD System Implementation and Cutover Support
    - Developed integrated plans that tracked and managed activities required to deliver successful implementation
    - Supported the Authority in planning, configuring, installation, testing, and go-live activities
- Additional Implementation Activities
    - General project management
    - Scheduled coordination and integration oversight between the CAD vendor and the Authority
    - Review of CAD vendor documentation for approval by the Authority
    - Identification of demarcation points for discrepancies between the contractor, the Authority and third-party system elements
    - Technical representation during functional, integration and interface acceptance testing
    - System transition and post-cut-over reliability testing
    - Punch list development and open item resolution
    - Review of as-built documentation
    - Recommendation regarding system acceptance

Key Result: MCP supported the Authority in confirming requirements and provided project management support for deploying the new centralized CAD system. MCP aiding the Authority during deployment, ensured compliance to contract requirements, development of test plans and scripts designed to demonstrate functional fulfillment of the requirements; and oversight of activities associated with the solution being implemented.

City of Chicago, Illinois

Service Provided: CAD Procurement Support and Contact Negotiations

██

████████████████████

Project Dates: April 2018 to January 2020

Challenge: With a population of almost three million residents, the City of Chicago is the third largest city in the United States and one of the most visited cities in the country. The City desired expertise and consultative assistance to support the procurement of a new CAD system and to evaluate potential solutions for a needed replacement with state-of-the-art technology to provide increased efficiency to meet the City's strategic direction and the needs of its citizens and visitors.

Solution: Mission Critical Partners was retained as a sub-consultant to Clarity Partners, LLC to facilitate the CAD vendor evaluation and selection process for the City's Office of Emergency Management & Communications (OEMC) and to provide support for CAD vendor contract negotiations. This included:

- Prepared for and conduct initial planning session with evaluation team
- Determined roles, responsibilities and deliverables
- Conducted critical review of proposals prior to evaluation committee review
- Conducted internal knowledge transfer session on how to evaluate responses to maximize consistency in evaluations by the evaluation team
- Supported evaluation committee review of RFP responses based on established criteria and facilitated discussions around key points of disparity and clarified understanding of the responses
- Drafted, reviewed and finalized a list of clarifying questions to each vendor
- Facilitated the evaluation team sessions to discuss the short-listed firms and reached a consensus recommendation to the chief procurement officer
- Drafted vendor evaluation summary and evaluation committee recommendation
- Facilitated use-case demonstration sessions including three vendors, two-days for each presentation
- Maintained communications with vendors, prepared contract negotiation checklist, reviewed SOW and prepared agenda for SOW negotiation
- Facilitated SOW negotiation sessions and reviewed software license and implementation services agreements

Key Result: With MCP's support, the City received best and final offers from the two vendor finalists and entered the final stages of selecting their new CAD/Mobile Data solution with all the necessary information to ensure a successful procurement and implementation.

County of Charleston, South Carolina

Service Provided: Executive Consulting, CAD, JMS, RMS Procurement Support/Request for Proposal Assistance

██████████████████████████████████████

████████████████████████████

Project Dates: October 2012 to March 2015

Challenge: The County of Charleston (County) sought to develop and release a request for proposal (RFP) for a comprehensive public safety system. The system, designed to provide the highest level of data interoperability between law enforcement agencies, is scheduled to include an RMS, JMS, field based reporting civil process, internal affairs, and National Crime Information Center and CAD interfaces. The technical complexity of the project required a logical and efficient RFP that clearly reflected the County's strategic goals. It also needed to provide a framework for the County to quickly and objectively evaluate a vendor's ability to meet the County's operational and functional targets.

Solution: Mission Critical Partners was retained to work with County representatives to finalize a solicitation document for the competitive procurement of public safety applications, hardware, training and support. MCP conducted a series of personal meetings with County stakeholders to identify key project objectives, confirm the required system functionalities, and gain a full understanding of the existing system. In addition, MCP reviewed all materials prepared to date, including the solicitation document, to ensure that documents clearly communicate the operational features and functionality of this complex project.

These and other tasks were designed to help the County re-format and re-organize its solicitation document so that it was more understandable to the vendor community. This helped streamline the procurement process, enhance system performance and achieve cost efficiencies by increasing the likelihood that vendors would propose measurable solutions that could be objectively evaluated.

Key Result: MCP worked in partnership with Charleston County and an RFP was released to the vendor community on March 14, 2013 to ensure a solution that would improve interoperability and information sharing between multiple participating agencies, and interfacing with local and district judicial systems to track the entire cycle from dispatch to disposition.

"MCP gave us the objective analysis we needed to develop a clear and concise RFP for a very technical project. As a result, we expect fewer vendor questions and more proposed solutions that address our specific needs."

- Lori Lambert, Project Officer
Charleston County Consolidated 911 Center

Northwest Central Dispatch System, Illinois

Service Provided: CAD/MDS/RMS Project Management

███

Project Dates: April 2017 to Present

Challenge: Northwest Central Dispatch System (NWCDS) is a joint PSAP responsible for answering all incoming 911 calls and processing all emergency and non-emergency police, fire and EMS events for its 13 member and contracted agencies. The NWCDS serves 11 suburban Illinois communities located northwest of Chicago. As of 2010, the combined population of these 11 communities had reached nearly 500,000 citizens.

The NWCDS was in need of new CAD and mobile data systems (MDS), as well as law records and fire records management systems. The key aspect of this project was to identify NWCDS' operational and system requirements, publish them in a comprehensive request for proposal (RFP) and select products best suited to enable NWCDS and its partner agencies to fulfill their mission. The selected system must have the capability to scale appropriately to meet specific performance criteria now and in the future, while also accommodating workload increases based on the potential for new communities and/or agencies to join the NWCDS. The system would also need to be sized to ensure sufficient data storage capacities that met initial data requirements, but also could be easily increased to adjust to changes in call volume, operational needs and expanded system functionality.

Ultimately, the NWCDS required a system capable of handling a minimum of 1.5 million events annually and accommodating double the number of existing dispatch positions/workstations. The selected system would need to have the ability to scale to meet approximately 150 percent growth and have a high availability disaster recovery architecture.

Solution: Mission Critical Partners was hired to develop functional and system requirements for the new, more robust system required by the NWCDS. A team of MCP public safety professionals worked with the NWCDS to develop a RFP to procure the necessary systems, conducted rigorous vendor evaluations and assisted the NWCDS in selecting a vendor.

MCP is actively engaged in negotiating a contract with the selected vendor and has been retained by NWCDS to oversee the implementation of the new system after contract signing, a process which is estimated to take approximately 15 months.

Key Result: MCP's extensive experience with RFP development and vendor-neutral approach to the procurement process has allowed the NWCDS to develop and publish an RFP with a level of expertise not readily available within the agency and provided them with invaluable marketplace insights into vendor offerings and pricing. The RFP process resulted in seven vendor responses and ongoing contract negotiations with the selected vendor have already resulted in significant cost savings for the NWCDS. MCP is currently overseeing the implementation of the CAD/MDS/RMS solution.

MissionCriticalPartners

Pricing

Professional services outlined in the above scope of services will be provided for a **not-to-exceed fee of $166,800.40,** including expenses. Optional phases have not been included. Mission Critical Partners proposes to deliver services on a per-hour basis based on Houston Galveston Area Council (H-GAC) Purchase Contract ▮▮▮▮▮, with expenses defined at cost.

Phase	Fee
Phase 1: Operational and Functional Needs Analysis and Requirements Outline	▮▮▮▮
Phase 2: Specification Writing/RFP Development	▮▮▮▮
Phase 3: System Procurement Process	▮▮▮▮
Phase 4: Contract Negotiations	▮▮▮▮
Subtotal	$137,719.79
Due Diligence	▮▮▮▮
Three On-site PSAP tours	▮▮▮▮
Total	$166,800.40

Mission Critical Partners recognizes that it is responsible for costs related to travel, housing, transportation, 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 project success. MCP's priority is for this project to be successful for Williamson County.

Pricing Assumptions

- We stand ready to assist the County by offering these unique services that complement the day-to-day duties of your staff. After 120 days from the submittal date, MCP reserves the right to revisit pricing and scope with the County to address any potential changes that may have occurred since the submittal that could impact delivery.

- To be more responsive to the County's needs, MCP respectfully reserves the right to move professional fees and expenses between tasks, as needed, to complete the scope of work, as long as the total amount billed to the County does not exceed the contract amount.

Appendix A: The Public Safety Ecosystem

Since 911's inception in 1968, public safety officials have continued to leverage technology advancements to make emergency response even more efficient and effective. The counterbalance is these advancements occurred in distinct silos that developed within the emergency communications ecosystem (enhanced 911 service, digital land mobile radio networks, and computer-aided dispatch systems).

Today, we stand on the precipice of another technology transformation like the advent of 911 service. As public safety moves through this transformation over the next several years and beyond, it is critical that the agencies begin thinking of the ecosystem as a holistic network, i.e., a network of networks.

The new public safety ecosystem will interconnect on many levels to enable the smooth flow of critical and relevant data to provide emergency responders with the best information to perform their duties.
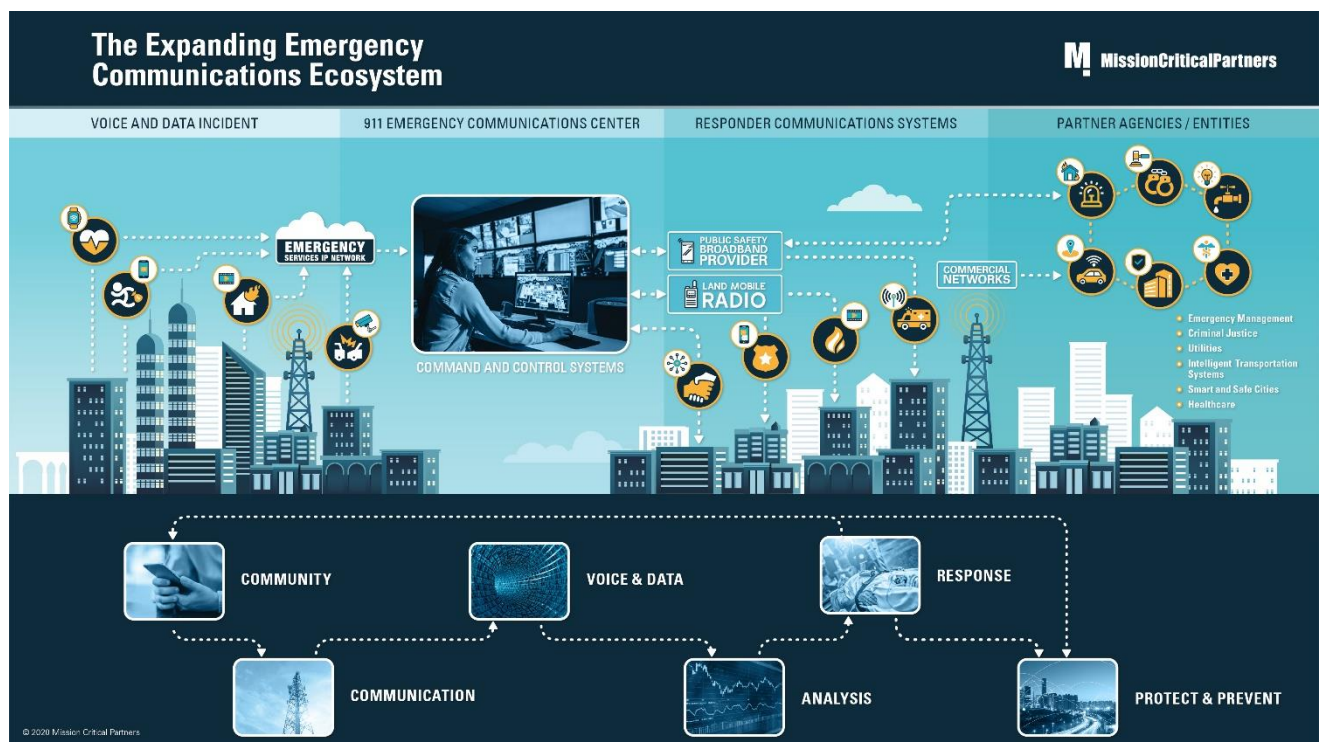
MCP can provide the public safety, criminal justice, data integration, network and information technology services required to help agencies start thinking of the ecosystem as a single entity, taking into consideration how each piece will interconnect and interact with the others. With MCP's support, agencies will transition from siloed communication environments to realizing significant improvements in emergency-response outcomes.

Appendix B: MCP's 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

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 initiatives on time and on budget.

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 emergency services studies, 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 include operations consulting; technology procurement and implementation; shared services and consolidation; strategic and executive-level consulting; facility planning services; and professional development and mentoring.

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 needs increase. 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, colocation 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 to economizing, while effectively delivering service. Appropriately applied, consolidation or colocation can achieve operational efficiencies through systemic interoperability via staffing, scheduling, technology, training and reduction in system's costs.

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, yet smooth, transition, we 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 and development, and implementation of electrical, mechanical, structural, security and other technology systems—to coordinate systems installation, 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 each client's 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.

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 client's 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 responsibilities 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, technology, fiscal and human assets to develop a sustainable solution.

Our clients are responsible for delivering reliable service 24 hours a day, seven days a week to emergency 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 911 Services

Our professionals have extensive experience with planning, designing, procuring, negotiating and implementing all Next Generation 911 (NG911) call delivery and processing elements. The public safety answering point (PSAP) environment continually will 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 to establish a thorough understanding of a client's unique PSAP environment.

Our NG911 experts have extensive experience with incident processing in the PSAP, as well as incident dispatch and data management. MCP can develop a comprehensive master plan for the agency or region and a conceptual design for NG911 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 and design and procurement support for a wide variety of communications networks, including Internet Protocol (IP)-based networks, such as Emergency Services IP Networks (ESInets).

Wireless Communications Services
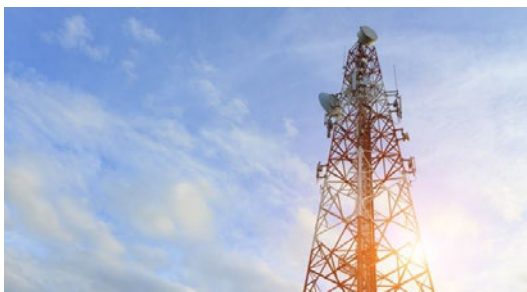
Our radio experts bring an average of 25 years of experience to every project and have supported large municipal radio system implementations in ten of the top Metropolitan Statistical Areas. One hundred percent of our experts have hands-on experience using two-way radios. MCP's leadership and support 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 emergency 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 First Responder Network Authority (FirstNet) support.

Network and IT Support Services

We help our clients increase the reliability of their network and IT environment long after implementation. Our holistic IT and network support solution helps our clients realize significant IT cost-savings, while remaining confident that their systems are running at peak performance, protected by unplanned network outages.

Clients partner with us so that they can focus on the strategic aspects of managing their public safety operations while we provide expanded continuity, capacity, and capability. We provide solutions that achieve our clients' goals, not their vendors, by applying a technology-independent approach.

With MCP's help maintaining their network environment, our clients have greater confidence that their IT infrastructure and related systems are running smoothly. Our objective is to help our clients drive a greater return from their maintenance investments while reducing their operating expenses. We provide a broad portfolio of assessment, monitoring, and support solutions that improve network reliability and provide agencies with a greater pulse on their IP network and IT enterprise.

IT Network and Support Solutions	Network Management and Monitoring Solutions	Cybersecurity Solutions	Additional Offerings
Mission-Critical NetInform® NetInform Discover discovery and reporting NetInform Assessment enterprise IT network	Mission-Critical NetPulse® NetPulse Essential 24x7 network management NetPulse Advanced 24x7 network monitoring	NetInform Secure security assessments NetPulse Secure security monitoring	On-request services IT helpdesk services Integrated vendor support services

These support solutions can provide a holistic, end-to-end view into an agency's entire network and supporting infrastructure with support available for the following networks and applications:

- CAD systems
- Call-handling equipment (CHE)
- RMS
- Microwave and fiber optic backhaul systems

- ESInets
- Telephony
- 911 and administrative networks
- Environmental site networks

Data Integration Services

In the courts, justice and public safety arena, the business environment includes vendors, suppliers, partners, community, private organizations, and various government agencies. MCP's Data Integration Services team specializes in the planning and implementation of complex data exchange and integration projects for the criminal justice market. Our successes include integration initiatives that span all major entities within the criminal justice community, including:

- Law Enforcement
- Courts
- State Bureaus of Investigation
- Social Services

- Prosecution
- Probation
- Human and Health Services
- Department of Motor Vehicles

- Public Defenders
- Adult/Juvenile Corrections
- Child Support

We've made it our business to help you facilitate, integrate, and improve your ability to work together—by focusing on workflow integration—to achieve real-time accessibility to information that is relevant to the business environment. This event-triggered information sharing has the benefit of reducing paper dependencies, cutting costs and uncovering innovative revenue opportunities that exist in your ecosystem.

MCP has implemented large-scale, multi-year workflow integration projects at the state, county and local level. The benefit to our clients is that our full range of system integration capabilities is augmented with real-world experiences, proven methodologies, industry standards, and best practices that are demonstrated in the breadth, depth, and realism of our strategic planning and implementation efforts.

Our court, justice, and public safety capabilities include, but are not limited to:

Services
- Strategic Planning and Governance
- Analysis
- Exchange Architecture
- Integration
- Project Management
- National Standards
- Product Solutions

MCP uses national standards, modeling tools, and open technologies day in and day out, including:

- Justice Information Exchange Model (JIEM)
- Service-Oriented Architecture (SOA) and Global Reference Architecture (GRA)
- Web Services Standards
- eXtensible Markup Language (XML) Standards and National Information Exchange Model (NIEM)