



Proposal

Computer-Aided Dispatch System Procurement and Implementation Support

September 29, 2022

Williamson County, Texas

Table of Contents

Introduction Letter	1
Your Mission Matters	2
Statement of Services	5
Project Understanding	6
Scope of Work	8
Phase 1: Operational and Functional Needs Analysis and Requirements Outline	8
Phase 2: Specification Writing/RFP Development	9
Phase 3: System Procurement Process	10
Phase 4: Contract Negotiations	12
Optional Implementation Services	12
Phase 5: System Implementation and Cutover Support	12
Phase 6: Technical System Verification	13
Phase 7: Mission-Critical NetPulse® CAD Monitoring Services	13
Proposed Timeline	17
Project Methodology	18
Project Management	18
Project Team	19
Organizational Chart	20
Resumes	21
Experience	28
MCP's CAD/RMS Experience	29
Relevant Project Experience	32
Pricing	38
Appendix A: The Public Safety Ecosystem and MCP Service Offerings	40

Introduction Letter

September 29, 2022

Richard Semple, MPA, CGCIO, CISM
Chief Information Officer
Williamson County
100 Wilco Way
Georgetown, TX 78626

Re: Proposal for CAD System Procurement and Implementation Support

Dear Mr. Semple:

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 864.809.9911 or 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, 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 200+ 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



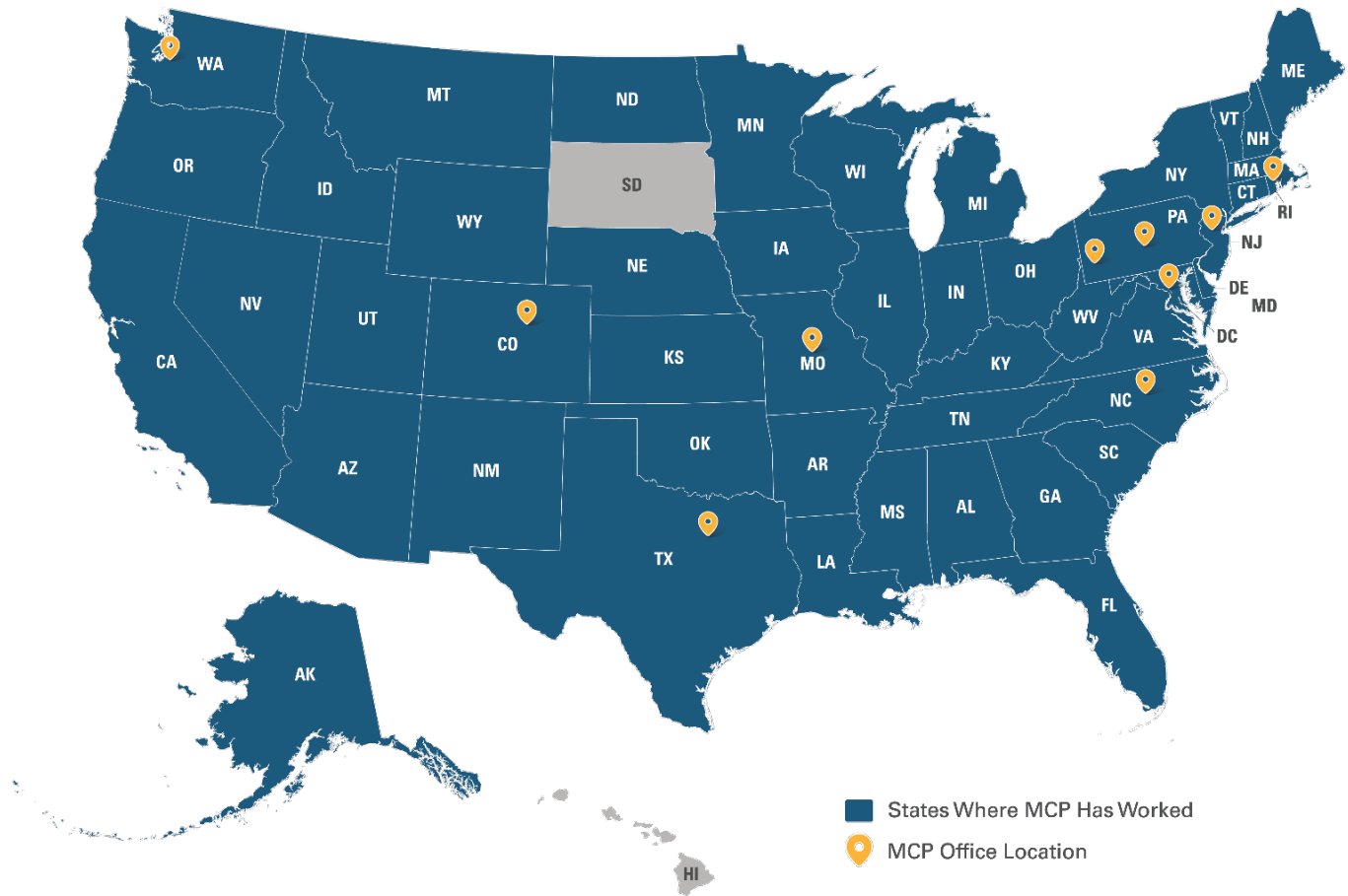
BECAUSE
THE MISSION
MATTERS



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.



Corporate Headquarters

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

Mission Critical Partners Branch Offices

Denver, Colorado Silver Spring, Maryland Jefferson City, Missouri

Summit, New Jersey Raleigh, North Carolina Cranberry Township, Pennsylvania

Providence, Rhode Island Southlake, Texas Seattle, Washington

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



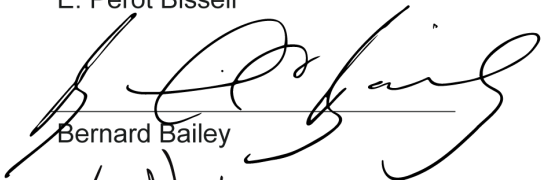
R. Kevin Murray




Robert Chefitz



E. Perot Bissell



Bernard Bailey



Darrin J. Reilly



Nola Joyce

The background is a solid dark blue color. Overlaid on this background is a complex, abstract geometric pattern. It consists of numerous hexagons of varying sizes, some of which are interconnected by thin lines. Scattered throughout the pattern are small, light blue diamond-shaped dots. The overall effect is a modern, technical, and digital aesthetic.

Statement of Services

Project Understanding

Mission Critical Partners understands Williamson County, Texas (County) 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none">• 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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	<ul style="list-style-type: none"> 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.

Initiation Meeting Review

- *Project and task milestones*
- *Schedules and deliverables*
- *Project budget*
- *System technology*

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

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
<ul style="list-style-type: none"> • 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

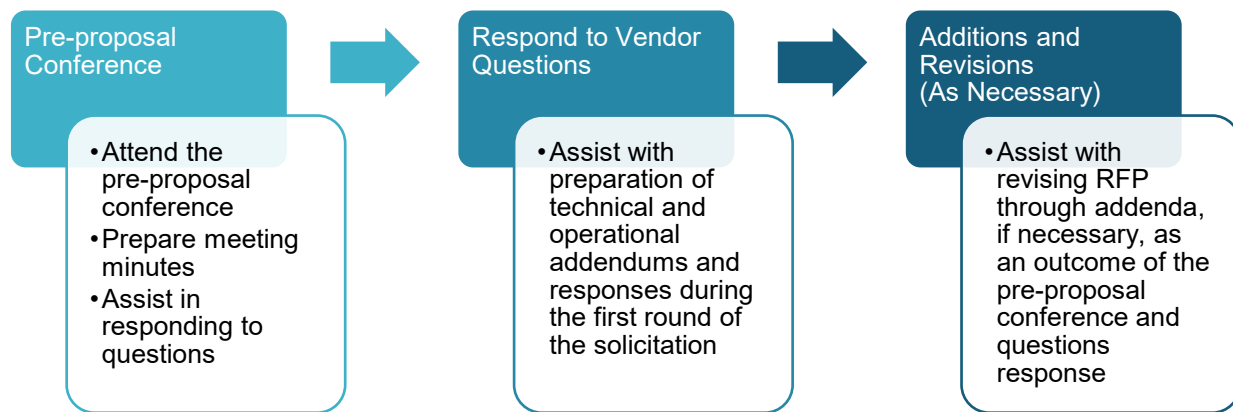
Phase 3: System Procurement Process

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:



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
<ul style="list-style-type: none"> • 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 	<ul style="list-style-type: none"> • 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.

Figure 1: Proposed Schedule

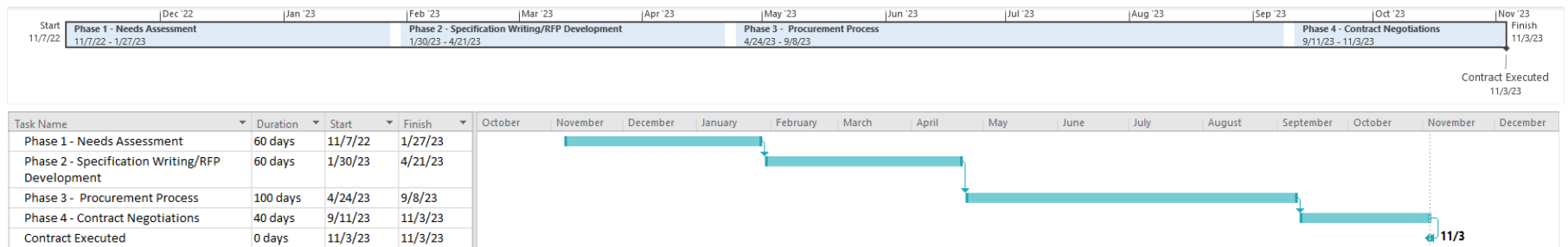


Figure 2: Gantt Chart

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 200 staff members, MCP's specialized professionals are integral members of our team:

MCP's Specialized Professionals	
<ul style="list-style-type: none"> Former public safety managers Project Management Professionals (PMPs) 	<ul style="list-style-type: none"> Emergency Number Professionals (ENPs) Technology, forensic, and policy specialists

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. MCP has identified in the figure below the key team members from our staff that we plan to assign to this important project.

Organizational Chart

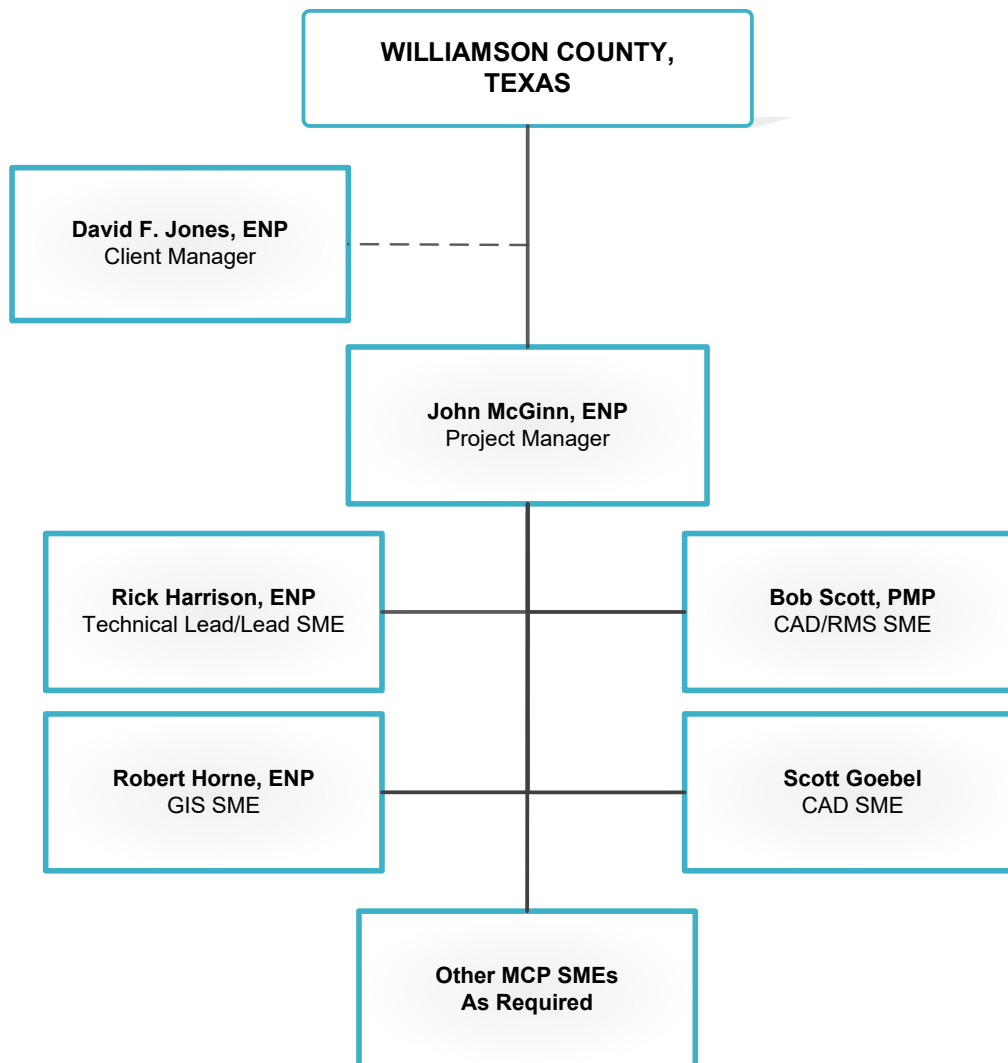


Figure 3: Project Team

Each team member brings a unique skill set and depth of experience. 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 are included on the following pages.

David F. Jones, ENP

Co-Founder, Senior Vice President 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
- 9-1-1 Association of Central Oklahoma Governments (9-1-1 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 and 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 premises 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

38 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”

John McGinn, ENP

Communications Consultant, Mission Critical Partners

John brings decades of communications and IT consulting experience to managing and executing complex public safety projects. He has wide-ranging IT knowledge in software, hardware, applications and databases. John is an experienced team leader with expertise that includes 911 public safety, emergency management, customer premises equipment (CPE), CAD, data communications planning, LMR/microwave communications and related telecommunications industry standards and best practices. John's background includes providing program management, project management and subject-matter expertise for mission-critical applications. He is a retired Police Officer and former U.S. Marine.

Representative Experience

City/County Experience

- City of Philadelphia, PA
 - Serves as advisor to the Deputy Chief Information Officer, Public Safety, of the City's Office of Innovation and Technology
 - Acts as an execution lead providing operational consulting services focused in PSAP and EOC technologies
 - Supported the design of a new emergency operations center for the City's Office of Emergency Management
 - Coordinates project resources and deliverables, assuring MCP resources are brought into projects for the benefit of the client
 - Assists with the buildout of a new joint communications center for police and fire
 - Assists with establishing project plan and schedule between clients, stakeholders, vendors and company technical/project personnel using structured methodologies
 - Defines and/or manages system requirements for multiple client sites
 - Performs on-site surveys of existing systems and organizations with an emphasis on data-gathering, documentation and recommendations on potential system improvement, cost reduction, staffing and operational efficiencies
 - Coordinates departments or cross-functional teams of on-site and remote team members, identifies client needs and matches those with MCP team members
- Main Line Health Network—Public safety communications technology assessment and consolidation study for a multi-campus health system
- University of Pennsylvania Police Department—Technology assessment for law enforcement records management system (RMS) field reporting
- City of Brockton, MA—Assistance with a facility design project for the City's new 911 Police and Fire Joint Communication Center, including review of the design document, support on systems design and equipment needs and help with EOC and dispatch technology requirements
- Montgomery County, PA—Technology project management for countywide law enforcement RMS deployment



Industry Experience

30+ years

Education

M.A.S., Human Resources, Fairleigh Dickinson University, NJ

B.A., Public Administration, Fairleigh Dickinson University, NJ

Certifications

Emergency Number Professional (ENP)

Associations

National Emergency Number Association (NENA)

FBI InfraGard/
Philadelphia InfraGard
Members Alliance

Richard B. Harrison, ENP

Senior Technology Specialist, Mission Critical Partners

Rick brings extensive telecommunications experience in the public safety sector. His accomplishments include managing large, complex projects and programs, such as developing a CAD system that resulted in a national product; initiating a text-to-911 program; and implementing 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, CAD and records management system (RMS) SME.

Representative Experience

State/Regional Experience

- Pennsylvania Emergency Management Agency (PEMA)—Data gathering and reporting for statewide PSAP assessment
- PEMA—NG911 consulting
- Illinois—NG911 feasibility study
- Northern Virginia Emergency Response System (NVERS)—Fire and EMS assessment
- National Highway Traffic Safety Administration (NHTSA)—CAD2CAD assessment

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
- Charles County, MD—Fire and EMS assessment
- Harford County MD—EMS organizational analysis
- Durham, NC—Police department headquarters complex relocation
- Hamilton County, OH—Communications center assessment
- Orange County, VA—Emergency communications consolidation assessment
- Richmond, VA—PSAP assessment and strategic plan development
- Centerville, OH—CAD/RMS procurement
- Orange County, CA—PSAP assessment
- San Bernardino, CA—EMS optimization analysis
- Cobb County, GA—Technology assessment and strategic plan
- El Paso-Teller County 9-1-1 Authority, CO—Regional CAD solution

Additional Experience

- Lancaster County, PA—Countywide communications
 - Served as operations manager, primary supervisor, and assistant supervisor dispatcher for police, fire and EMS
 - Assisted in the development of three different CAD systems
 - Planned and oversaw PSAP relocation 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 the development of infrastructure to subscriber equipment to code plug development



Industry Experience

43 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)

Board Member Lancaster County Fire Chiefs—Present Treasurer

Lancaster City-County Crime Stoppers

Robert J. Scott, PMP

Automated Systems Domain Leader, Mission Critical Partners

Bob served the Pennsylvania State Police (PSP) for 26 years where he had the opportunity to be a project manager for many large public safety technology projects, then leveraged that experience into a successful career as a public safety consultant/project manager. For more than 11 years in the private sector, Bob has led and been a senior technical SME on many public safety projects including public safety software systems procurements and radio system implementations.

Representative Experience

National/State/Regional Experience

- National Highway Traffic Safety Administration (NHTSA) 911 Program Office—Senior technology specialist and CAD SME for CAD interoperability project
- Pennsylvania State Police—Project manager on a records management, CAD, and mobile data systems replacement project; tasks included preparing comprehensive functional requirements, developing an RFP for publication and managing 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—Project manager for CAD/mobile data/law records management system (RMS)/fire RMS procurement, including RFP development, facilitation of vendor selection, contract negotiations and implementation oversight
- Tri-Com Central Dispatch, IL—Project manager for a CAD/mobile data system technology assessment and strategic technology plan, including business needs assessment, RFP development and contract negotiations

City/County Experience

- Philadelphia, PA—
 - CAD/mobile data systems RFI development, to include functional specifications, use-case demonstrations facilitation, vendor selection and contract negotiations
 - Fire RMS and personnel accountability system RFP development
- Atlanta, GA—RMS implementation consultant
- Chicago, IL—CAD/mobile data systems RFP development, vendor evaluation, facilitation of use-case demonstrations and support of contract negotiations
- Frederick County, MD—CAD, mobile data system, law RMS, Fire RMS and jail management system (JMS) systems upgrade, to include assessment, RFP development, vendor negotiation and implementation of public safety software replacement project
- Adams County Communications Center (ADCOM911), CO—PSAP assessment of technology, staffing, facility and operations
- Hamilton County, OH—Communications center efficiency study and funding analysis
- Richmond, VA—PSAP assessment and strategic plan
- Orange County, VA—Emergency communications consolidation feasibility study
- Adams County, PA—Project manager for 800 MHz public safety radio system project, negotiating separate contracts with radio, microwave and tower site vendors and providing implementation oversight of 19 radio tower sites
- Montgomery County, PA—Lead RMS SME for law enforcement RMS procurement project



Industry Experience

37 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, such as information gathering, needs analysis, application definitions, strategic and implementation planning, data modeling, business process reengineering and standard operating procedures development. Robert is the GIS domain lead for MCP's Network/911 Services team.

Representative Experience

Federal Experience

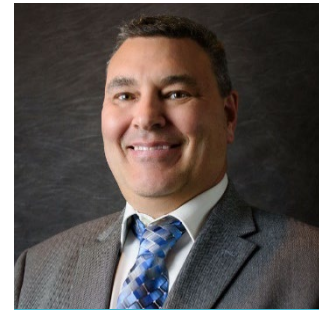
- National Highway Traffic Safety Administration (NHTSA) National 911 Program—National GIS Capabilities Gap Analysis and Strategic Plan

State/Regional Experience

- Maryland 911 Board—NG911 Spatial Interface (SI) data analysis and readiness assessment and statewide NG911 GIS strategic plan and implementation support
- Virginia Information Technologies Agency (VITA)—GIS needs analysis and implementation planning and NG911 strategic planning roadmap
- Arizona 911 Program—NG911 GIS strategic plan and statewide education and outreach
- Nebraska Public Service Commission (NPSC)—NG911 strategic planning and GIS support and wireless integrity testing
- Minnesota Department of Public Safety, Emergency Communications Networks—NG911 strategic planning and GIS support
- Pennsylvania Emergency Management Agency (PEMA)—NG911 GIS strategic plan and statewide implementation coordination
- 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
- Central Texas Council of Governments (CTCOG)—911 data and process assessment
- North Central Texas Emergency Communications District (NCT9-1-1)—GIS needs analysis and implementation, staffing plan, and NG911 gap analysis and transition plan
- District of Columbia Homeland Security and Emergency Management Agency (HSEMA)—Development of GIS for EMA program and support for 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)—Development and management of 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 Information
Committee (MSGIC)

Scott Goebel

CAD Administrator, Mission Critical Partners

Scott is a proven professional with experience in planning and technology management, application support, data technology and emergency communications. The supervisory, technological, and problem-solving skills he gained working in public sector agencies provide him with the knowledge to deliver expert guidance to facilities and operations projects. Scott has the analytical, leadership and people skills that lead to successful outcomes.

Representative Experience

Planning and Technology Officer

- Managed, directed and evaluated assigned staff of a fire and emergency services agency; processed employee concerns and problems, directed work and conducted performance appraisals
- Managed support and implementation of assigned websites, web applications and information systems; provided guidance and made recommendations regarding implementation, requirements and specifications for assigned systems
- Developed departmental standard operating procedures (SOPs) for the acquisition of technology and change control
- Served as project lead for implementation of Kronos Workforce Telestaff staffing solution for the department and as project manager for all GIS/Esri projects

Application Support Analyst

- Supported information services for County Tax Commissioner, Chief Tax Assessor, and local department of motor vehicle (DMV) offices
- Provided application user support by identifying and resolving service issues; designed and modified application configurations based on user needs
- Coordinated with software vendors to deliver upgrades and conducted training for end users
- Coordinated implementation of Tyler Technologies' computer-assisted mass appraisal (CAMA) modules
- Developed and maintained custom-created C# document management system

Fire Data Technician

- Collected and processed field operations data, using analysis tools such as JMP and R
- Read, interpreted and translated departmental SOPs into software requirements
- Created, developed and tested custom applications in Visual Studio using C#
- Built and maintained databases across multiple agencies
- Created CSS and custom HTML for on-premises SharePoint master page
- Coded, developed and maintained custom C# application that interfaced with active directory
- Created readiness training using RFID to capture and analyze performance metrics

E911 Supervisor

- Supervised and directed work of emergency communication operators
- Troubleshoot issues arising from computer and network systems
- Created custom solutions for digitizing record retention and documentation
- Answered, processed and dispatched emergency calls for service, providing life-saving and pre-arrival instructions to callers during emergencies



Industry Experience

14 years

Education

B.S., Information Technology, Kennesaw State University, GA

Certifications

State of Georgia Peace Officer Standards and Training Council (GA POST), Communication Officer, General Instructor

North Central Georgia Law Enforcement Academy, Crisis Intervention

CPR Instructor

The background is a solid dark blue color. It features a pattern of light blue hexagons of various sizes, some of which are interconnected by thin lines. Scattered throughout the background are small, light blue diamond-shaped dots. The overall aesthetic is modern and geometric.

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	✓	✓	✓	✓				

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
Des Moines, IA	✓	✓	✓	✓				
El Paso Teller, CO			✓					
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				✓				✓

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

Client	CAD Assessment	CAD Procurement	CAD Implementation	RMS	JMS	CAD Monitoring	RMS Monitoring	CAD/RMS Maintenance/ Monitoring
Milwaukee County, WI	✓					✓		
Monterey County, CA						✓		
Montgomery County, OH				✓			✓	
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								✓

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
San Jose, CA				✓				
Sedgwick County, KS		✓	✓	✓	✓			
Shelby County, TN	✓	✓	✓					
St. Mary's County, MD	✓	✓						
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

CAD and RMS Procurement and Implementation Support

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.



Project Length: 2 Years

Project Dates: March 2017 to December 2019

Population: 136,195 (2021)

Nearest MSA: Dallas-Fort Worth-Arlington, TX

Contact:

Melissa Kraft
Director of Technology
Services
940.349.7823
melissa.kraft@cityofdenton.com

El Paso-Teller County 911 Authority, Colorado

Centralized CAD Implementation Support

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 it serves, including:

- CAD System Implementation and Cutover Support
 - Development of integrated plans that tracked and managed activities required to deliver successful implementation
 - Support to the Authority in planning, configuration, installation, testing, and go-live activities
- Additional Implementation Activities
 - General project management
 - 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-cutover 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 aided the Authority during deployment, ensured compliance to contract requirements, developed test plans and scripts designed to demonstrate functional fulfillment of the requirements, and oversaw activities associated with solution implementation.



Project Length: 2 Years

Project Dates: December 2018 to June 2020

Population: 993,751 (2021)

Nearest MSA: Oklahoma City, OK

Contact:

Carl Simpson
Chief Executive Officer,
El Paso-Teller County 911
Authority
719.785.1900
csimpson@elpasoteller911.org

City of Chicago, Illinois

CAD Procurement Support and Contract Negotiations

Challenge: The City of Chicago (City) 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 and Communications (OEMC) and to provide support for CAD vendor contract negotiations. MCP's tasks included the following:

- Prepared for and conducted initial planning session with evaluation team
- Determined roles, responsibilities and deliverables
- Performed critical review of proposals prior to evaluation committee review
- Conducted internal knowledge transfer session on methods for evaluating 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 reach 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 its new CAD solution with all the necessary information to ensure a successful procurement and implementation.



Project Length: 1.5 Years

Project Dates: April 2018 to January 2020

Population: 2.75 million (2020)

Nearest MSA: Chicago-Naperville-Elgin, IL-IN-WI

Contact:

Martin Doyle, Managing Deputy Director, Office of Emergency Management and Communications (retired), 312.743.1322

Chief Jonathan Lewin, Former Chief, Bureau of Technical Services, Chicago Police Dept. (retired, now with FirstNet), 773.220.9999
jonathan.lewin@outlook.com

County of Charleston, South Carolina

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

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.



Project Length: 2.5 Years

Project Dates: October 2012 – March 2015

Population: 135,257 (2021)

Nearest MSA: Charleston-North Charleston, SC

Contact:

Lori Lambert
Project Officer
Charleston County
Consolidated 911 Center
843.529.3717
LLambert@charlestoncounty.org

"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

CAD/MDS/RMS Project Management

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 members and contracted agencies. NWCDS serves 11 suburban Illinois communities located northwest of Chicago. As of 2017, the combined population of these 11 communities had reached approximately 500,000 citizens.

NWCDS was in need of a new CAD system and mobile data system (MDS), as well as law records and fire records management systems (RMSs). The key aspect of this project was to identify NWCDS' operational and system requirements, publish them in a comprehensive request for proposals (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 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.

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

MCP was 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 our vendor-neutral approach to the procurement process have allowed NWCDS to develop and publish an RFP with a level of expertise not readily available within the agency and provided NWCDS 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 NWCDS. MCP is currently overseeing the implementation of the CAD/MDS/RMS solution.



Project Length: 5 Years

Project Dates: April 2017 to Present

Population: 500,000 (2017)

Nearest MSA: Chicago-Naperville-Elgin, IL-IN-WI

Contact:

John Ferraro
Executive Director
847.590.3408
jferraro@nwcds.org

Pricing

Professional services outlined in the above scope of work (Phases 1 through 4) will be provided for a **not-to-exceed fee of \$138,182.65**, 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 #HP08-21, with expenses defined at cost.

Phase	Fee
Phase 1: Operational and Functional Needs Analysis and Requirements Outline	\$33,655.56
Phase 2: Specification Writing/RFP Development	\$50,462.09
Phase 3: System Procurement Process	\$41,682.34
Phase 4: Contract Negotiations	\$12,382.66
Total	\$138,182.65

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

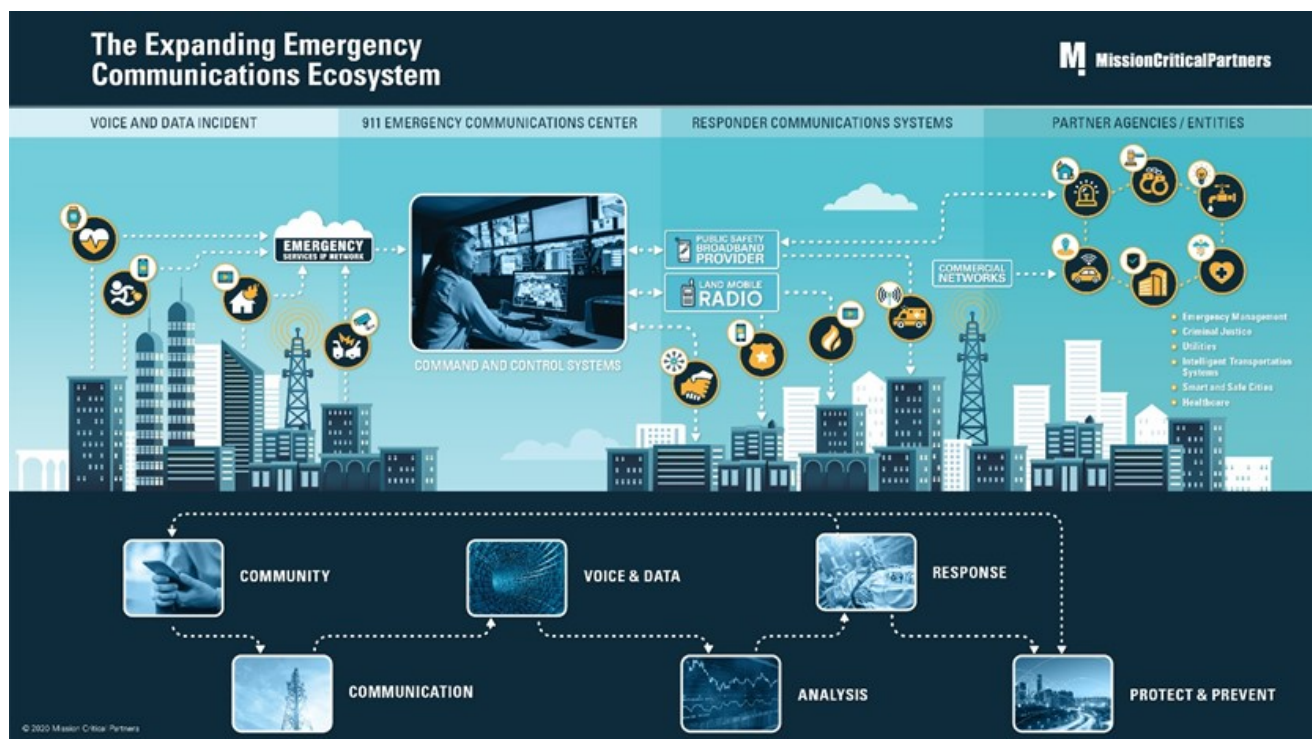
- We stand ready to assist the County by offering these unique services that complement the day-to-day duties of your staff. After 120 days from the submittal date, MCP reserves the right to revisit pricing and scope with the County to address any potential changes that may have occurred since the submittal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

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.

MCP specializes in transforming mission-critical networks and operations into integrated ecosystems that improve outcomes in the public safety, courts and corrections, healthcare, transportation, and utility markets.



Consulting and Advisory Services

Network and 911 Services

Specialties: Next Generation 911, Emergency Services IP Networks, text-to-911, call-handling equipment, cloud applications

- Assessments, procurement and implementation
- Program and project management
- Geographic information systems planning, design, implementation and administrative services

Operations and Facilities Services

Specialties: computer-aided dispatch, records management, mobile data systems, mission-critical facilities

- Facility planning and construction
- Consolidation and shared services
- Strategic and operations consulting
- Training and professional development
- Technology procurement and implementation
- Continuity of operations planning
- Recruiting and hiring support



Managed Services

SecureHalo Cybersecurity Solutions and Network and IT Services

- Mission-Critical NetInform® Secure cybersecurity assessments
- NetInform discovery of network assets
- Vendor management
- Mission-Critical NetPulse® network and application monitoring
- NetPulse Secure cybersecurity monitoring
- IT support, outsourcing and staff augmentation
- Cybersecurity training

Wireless Communications Services

Specialties: land mobile radio, broadband, microwave, alert and warning systems, fire station alerting systems, FirstNet, bi-directional amplifiers

- Master planning
- Project management
- Technical and operational needs assessments and design
- System procurement and negotiations
- Implementation and construction management
- Testing and validation

Justice, Management, and Technology Services

Specialties: integrated justice, courts, case management, corrections, repositories, and biometric identification systems

- Assessments and data collection
- Strategic planning and governance support
- Business process transformation and systems architecture design
- Financial planning
- Information systems acquisition and procurement
- Implementation and change management support

Data Integration and Analytics

- DataLink™ interface mapping
- Business process mapping and design
- DataSphere™ enterprise integration
- Planning, governance and architecture of data-sharing initiatives
- DataScape™ advanced analytics, powered by machine learning and artificial intelligence
- Alternatives to traditional data migration
- Database management
- Software and application development