RESOLUTION NO. 24-22
CITY OF CENTERVILLE, OHIO

21st SPONSORED BY COUNCILMEMBER JoAnne Rau ON THE 21st DAY OF March, 2022.

A RESOLUTION AUTHORIZING THE CITY MANAGER TO TAKE ALL STEPS NECESSARY TO EXECUTE AGREEMENTS WITH MISSION CRITICAL PARTNERS FOR ADDITIONAL PHASES OF THE CAD/RMS UPGRADE PROJECT FOR THE CENTERVILLE POLICE DEPARTMENT.

WHEREAS, the City of Centerville Police Department is currently taking steps to improve and upgrade its computer aided dispatching (CAD) and records management system (RMS) platforms; and

WHEREAS, the City had previously entered into an agreement with Mission Critical Partners (MCP) for consultations services for the CAD and RMS for Phase I, which phase has now been completed; and

WHEREAS, there are three additional phases of the project that are required; and

WHEREAS, the City of Centerville is desirous of having those additional remaining phases completed and has already budgeted the funds for said project; and

WHEREAS, Mission Critical Partners has the ability to provide the services and complete the project at an estimated project cost of $102,417.00; and

WHEREAS, it is in the best interests of the City to complete those phases.

NOW THEREFORE, THE MUNICIPALITY OF CENTERVILLE HEREBY RESOLVES:

Section 1. That the City Manager is hereby authorized to take all necessary steps to execute an agreement with Mission Critical Partners to complete the remaining three phases of the project. A copy of the proposed agreement/proposal is attached and incorporated herein as Exhibit "A".

Section 2. That this resolutions shall take effect at the earliest date allowed by law.

PASSED THIS 21st day of March, 2022.

Mayor of the City of Centerville, Ohio

ATTEST:

Clerk of Council
City of Centerville, Ohio

CERTIFICATE

The undersigned, Clerk of Council of the City of Centerville, Ohio, hereby certifies the foregoing to be a true and correct copy of Resolution No. 24-22, passed by the Council of the City of Centerville, Ohio on the 21st day of March, 2022.

Clerk of the Council

Approved as to form, consistency
with existing ordinances, the
charter & constitutional provisions
Department of Law
Scott A. Liberman
Municipal Attorney

Exhibit "A"

MissionCriticalPartners
Because the Mission Matters

# Computer-Aided Dispatch and Record Management System Assessment, Procurement and Implementation Support

## Proposal

PREPARED FEBRUARY 14, 2022
FOR CITY OF CENTERVILLE, OHIO

# Introduction Letter

February 14, 2022

Matt Brown
Police Chief
City of Centerville
100 West Spring Valley Road
Centerville, OH  45458

Re: CAD and RMS System Assessment, Procurement and Implementation Support

Dear Chief Brown:

Mission Critical Partners, LLC (MCP) appreciates the opportunity to provide the City of Centerville a proposal for computer-aided dispatch (CAD) and records management systems (RMS) assessment, procurement and an option for implementation support.

MCP is prepared to serve the City of Centerville 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 312.533.1039, or via email at CotyCooper@MissionCriticalPartners.com.

On behalf of our entire team, we stand behind the City of Centerville to serve as your partner and your advocate.

Sincerely,

Mission Critical Partners, LLC

Coty Cooper
Business Development Manager

# About Mission Critical Partners

Mission Critical Partners (MCP) is a leading provider of data integration, consulting, and network and cybersecurity solutions specializing in transforming critical-communications networks into integrated ecosystems that improve outcomes.

Through our breadth and depth of experience and an extensive network of resources, we offer innovative, vendor-independent and forward-thinking solutions that solve our clients' complex challenges.

Our capabilities span all aspects of mission-critical communications, while our expertise covers everything from wireless communications, technology, networks and 911, and facilities and operations. We provide confidence and support every step of the way, from procurement and design to implementation, integration and management. The result is an integrated, high-performing and modern ecosystem that achieves maximum value and optimal efficiency.

With MCP, the proof is in the numbers:

- Loyalty is the foundation of our business, with more than 90% of our clients remaining with us from project to project.
- Our specialized professionals are integral members of our team, with each bringing an average of 25 years or more to every project.
- We expand upon our experience year after year, completing more than 1,400 projects since our inception in 2009.
- We've performed services for clients in nearly all 50 states with a full suite of solutions and services.
- We invest more than a million dollars each year in training our subject-matter experts (SMEs).

MCP stands behind the importance and nobility of the work our clients do. We understand the criticality of effective and critical communications systems, not just for our clients, but also for the communities and customers they serve. While we are proud to have the most experienced and knowledgeable team of professionals in the industry, our greatest pride comes in seeing the successful results of our clients' mission-critical operations.

Because at the end of the day, it's the mission that truly matters.

## OFFICE LOCATIONS

Mission Critical Partners serves clients in the public safety, criminal justice, healthcare, transportation and utility markets across North America with offices in the following locations:

### Corporate Headquarters

**State College Office**
690 Gray's Woods Blvd.
Port Matilda, PA 16870
Phone: 888.862.7911
Fax: 814.217.6807
Web: MissionCriticalPartners.com

### Branches

**Pittsburgh Office**
105 Bradford Rd. Suite 400
Wexford, PA 15090

**Harrisburg Office**
2578 Interstate Dr. Suite 106
Harrisburg, PA 17110

**New Jersey Office**
35 Beechwood Rd. Suite 2A
Summit, NJ 07901

**Providence Office**
166 Valley St., Bldg. 6M, Suite 103
Providence, RI 02909

**Raleigh Office**
4208 Six Forks Road, Suite 100
Raleigh, NC 27609

**Denver Office**
1512 Larimer Street, Suite 950
Denver, CO 80202

**Dallas Office**
502 N. Carroll Ave. Suite 120
Southlake, TX 76092

**Seattle Office**
810 Third Avenue, Suite 600
Seattle, WA 98104

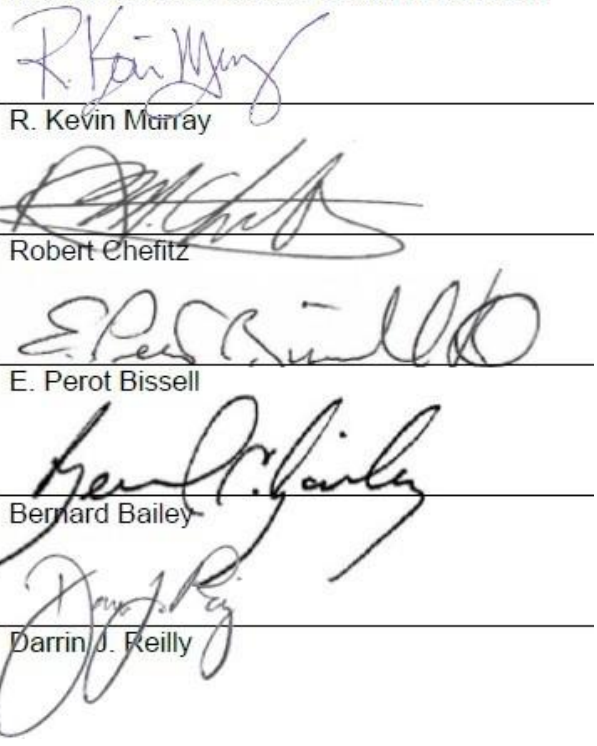
## We’re Committed to Putting our Clients First

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.

Mission Critical Partners Board of Directors



## Computer-Aided Dispatch Experience

Mission Critical Partners is in its twelfth year of providing public safety services to help enhance and evolve our clients' mission-critical systems and operations and to improve emergency response. Our footprint includes more than 1,400 projects, many of which include the procurement and implementation of computer-aided dispatch (CAD) and records management systems (RMS).

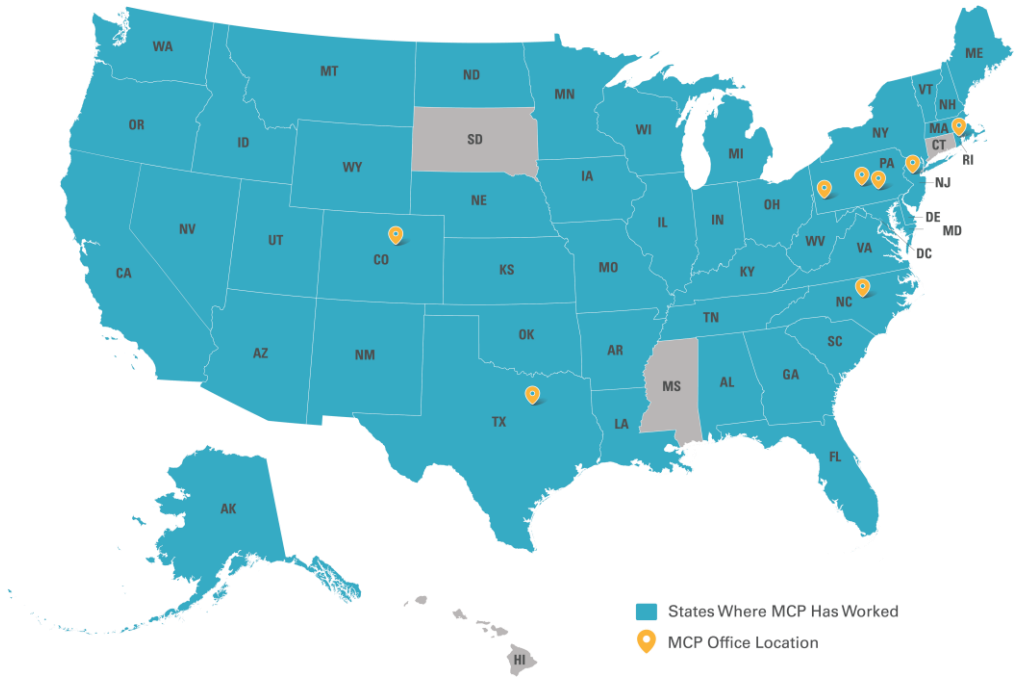



Figure 1: MCP's National Footprint

We understand that this project will be a major expense for the City of Centerville (City). MCP's rigorous assessment serves as the foundation for all future system enhancements and helps the City 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 City 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. We have helped clients:

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

MCP uses proven methods, industry expertise and experience, and knowledge of standards and best practices to help the City realize your vision. We have contributed to the development of more than 75 standards and best practices throughout the industry. Our contributions to applicable standards development organizations can be found on MCP's website at https://www.missioncriticalpartners.com/industry-standards-and-best-practices-contributions/.

### Public Safety Ecosystem

MCP is the national leader in providing the full range of public safety, criminal justice, data integration and network and information technology services. While some firms bring a siloed approach, MCP helps agencies think of the communications ecosystem as a holistic network, interconnected 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. Additional information is provided in Appendix A.

### Full-Service Offering

A description of MCP's full services offered across the entire ecosystem is provided in Appendix B.

## 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
- Versaterm
- InterAct
- SunGard
- Firehouse
- Emergitec
- New World Systems
- Zuercher
- Positron
- VISION
- Aether
- VisionAir
- Plant
- ESO
- PSSI
- Infor

# Scope of Work

## Project Methodology and General Understanding

To complete this important project for the City of Centerville (City), Mission Critical Partners (MCP) has planned the following approach outlined in this scope of work (SOW). Our proven, professional methodology allows us to lead and complete tasks that assist in the analysis and assessment of future needs and requirements of the City's computer-aided dispatch (CAD), mobile data system (MDS) and law enforcement records management system (RMS). We understand the age, reliability and limited features are creating an unstable environment for your information technology (IT) staff, call-taker and dispatch staff and first responder community.

The City currently operates a ShieldWare CAD and RMS system, which is in urgent need of upgrading to a modern, state-of-the-art system that adequately serves the City's public safety users. The City is in need of a system that seamlessly integrates with technologies such as, but not limited to, the City's updated Panasonic Mobile Data Terminals (MDTs), future body-worn cameras, the current in-vehicle cameras, Live911 and HigherGround. MCP also accounts for current and future CAD interoperability with surrounding cities and townships.

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 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 City's project, ensuring the needs assessment, replacement recommendations and procurement of the City's new systems are successful by utilizing our proven project management processes.

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 City's project team in developing the right project approach for your agency and stakeholder community. Once fully defined with the City, this plan serves to drive the project throughout its lifecycle.

### Project Management

MCP will utilize industry-recognized tools (e.g., MS Project, Deltek Vision) to develop and maintain the overall project schedule, as well as track project costs. Our project manager (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 City. MCP's PM is responsible for establishing the parameters of status reports and interaction with the City and stakeholders; activities may include, but are not limited to:

- Coordinate bi-weekly 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
  - Record keeping
  - Cost tracking
- Periodic progress reports and presentations to the executive, senior staff, elected officials, and project advisory committees as identified in the SOW

As your selected consultant, MCP will interactively work with the City 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 the PM, based on the approval of the City designated project lead.

## Scope of Work

In MCP's experience with similar public safety software systems projects, we typically divide the level of effort into four distinct phases starting with requirements gathering and ending with post cutover support.

- Phase I: Operational and Functional Needs Analysis and Requirements Outline
- Phase II: Specification Writing/RFP Development
- Phase III: System Procurement Process
- Phase IV: Contract Negotiations

Additionally, we can provide additional optional services:

- Phase V: Hardware Configuration and Build-Out
- Phase VI: System Implementation and Cutover Support
- Phase II: Post Cutover Lifecycle Support, Project Closeout, and System Monitoring

We will lead and complete these phases utilizing our proven, professional methodology for premier public safety professional services. This methodology is a logical, step-by-step progression that is outlined in Table 1 based on our current understanding of the requirements.

Table 1: Tasks

| Phase | Tasks |
|---|---|
| Phase I—Operational and Functional Needs Analysis and Requirements Outline | • Develop an understanding of the City's operations and the business needs of stakeholders in the public safety answering point (PSAP), police, fire and emergency medical service (EMS), emergency responders in the field<br>• Meet with team members/ stakeholders to define business processes, functional specifications, and technical requirements<br>• Determine possible alternatives relative to procurement options and approach |
| Phase II—Specification Writing/RFP Development | • Produce a comprehensive request for proposal (RFP) document that incorporates specific City issues that must be addressed by the vendor community<br>• Incorporate MCP's proprietary technical specifications, as well as City legal and procurement requirements into the RFP |
| Phase III—System Procurement Process | • Coordinate procurement process according to City requirements<br>• Support of the competitive procurement process in conjunction with the appropriate City procurement agency<br>• Support proposal evaluation process with the City using MCP developed scoring templates<br>• Support vendor demonstration<br>• Shortlist vendor finalist develop scripts and facilitate use case demonstrations for all systems<br>• Provide recommendations on vendor selection |
| Phase IV—Contract Negotiations **(60 Hours)** | • Develop contract draft with selected vendor and City to include SOW, technical system description, and schedule development, as appropriate<br>• Assist appropriate City officials, as needed, in negotiating vendor contract by providing expertise in industry acceptable terms for the public safety systems |
| **Optional Services** | |
| Phase V—Hardware Configuration and Build-Out (Optional) | • Assist in the specification, procurement, and configuration of hardware for primary and disaster recovery architecture |
| Phase VI—System Implementation and Cutover Support (Optional) | • Provide oversight of the selected vendor's implementation plan incorporating it into the overall project plan<br>• Project management of the City's engagement in the overall public safety systems project<br>• Collaboratively manage and oversee the vendor's implementation progress with the City staff<br>• Review and critique training plan and delivery<br>• Support testing and system cutover |

| Phase | Tasks |
|---|---|
| Phase VII—Post Cutover Lifecycle Support, Project Closeout, and System Monitoring (Optional) | • Provide support to the City after the systems have been cutover and are in use<br>• Support the City through the resolution of all punch list items that remain open beyond cutover<br>• Assist in the validation of any code fixes that may have to be applied during the post cutover period to resolve those open items<br>• Remain available for consultation as a subject matter expert (SME) for system upgrades and patch fixes as required |

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

MCP's corporate philosophy is that heavy lifting on the front end pays significant dividends on the back end:

- Conducting a comprehensive needs assessment allows all end-user needs and unique City business requirements to be identified and collected
- These requirements are then incorporated into the RFP and the MCP functional specifications matrices

Our belief is that covering all functional capabilities desired and carefully documenting all interfaces and integrated systems within the RFP leads to more responsive proposals.

This due diligence by the agency on the front end leads to:

- Far fewer vendor questions
- Quality proposals that specifically address the City needs
- Better enables vendors to determine if they are qualified to deliver the systems sought by the City

Although it may take slightly more time initially to capture and document all the City's requirements (e.g., system, interface, training, testing, and maintenance), it has been proven that this work leads to proposals that are laser-focused on the City procurement.

Further, regarding the implementation schedule, vendors typically propose a timeframe that is more aggressive than an emergency communications operation and its public safety agencies can tolerate. This is due to a variety of reasons, the primary one being the age-old maxim that "time is money." MCP has encountered these issues many times in the past and works with the City and the vendor to negotiate an implementation timeframe that is acceptable to all.

## Project Approach

### Phase I: Operational and Functional Needs Analysis and Requirements Outline

#### Project Kickoff Meeting

Prior to project kickoff, MCP will conduct an introductory conference call and familiarize the City with its pre-kickoff survey tool. MCP then will conduct an on-site project kickoff meeting with the City's Project Lead, management, and project representatives. Our PM and staff will meet with the City's project team and key stakeholders to establish mutual acquaintance, clarify roles, and reach a mutual understanding of the future vision and plans for the public safety systems. Prior to the meeting, MCP staff will thoroughly reviews any available documentation or material the City can make available from previous relevant work on the project such as letters, surveys, contracts, and presentation material, etc. MCP's PM will facilitate the meeting and will review:

- Project and task milestones, schedules and deliverables
- Project budget
- Scheduling of interviews, observations, and ride-alongs (if necessary) with the user and stakeholder representatives
- Scheduling progress review meetings
- Review of the City-specific survey
- Collection of any other material (such as reports, statistics and usage reports, surveys, etc.) and discussion of any other available information on each of the current systems/subsystems and interfaced systems

#### User and Stakeholder Requirements Gathering

MCP anticipates that up one week of multiple data-gathering sessions that include site visits will be required to gather the necessary data. Any data not collected, or clarifications needed will occur over the following two weeks via conference calls or remote sessions. The City will be required to work with MCP to schedule all focus groups and individuals during the one-week data gathering period. The site visits enable MCP to:

- Conduct interviews and focus group sessions comprised of PSAP, Police, Fire, EMS and IT stakeholders
- Observe end users
- Document current software deficiencies and future needs
- Record operational process flows with the public safety system users and stakeholders to gain a full understanding of current issues, problem areas and unmet needs from the existing public safety systems, such as:
  - Telecommunicators
  - Communications center management
  - Law enforcement, Fire, EMS
  - Federal agencies for interoperability
  - Corrections, system administrative staff, etc.

Interviews will be conducted with the City technical staff to gain familiarity with current system operations and to obtain noted strengths and weaknesses of existing systems. As needed, follow up discussions will be held with the staff to gain a better understanding of the issues identified during the stakeholder interviews.

Analysis of the City's operations generally fall into several specific areas of investigation. The team will discuss the approach to the evaluation of the PSAP during project initiation to ensure the approach is sufficient to capture data in key focus areas.

MCP will complete an analysis of current, desired and required the functionality of the City's public safety systems. The outcomes of this aggregate review will include an analysis of existing systems compared to desired and required functionalities. Systems that are included in the assessment include, but may not be limited to:

- CAD
- Law RMS
- MDS
- National Crime Information Center (NCIC)
- Automatic Vehicle Location (AVL)
- Geographic Information System (GIS)
- Additional Existing and Desired Interfaces

These systems/subsystems are very much interdependent, therefore, MCP's strategy for analysis and recommendations regarding new system procurement will be approached in a holistic manner.

### Analysis of Findings and Recommendations Development

We propose that during the initial data gathering, MCP focuses on producing an outline of City-specific problem statements for each of the public safety software systems that are incorporated into the RFP to solicit vendor solutions. These are topic areas that require a more detailed explanation than a simple one-line system requirement. Focusing our efforts on specific RFP-related data gathering from the onset saves time and produces a problem statement outline that will be of immediate benefit when Phase II is initiated in the weeks that follow.

MCP will produce a draft of an operational and functional needs analysis and requirements outline that will document operational/functional needs discovered during the data gathering initiative for each public safety system.

Based on the information gathered regarding the existing systems and requirements identified by system(s) users and stakeholders, we will provide an analysis of the data, and document what current functional, operational and performance needs are desired by City stakeholders. MCP will present a recommended strategy for the procurement of replacement systems. At a minimum, we will provide the following information for each option identified:

- Technology and summary of features and functions available and desired by the City
- Capabilities offered by each option

- Gaps between existing systems compared to desired and required functionalities
- Procurement approach recommendations to address the identified user requirements
- The projected cost for each option including long-term maintenance and sustainment costs

### Presentation of Findings

Following the completion of the draft outline, MCP will:

- Provide a copy to the City point of contact for review and comment
- Any changes received will be incorporated into the outline by MCP
  - After incorporating any suggested modifications, a final version of the outline will be provided

Following the completion of the final outline, MCP will provide a presentation of the findings and recommendations to the City and stakeholders to:

- Address any questions
- Provide clarifications
- Update City leadership and stakeholders
- Discuss potential next steps toward adopting the recommendations for system improvements and initiate the procurement process

To facilitate stakeholder engagement and promote buy-in for the road ahead, MCP will participate in a presentation to the City project team.

*Deliverable(s)*:
- Project kickoff meeting
- Progress reports
- Operational and functional needs analysis requirements outline
- Review meeting with the City project team

## Phase II: Specification Writing/RFP Development

Once the operational and functional needs analysis and requirements outline are delivered and a common understanding of the current environment is documented, our joint project team initiates functional specifications and RFP development based on MCP's proven templates. Our templates are modified to suit the City's specific business, procurement and legal requirements. The RFP document will address and define the systems and subsystems to be procured as part of an integrated public safety software system.

The functional design and specifications, which are developed from the assessment phase, include standards-based requirements. MCP draws from many types of established industry standards, including, but not limited to:

- 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
- Special Applications

The procurement documents will define the following:

- The functional specifications desired in the system(s) to be procured
- The procurement process and conditions, to include the City-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
  - Implementation and acceptance testing
  - Training programs and courses
  - Warranty and service/support capability requirements
  - Lifecycle – the total cost of ownership requirements
- Cost Proposals
  - Itemized equipment costs
  - Software licensing
  - Labor costs and rates
    - Data conversion, if applicable
    - Integration services, if applicable
    - Implementation
    - Project management
  - Training
  - Software maintenance costs
  - Hardware maintenance costs, if applicable
  - Service level agreement (SLA) response and restoral times

Note: MCP understands that the City is seeking best of breed solutions or an appropriate suite solution. We will work with the City to develop a flexible RFP document that provides for vendors to propose on multiple systems, as well as a suite solution.

### Phase III: System Procurement Process

The MCP/City team will meet to confirm and finalize the City's decisions on the proposal evaluation process for the future of the public safety systems. MCP's evaluation methodology and toolset have been reviewed by numerous states, county, and municipal procurement offices and legal teams throughout the

country. Our ability to modify our existing processes and evaluation tools make the process much more efficient for the City, as well as your procurement and legal representatives.

MCP understands the criticality of maintaining a fair and thorough vendor proposal evaluation process for the selection of the solution that best meets the City's business needs within the budget parameters. MCP will support the City in its evaluation of proposals from responding vendors and provide technical support throughout the procurement process. We will provide support by conducting our proven use case demonstration evaluation process.

System procurement tasks include:

*Pre-Proposal Conference*

MCP will attend the pre-proposal conference, prepare meeting minutes, and assist the City in responding to questions posed during the pre-proposal conference.

*Respond to Vendor Questions*

MCP will:

- Act as a technical consultant to the City
- Assist with the preparation of technical and operational addendums and responses to vendor questions during the first round of the solicitation

We understand this activity occurs between the release of the RFP and approximately two weeks after the vendor pre-proposal conference. We further understand the City is the primary contact with all potential vendors.

*Additions/Revisions as Necessary*

MCP will assist with revising the RFP through addenda, if necessary, as an outcome of the pre-proposal conference and responses to vendor questions.

*Review Vendor Proposals*

In conjunction with City personnel, MCP will participate in the review and evaluation of proposals for compliance with the requirements of the RFP.

MCP will:

- Provide technical and administrative consultation during the proposal evaluation and vendor selection process 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*

MCP will assist the City with conducting vendor use case evaluations of a shortlist of the top two vendors' solutions for each system using scenarios crafted specifically for the City and, if desired, using City 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 City. MCP has budgeted two days of use case evaluations for up to two vendors for each system to demonstrate their solutions for the joint MCP/City team.

*Presentation*

MCP will provide technical support and assist in conducting a presentation of the recommendation(s) to stakeholders and City officials. This is important to ensure that all stakeholders are kept informed on the procurement process and the process that led to the selection of the vendor(s).

The intended outcome of this phase is for MCP to provide services to augment the City's planning and execution of the public safety systems purchase. MCP utilizes its extensive experience in reviewing contractor proposals, identifying critical issues, concerns, and discrepancies; inquiring about alternative solutions based upon the vendor's software platform; and judging the validity of the proposed costs.

### Phase IV: Contract Negotiations (60 Hours)

Once the City makes its procurement selections, MCP will meet with the City to confirm and finalize the decision on the selected vendor(s) and assists in initiating the contract negotiations with the selected vendor(s).

MCP has many years of collective experience negotiating public safety system contracts. This experience has led to an extensive database of similar procurements and their resulting costs, as well as costs for individual components of the systems. By using this database of nationwide pricing, we can negotiate with vendors to not only achieve a comprehensive solution which fulfills the requirements of the end-users but does so at a competitive price point for the City.

MCP will work collaboratively with the City to achieve negotiated contracts. It has been proven, time and again, that MCP's experience at the bargaining table translates into substantial cost savings for our clients. Our process is iterative with the vendor(s) involved in the negotiations and is based upon both historical and recent experience with similar procurements. Our negotiations are based on known areas of potential savings, as well as specific areas that are "risk inflated" by vendors.

Once an initial contract is received from the vendor, MCP personnel will review the contract documents and provide comments on the contractual language, SOW, and line-item pricing that is provided by the vendor.

MCP will "redline" vendor-supplied software license and maintenance agreements to provide the City a foundation as to what should be and should not be accepted within vendor contract agreements. This sets the stage for negotiations that follow. MCP will support the City legal representative in drafting and redrafting proposed contract language.

Note: MCP has budgeted 60 hours of contract negotiation support over a two-month period.

## Optional Services

### Phase V: Hardware Configuration and Build-Out

MCP has a select team of server and network hardware professionals that specialize in building both the primary site server architecture and disaster recovery site server/network infrastructure. We have built virtualized server infrastructure for numerous clients that are then certified by your selected vendor prior to loading of software.

As an option, we can work side-by-side with City IT personnel and can procure the hardware using existing City contracts as significant cost savings and then build the hardware infrastructure according to the selected vendor's specifications at a greatly reduced cost to the City. This effort involves working with the selected vendor to create a bill of materials for all hardware and software required.

MCP, working with City Purchasing, will order material, inventory it upon receipt and finally configure the server hardware in the designated location. This effort includes loading the appropriate operating system software and any additional application software that might be needed. At this point, MCP will system-test the server environment and network before the vendor's applications are installed.

### Phase VI: System Implementation and Cutover Support

MCP will provide project management and support to the City throughout the CAD, MDS, RMS, and system implementation process. The implementation process typically includes preparatory meetings with the vendor(s), installation oversight, system cutover, acceptance testing, and final approval of the systems.

The installation of the new systems must be done in a manner that results in minimum disruption of City activities and limited disruption of dispatching services. MCP will facilitate the vendor installation planning meetings and periodically provides personnel on-site at the City during the installation process. MCP will work with the City and the vendor to develop a punch list of issues, roadblocks, defects, and items that fail to conform to the published technical specifications. These issues must be resolved prior to MCP authorizing system acceptance and release of final payment to the vendor.

Our goal is to support the City during deployment ensuring compliance to contract requirements, development of test plans and scripts designed to demonstrate functional fulfillment of the technical requirements; and oversight of all activities associated with the installation of the complete suite of solutions.

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 public safety system implementations. We understand that a successful implementation requires more than just oversight of the selected vendor(s) schedules. Our deployment support focuses on assisting the City in overcoming the barriers of success typically found in public safety technology projects. Our goal is to aid the City during deployment ensuring 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 public safety solution being implemented.

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

- Overall project management
- Schedule coordination and integration oversight between the contractor and the City
- Review contractor documentation for approval by the City
- Maintain the requirements matrix to document the delivery of all contracted items and features
- Identification of demarcation points for any discrepancies between the contractor, the City, 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 as-built documentation
- Assist with coordinating vendor and the City delivery of training
- Recommendation regarding system acceptance

### Phase VII: Post Cutover Lifecycle Support, Project Closeout and System Monitoring

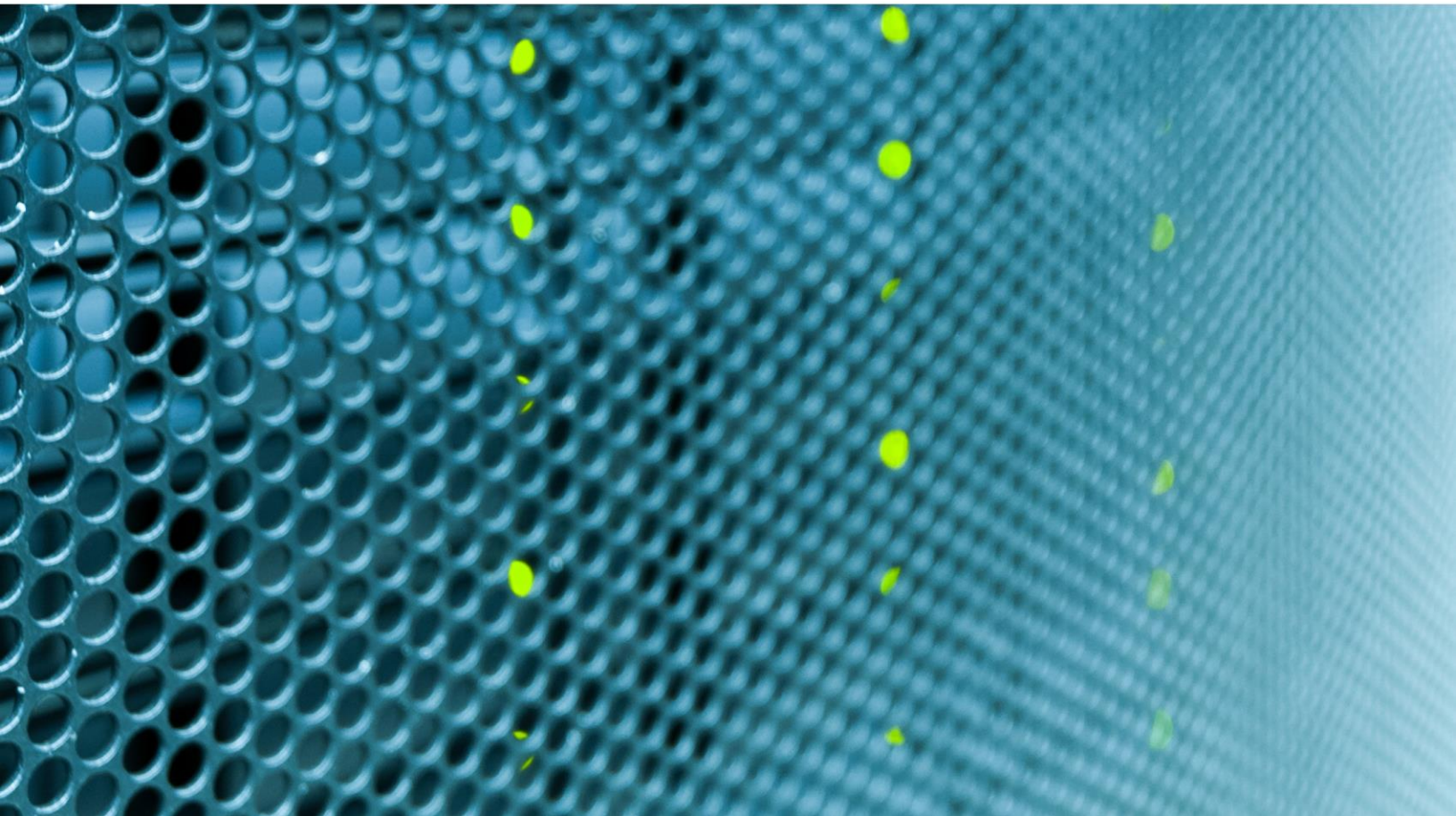
MCP will provide support to the City after the public safety system(s) have been cutover and placed in beneficial use. We recognize the project does not end once the system has been cutover and the beneficial use period commences. Our goal is to continue to support the City through the resolution of all punch list items that remain open beyond cutover and to assist in the validation of any code fixes that may have to be applied during the post cutover period to resolve those open items.

We will support the City throughout the post cutover project closeout process and remain available for consultation as an SME for system upgrades and patch fixes as required. Typical responsibilities of the MCP team during the post cutover and project closeout phase include remote support like:

- General project management
- Schedule coordination and integration oversight between the contractor and the City applying/testing/validating code fixes applied to the system for punch list resolution
- Technical representation for the resolution of all open punch list items
- Oversight for testing/validating any code fixes; resolve open punch list items
- Recommendation regarding project closeout and final system acceptance
- Consultation and SME oversight support for new releases, system upgrades, and patch fixes

We can also provide its proprietary system/network monitoring support to the City throughout post cutover period for 90 days as a trial to ensure the system is performing as designed and in accordance with the contract. The City can retain this service beyond this period if it chooses to ensure the system is free from malicious intrusion or attacks and it is performing at optimal levels well after cutover. Our Lifecycle Management Services (LMS) team will provide the City with access to dashboards and statistical reports that allows City IT personnel to understand the health and performance of the system at any time.

# Project Team



With more than 145 staff members, MCP's specialized professionals are integral members of our team:

| MCP's Specialized Professionals | |
|---|---|
| • Former public safety managers<br>• Project Management Professionals (PMP) | • Emergency Number Professionals (ENP)<br>• Technology, forensic, and policy specialists |

MCP will support this project with 100% internal staff to protect the City of Centerville from the risk of 1099 staff or subcontractors that could delay project initiation, delivery or create contractual issues regarding responsibilities.

## Organizational Chart

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

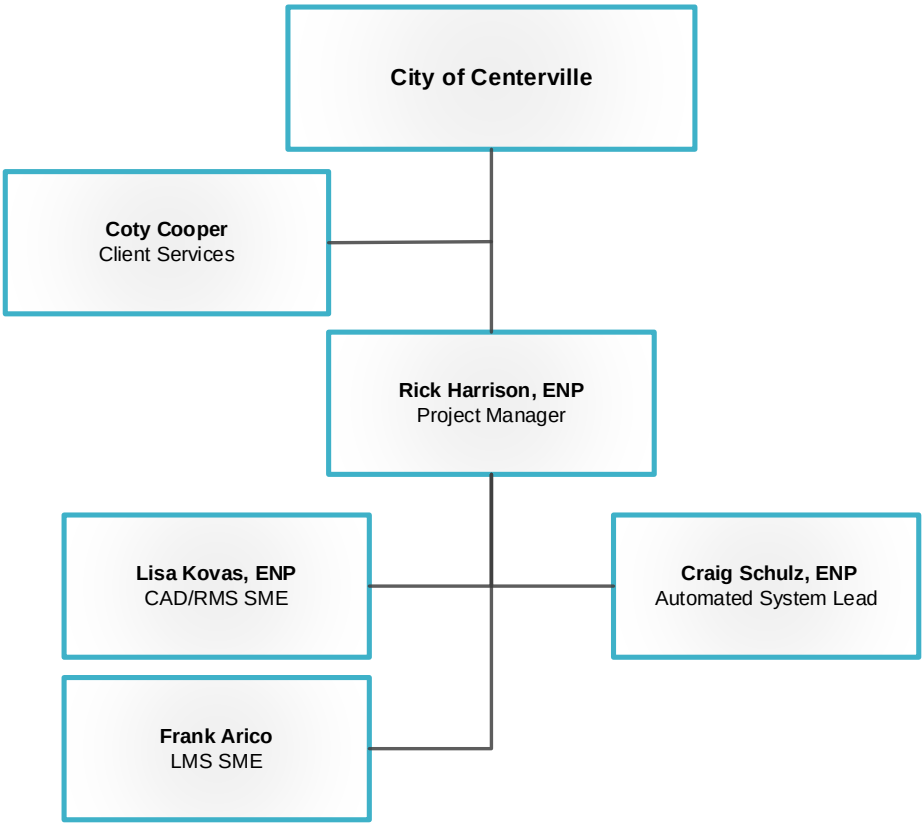



Figure 2: Project Team

## Resumes

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

# Coty C. Cooper

## Business Development Manager, Mission Critical Partners

Coty brings extensive 911 and land mobile radio telecommunication industry expertise to state and local government agencies to support the public safety community. His seasoned background encompasses all facets of 911 and next generation standards, as well as a wide range of technological solutions and experience that includes LMR systems, microwave and backhaul, radio subscriber units, CAD and mobile/high-speed data networks. His work involves project development, contracts and procurement negotiations, vendor management and multi-agency relations, as well as implementation of many multi-million-dollar public safety projects. Acquired through his tenure in the state and local public safety and government space, Coty possesses an extremely strong understanding of industry of processes, along with an executive level business and vendor negotiation acumen. He brings extensive experience in understanding and representing customer's needs to ensure that vendor services and solutions procured are delivered as designed, on time and on budget.

**Representative Experience**

- Business Development Manager/Client Management
  - Assisting the City of St. Louis, MO with a complex technology migration from a Multi-Emergency Communication Center environment to single consolidated center for Police, Fire and Emergency Management functions
  - Negotiated, supported and achieved the implementation of public safety projects within various regions throughout North America, including the City of Chicago, the Province of Manitoba and the Golden Gate Transportation District in CA.
  - Worked with dozens of counties and cities in Illinois and Indiana on the procurement process and implementation of 911 call handling equipment (CPE), including multi-PSAP and multi-million-dollar implementations
  - Extensive experience in consulting with customers in Indiana, Illinois and Manitoba on Next Generation Core Services (NGCS) standards and implementation of internet protocol (IP) selective routing
  - Supported the needs of 11 single and multi-agency Land Mobile Radio systems throughout the U.S.
  - Fostered and managed complex channel partner and vendor relationships and implementations and negotiations
- Senior Account Executive
  - Consulted and teamed with over 30 county and city public safety agencies to align, consolidate and achieve grant funding and state contract eligibility, leading to an award to integrate over 60 Police and Fire departments into the Illinois statewide Starcom21 700/800 MHz Motorola network. This included all associated radio subscriber units, radio consoles, backhaul, site allocation and location, recording systems and negotiation of monthly subscriber service-based fees
  - Supported customer base including 5 Chicagoland "Collar Counties"
  - Worked extensively on addressing the increasing needs of high-speed mobile data systems and public safety ruggedized mobile data terminals
  - Oversaw the sales and negotiations of multiple CAD system and upgrade projects
- Regional Sales Director
  - Developed and fostered multi-tiered relationships at the state, county and city levels within an 11 state Midwest region, including
  - Was successful in navigating many state contract vehicles, as well as aided in successful client-based grant applications

### Industry Experience

20 years

### Education

B.A.,
Organizational/Corporate Communications
Northern Illinois University

### Associations

National Emergency Number Association (NENA)

Association of Public-Safety Communications Officials (APCO)

# 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.

**Representative Experience**

State Experience

- Pennsylvania Emergency Management Agency (PEMA)—Supported data gathering and reporting for statewide PSAP assessment
- PEMA—NG911 support project
- Illinois—NG911 Feasibility Study

Regional Experience

- Northern Virginia Emergency Response System (NVERS)—Fire and EMS assessment
- Tri-Com Central Dispatch, IL—Technology Assessment and Strategic Plan

City/County Experience

- Montgomery County, PA—Technology project management for law enforcement records management system (RMS)
- Hillsborough County, FL—Fire and Rescue Department CAD procurement
- Hamilton County, OH—Communications center assessment
- Orange County, VA—Emergency communications consolidation assessment
- Richmond, VA—PSAP assessment and strategic plan development
- Adams County, CO—PSAP assessment
- Durham, NC—Police department headquarters complex relocation
- Charles County, MD—Fire and EMS assessment
- Orange County, CA—PSAP assessment
- San Bernardino, CA—EMS optimization analysis
- Cobb County, GA—Technology assessment and strategic plan
- City of Atlanta GA—CAD procurement for police and fire
- El Paso Teller Authority, CO—Regional CAD solution
- Harford County MD—EMS organizational analysis
- City of Philadelphia, PA—CAD procurement for police and fire

Additional Experience

- Lancaster County, PA—Countywide communications
  - Served as operations manager, primary supervisor, assistant supervisor dispatcher—police, fire and EMS
  - Oversaw all PSAP radio room supervisory staff including hiring and termination
  - Managed PSAP daily operations and development of policy and procedure
  - Planned and oversaw PSAP re-location
  - Developed field communications vehicle and subsequent policies for response
  - Assisted in the development of three different CAD systems
  - Handled complete renovation of a main 911 center including procuring furniture and designing the room layout to best fit the needs of staff
  - Assisted with the rebuild of the county back-up PSAP
  - 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

# Lisa L. Kovacs, ENP

## Communications Consultant, Mission Critical Partners

Lisa is a veteran within the public safety community, she has held various positions as a telecommunicator dispatching five city police departments, consolidated city police and countywide fire, and countywide fire and EMS emergency communications centers. Lisa also has experience in all facets of public safety software beginning as a trainer, then implementing systems as a senior project manager and eventually becoming a senior product manager responsible for designing and releasing CAD, mobile and interfaces to records management system (RMS)/jail management system (JMS) and more than 30 third-party interfaces to both systems. She brings a vast amount of experience and expertise to the public safety community.

**Representative Experience**

County Experience

- Frederick County, MD—Replacement of CAD, mobile and jail management systems
- Charlotte, NC—Emergency communications personnel study
- Watsonville, CA—RMS implementation/Installation support

Engineering/QA/Web Acceleration Team

- Accelerate the development of new records management system web products
- Write test cases, test new functionality
- Log and retest fixed bugs and conduct regression testing

Customer Relations Manager

- Work with clients to assist them with optimizing their processes
- Utilize software to expedite workload to ensure continued client satisfaction
- Conduct webinars, present at state users group meetings, explaining the migration process of InformCAD and mobile product lines

Marketing/Product Management

- Respond to complex RFPs for CAD/mapping and mobile systems
- Research new trends in the 911 industry
- Work with VisionCAD, VisionGIS, and VisionLMS

Application Specialist

- Review RFPs, consult on CAD implementation and process evaluation

CAD Product Manager

- Assess customers' needs for new features to be added to CAD software
- Liaison between customers and software developers project manager
- Coordinate the implementation of computer systems, including scheduling of hardware installation training and conversions

911 Director

- Establish consolidated 911 emergency communications department
- Coordinate the implementation of E911 and CAD/mapping
- New 911 center and consolidated countywide communications

Telecommunications Manager

- Renovate space in city hall to accommodate a new city/county collocated 911 center and consolidated city police and fire communications
- Manage citywide phone system including system changes and chargeback to each department for usage
- Hire personnel and facilitate APCO Telecommunicator and State Law Enforcement Division (SLED) certifications
- Complaint aide, dispatcher and supervisor

### Industry Experience

40 years

### Certifications

Emergency Number Professional (ENP)

### Associations

Association of Public Safety Communications Officials (APCO)

National Emergency Number Association (NENA)

NENA Institute Board, founding member, served for 15 years

# Craig W. Schulz, ENP

## Communications Consultant, Mission Critical Partners

Craig brings experience in the public safety sector having served as an emergency communications center systems manager. As a manager, he oversaw the construction of a state-of-the-art communications facility, initiated work on the procurement and replacement of its CAD system and kicked-off an ESInet project for the PSAP. He brings a wide range of hands-on experience in management, security, data center operations, and public safety applications. Craig leverages his organizational and team leadership experience to support mission critical infrastructure and public safety initiatives.

**Representative Experience**

City/County Experience

- North Carolina
  - City of Charlotte—Operational / Consolidation Assessment
  - Wake County—Radio system upgrade
  - Durham County—Facility construction, technology integration
  - Franklin County—Grant management, project management, facility construction, and technology integration
  - Union County—Grant management, project management, facility construction, and technology integration
  - Greene County—Grant management, project management, facility construction, and technology integration
  - Wayne County—Grant management, project management, facility construction, and technology integration
  - Iredell County—Grant management, project management, facility construction, and technology integration
  - Chatham County—Facility construction, and technology integration
  - Sampson County—Grant management, project management, facility construction, and technology integration
  - Clay County—Grant management, project management, facility construction, and technology integration
  - Martin County—Grant management, project management, facility construction, technology integration
  - Pasquotank County—Grant management and technology integration
  - Lincoln County—Grant management and technology integration
  - Hyde County—PSAP consolidation and radio system upgrade
  - Graham County—Grant management, project management, facility construction, and technology integration
  - Rocky Mount—Backup Center retro-fit and technology integration
  - Richmond County—Technology integration
  - Mitchell County—Facility construction, technology integration
  - Halifax County—Grant Application Assistance
  - Polk County—Grant Application Assistance
  - Yancey County—Grant Application Assistance
- South Carolina
  - Dorchester County—Project management, facility construction, and technology integration
  - Horry County—Facility construction, and technology integration
  - Charleston County—Workforce Optimization

### Industry Experience

27 years

### Certifications

Emergency Number Professional (ENP)

Cisco Certified Entry Networking Technician (CCENT)

Information Technology Infrastructure Library (ITIL) Foundation Certification

National Incident Management System/ Incident Command System (NIMS/ICS)—100, 200, 700, 800

### Associations

National Emergency Number Association (NENA)

Association of Public-Safety Communications Officials (APCO)

### Awards

North Carolina NENA President's Award, 2016

North Carolina NENA Communications Support Personnel of the Year, 2009 and 2014

E911 Institute Technician of Year, 2010

# Frank Arico

## Business Development Manager, Mission Critical Partners

Frank is a consistent business development manager who delivers high customer satisfaction by exceeding expectations and business results. He establishes strong, collaborative partnerships and enables teams to work efficiently and independently. Frank has years of experience working with the communication systems, internal networks, IT equipment and security needs of public safety and enterprise customers. He has developed proactive problem-solving skills and forward-thinking management of customers' system and security requirements. With a concentration on the impacts of the cybersecurity risks impacting Public Safety, Frank is able to bring meaningful and necessary cyber-risk understandings to both management and front-line workers since we are all responsible for keeping mission-critical systems secure and functioning.

**Representative Experience**

- Business Development and General Manager
  - Has utilized deep industry knowledge to bring unique solutions to customers insuring differentiated and successful project launch and ongoing support
  - Responsible for solution partner onboarding, relationship management and growth of new manufacturer, independent software vendors and other partner relationships.
  - Improved operations performance through launch of new Customer Relationship Management (CRM) solutions and workforce adjustments
  - Increased business partner activity through improved solution development, partner networking and customer activity
  - Facilitated customer engagements, client summits, sales trainings, partnership solution initiatives and planning sessions
- Director
  - Managed team of technical support and wireless specialists as well as professional services product portfolios
  - Created a proactive customer support platform including an online customer portal that utilized CRM tools to improve case management, operations support, partner interaction and customer retention
  - Led national sales, support and marketing teams and assisted with repair facility objectives
  - Managed relationships with manufacturers, distributors, independent software vendors and other business partners
  - Implemented device management solutions, consolidated service agreements and coordinated mobile device cellular activations

### Industry Experience

29 years

### Education

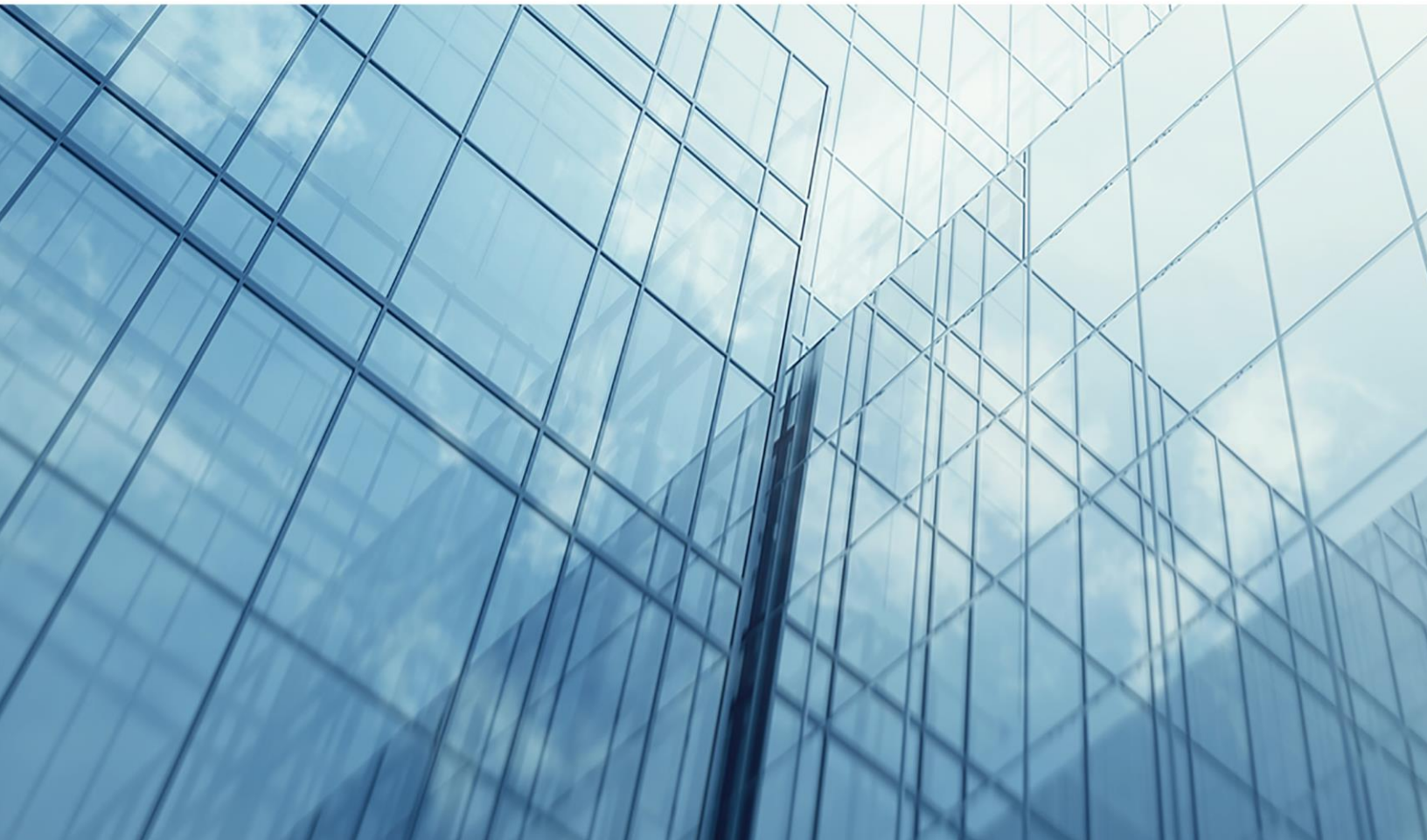
B.A. Mass Communications
St. Bonaventure University

### Certifications

Cybersecurity Fundamentals for Sales – IT Nation, ConnectWise

Quality Initiative, Motorola University

# Experience



## Ohio Experience

MCP has supported more than two dozen projects in the state of Ohio. As a result of work within the state, MCP brings a strong understanding of Ohio's local and state regulations, standards and procedures that will be an important component of City's project.

| Sample Ohio Projects | |
|---|---|
| Broadview Heights, City of | Lucas County |
| Cincinnati, City of | Medina, City of |
| Clark County | Montgomery County |
| Cuyahoga County | Parma, City of |
| Elyria, City of | Richland County |
| Franklin County | Toledo, City of |
| Hamilton County | Wayne County |
| Lorain County | Westerville, City of |

## Vendor 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:

| Sample Vendor Experience | | | | | | | | |
|---|---|---|---|---|---|---|---|---|
| Aether | Emergitec | Firehouse | InterAct | New World Systems | Positron | SunGard | TriTech | Zuercher |
| AT&T | ESO | Infor | Intergraph | Plant | PSSI | Tiburon | VisionAir | |

## Sample Project Experience

| Client | CAD Assessment | CAD Procurement | CAD Implementation | RMS | Maintenance/ Monitoring |
|---|---|---|---|---|---|
| Adams County, CO | | | | ✓ | |
| Albany/Capital District, NY | | | ✓ | ✓ | ✓ |
| Allen, TX | ✓ | ✓ | | | |
| Amarillo, TX | ✓ | ✓ | | | |
| Anchorage, AK | | | | ✓ | ✓ |
| Atlanta, GA | | | ✓ | ✓ | |
| Aurora, CO | | | | | |
| Baltimore, MD | ✓ | | | | ✓ |
| Brevard County, FL | | | | ✓ | ✓ |
| Carson City, NV | | | | ✓ | ✓ |
| Centre County, PA | | ✓ | | ✓ | |
| Charleston County, SC | | ✓ | | ✓ | |
| Chicago, IL | | ✓ | | | |
| Delaware, State of | ✓ | ✓ | ✓ | ✓ | |
| Delaware County, PA[1] | ✓ | ✓ | ✓ | | |
| Denton, City of, TX | ✓ | ✓ | ✓ | ✓ | |
| 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 | | | | | ✓ |

[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 | Maintenance/ Monitoring |
|---|---|---|---|---|---|
| Hawthorne, CA | | | | ✓ | ✓ |
| Hillsborough County, FL | ✓ | ✓ | ✓ | | |
| Indiana County, PA[2] | | ✓ | ✓ | | |
| Indianapolis, IN | | | | | ✓ |
| Lake County, IL | | ✓ | | ✓ | |
| La Mesa, CA | | | | | ✓ |
| Melbourne, FL | | | | | ✓ |
| Memphis, TN | ✓ | ✓ | ✓ | | |
| Milpitas, CA | | | | ✓ | ✓ |
| Milwaukee County, WI | ✓ | | | | ✓ |
| Monterey County, CA | | | | | ✓ |
| Montgomery County, OH | | | | ✓ | ✓ |
| National Capital Region[3] | ✓ | | | | |
| New York Metropolitan Transit Authority | | | | ✓ | ✓ |
| New York Thruway Authority | | | | | ✓ |
| Northwest Central Dispatch, IL | ✓ | ✓ | ✓ | ✓ | |
| Orange County, FL | | | | | ✓ |
| Philadelphia, PA | ✓ | ✓ | | | |
| Polk County, FL | | | | | ✓ |
| Region 13, PA[4] | ✓ | ✓ | ✓ | | |
| Sacramento Regional Fire Authority, CA | | | | ✓ | ✓ |
| Salt Lake City, UT | ✓ | | | | |
| San Antonio, TX | ✓ | | | | ✓ |
| San Jose, CA | | | | ✓ | |
| San Francisco, CA | | | | | ✓ |

[2] Indiana, Armstrong, Greene, Fayette, and Somerset counties
[3] CAD-to-CAD
[4] Butler, Lawrence, Mercer, and Venango counties

| Client | CAD Assessment | CAD Procurement | CAD Implementation | RMS | Maintenance/ Monitoring |
|---|---|---|---|---|---|
| Shelby County, TN | ✓ | ✓ | ✓ | | |
| St. Mary's County, MD | ✓ | ✓ | | | |
| Taylor, TX | | ✓ | ✓ | | |
| University of Pennsylvania | | | | ✓ | |
| Venango County, PA | | | | | ✓ |
| Wake County, NC | ✓ | ✓ | | | |
| City of Wichita Falls, TX | ✓ | ✓ | | ✓ | |

## Frederick County, Maryland

**Service Provided:** Computer-Aided Dispatch and Public Safety Software Solutions Upgrade

**Contact:** Jack Markey, Director, Division of Emergency Management, 301.600.6790, emergencymanagement@frederickcountyMD.gov

**Project Dates:** December 2019 to Present

**Challenge:** Frederick County (County) identified the need for assessment and procurement support in the acquisition of a new public safety software solution. The County is responsible for providing public safety support to approximately 252,000 citizens and was seeking to update the following systems, including:

- Computer-aided dispatch (CAD)
- Mobile data system (MDS)
- Law enforcement records management system (RMS)
- Jail management system (JMS) systems

Located in the rapidly growing and sixth largest metropolitan statistical area in the United States (Washington-Arlington-Alexandria, DC-VA-MD-WV MSA), the County sought a consulting firm to assist in obtaining a solution that would fit the increasing needs of the region's first responders

**Solution:** Mission Critical Partners was retained by the County to provide support for the following tasks:

- Operational and Functional Needs Analysis and Requirements Outline
  - Conduct user and stakeholder requirements gathering
  - Analysis of findings
  - Recommendations development
  - Findings presentation

- Specification Writing and Request for Proposals Development
  - Contract Negotiations

- System Procurement Support
  - Vendor proposal review
  - Vendor use case evaluations
  - Public Safety Steering Committee Presentation

**Key Result**: In December 2019, MCP and the County kicked off the project. MCP is currently providing operational and functional needs analysis to the County to ensure a CAD, MDS, RMS, and JMS solution that meets the current and future needs of the County and its first responders.

## St. Mary's County, Maryland

**Service Provided:** Computer-Aided Dispatch Procurement and Implementation Support

**Contact:** Stephen Walker, Director, 240.808.0167, Stephen.Walker@stmarysmd.com

**Project Dates:** August 2018 to Present

**Challenge:** Located in southern Maryland, St. Mary's County's serves a population of 112,667 people and often sees an upswing of 30,000 people per day traveling to the County for recreational purposes. The Department of Emergency Services is the only PSAP in the County and is responsible for all 911 call taking and dispatching for one law enforcement, 14 fire and EMS agencies, and animal control dispatch.

The County identified the need to obtain professional consulting services to support the procurement and implementation of a fully integrated operational turnkey system to enhance the delivery of public safety services.

**Solution:** MCP was retained by the County to provide specification and request for proposal (RFP) development to support the procurement of CAD/mobile data system (MDS)/Law Records Management Systems (LRMS). MCP's support includes:

- Operational and functional needs analysis and requirements
- RFP development and specification writing
- System procurement support and contract negotiations
- System implementation and cutover support

**Key Result:** MCP is currently developing a draft RFP to assist in procuring a new system to enhance the County's current capabilities for its citizens and first responders. MCP has conducted on-site stakeholder interviews to obtain the necessary information and operational understanding to develop an RFP that will best suit the unique needs of the County's stakeholders. Additionally, MCP has worked with the procurement office to ensure the RFP will meet all needs of the County's procurement process.

## Adams County Communications Center, Colorado

**Service Provided:** Records Management System and Jail Management System Implementation Support

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

**Project Dates:** September 2017 to November 2018

**Challenge:** In September 2017, Adams County Communications Center (ADCOM) identified the need to assess the status and outlook of its web-based records management system (RMS) implementation. ADCOM retained Mission Critical Partners to provide professional consulting services with the RMS implementation and to provide support for the Adams County Sheriff's Office jail management system (JMS) implementation.

**Solution:** To support this project, MCP's subject matter experts provided technical, operation and contractual support to deliver a comprehensive assessment that identified alternatives for ADCOM and prioritized recommendations on the best path forward. MCP's services included:

- Conducting a needs assessment, data gathering and initial RMS interviews
- Discussed potential alternatives with ADCOM and the RMS team
- Supported independent verification and validation of the RMS software
- Assisted in defining core functionality for the RMS based upon user need and industry best practices

**Key Result:** In October 2017, MCP delivered a report of its initial findings and provided an updated report in December 2017. MCP continued to assist ADCOM in providing consultation services directly to the ADCOM Director and the RMS testing team to further the progress of the implementation and to help formulate a strategy to ensure the best interest of ADCOM and its agencies were served by this critical deployment.

## City of Denton, Texas

**Service Provided:** CAD and RMS Procurement and Implementation Support

**Contact:** Melissa Kraft, Director of Technology Services, 940.349.7823, melissa.kraft@cityofdenton.com

**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.

## Wake County, North Carolina

**Service Provided:** CAD and Mobile Data Systems

**Contact:** John Higgins, Director of Information Services, Wake County, 919.664.5575, john.higgins@wakegov.com

**Project Dates:** January 2016 to January 2020

**Challenge:** The Raleigh–Wake County Emergency Communications Center (RWECC) is the primary PSAP for the City of Raleigh and much of Wake County. The legacy system was a Motorola Premier CAD System that was initially installed in 2003 and vendor end of life support was scheduled for August 31, 2018. The system was configured to be multi-PSAP, multi-agency, and multi-jurisdictional, serving a total of 44 agencies, comprised of:

- Ten law enforcement
- 19 fire
- Four emergency medical service (EMS) functioning as one system
- One crime scene and investigations unit
- Seven public utilities agencies.

Additionally, there were four other state, city and county public safety support agencies that used the CAD system. The system supported approximately 250 full CAD workstations with terminals in three remote PSAP's. There were also many agencies that used the Premier Mobile Data client, with approximately 1700 users.

**Solution:** Mission Critical Partners was retained to assist with the development of a request for proposal (RFP) for a CAD system that would meet the current and future needs of the RWECC. MCP provided support in evaluating vendor's responses once the RFP was released and then assisted with installation oversight of the selected CAD solution.

**Key Result:** MCP held stakeholder interviews to determine systems needs and assess the current system. Based upon the assessment and interviews, MCP produced the technical specifications report which documents the methods, analysis, findings, and system specification recommendations. The specifications listed in this document were then used in the technical specification section of the RFP. The report described the methodologies used to develop the specifications, preliminary project and implementation schedules and acceptance testing strategies related to RWECC's CAD solution objectives.

MCP assisted the County and RWECC with system testing and system go-live. MCP also supported the County with system acceptance as well as network configuration documentation and systems administration policy/procedure documentation.

# Project Pricing

# Project Pricing

Professional services outlined in the scope of work are proposed for a **not to exceed fee of $133,733, including expenses**. Optional Phases V through VII are not included. Labor will be invoiced using Mission Critical Partners' Ohio State Team Schedule Contract Number 534504.

Reimbursable expenses on this project will be invoiced using Federal rates for lodging, mileage and meals. All other expenses including air fare, rental cars, rental fuel, local transportation, tolls, parking and taxes on lodging will be invoiced at the cost incurred. Invoicing will be on a monthly basis for effort expended plus expenses.

Table 2: Fee Summary by Phase

| Phase | Labor | Expenses |
|---|---|---|
| Phase I: Operational and Functional Needs Analysis and Requirements Outline | $29,178 | $2,200 |
| Phase II: Original Quote Specifications Writing/RFP Develop | $52,399 | |
| Phase II: Price reduction due to expedition of Phase I | (10,453) | |
| Phase II: Specifications Writing/RFP Develop | $41,946 | $4,000 |
| Phase III: System Procurement Process | $43,218 | $3,000 |
| Phase IV: Contract Negotiations (60 Hours) | $10,191 | N/A |
| **Revised Project Subtotal** | $124,533 | $9,200 |
| **Revised Project Total, Phases I – IV** | | **$133,733** |

Any additional services would be performed on a then current fee schedule. Prior to initiating any such additional work, MCP would require a formal letter of authorization from the City of Centerville.

Based on the current MCP understanding of what is to be accomplished, the pricing identified above represents an estimate of the work anticipated for the project to be successful. Please know, above all else, MCP is flexible and agreeable to negotiate any pricing established herein as our current understanding of the effort may not be yours. Our priority is for this project to be successful and we stand ready to adjust our level of support as deemed necessary for success to occur.

## Pricing Assumptions

After 120 days from the submittal date, MCP reserves the right to revisit scope and pricing with the City to address any potential changes that may have occurred since submittal that could impact project delivery.

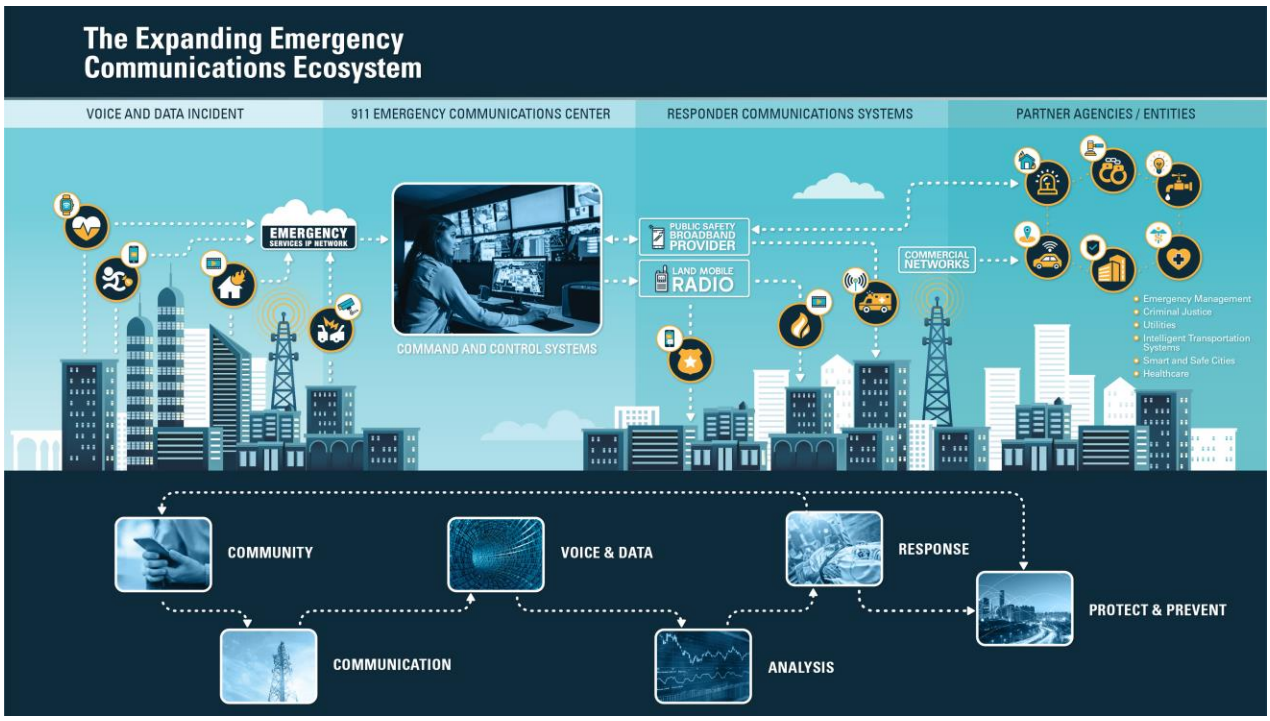
To be more responsive to the City's needs, MCP respectfully reserves the right to move professional fees and expenses between tasks, as needed, to complete the scope of work, as long as the total amount billed to the City does not exceed the contract amount.

# 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.




Only 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: Areas of Specialization

## 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.

MCP offers a variety of service plans that provide varying degrees of support—Essential, CAD Essential, Advanced, Secure and Custom.

**Mission-Critical 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.

**Mission-Critical 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:

- CAD
- RMS
- Telephony
- Environmental site networks
- Microwave
- CHE
- ESInets
- Fiber-optic
- 911 and administrative servers, databases, router, switches

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 3: Sample Monitoring Services Clients

| 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, CA<br>Sheriff's Office and<br>Emergency Communications Center |
| Brevard County, FL | Montgomery County Sheriff's Office, OH |
| Carson City Sheriff's Office, NV | New York Metro Transit Authority |
| Forsyth County, GA | New York State Transit Authority |
| Fort Worth, TX | Orange County, FL<br>Sheriff's Office and Fire Department |
| Harris County Sheriff's Office, TX | Polk County, FL |
| Indianapolis, IN | Sacramento Regional Fire Authority, CA |
| La Mesa, CA | City/County of San Francisco, CA |

## 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.

## 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.

## 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 help 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℠ discovery services | Mission-Critical NetPulse℠ 24x7 network monitoring | Mission-Critical NetInform℠ security assessments | On-request services |
| | | | IT helpdesk services |
| Mission-Critical NetInform℠ enterprise IT assessments | | Mission-Critical NetPulse℠ security monitoring | 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<br>• Analysis<br>• Exchange Architecture<br>• Integration<br>• Project Management<br>• National Standards<br>• 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)