



Request for Proposal #18-200-SHRF

Multi-Agency Consolidated Emergency Communication/
Emergency Operations Feasibility Study

Proposal - Revised

PREPARED FEBRUARY 13, 2019
FOR COUNTY OF HUMBOLDT, CALIFORNIA
ORIGINAL

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Introduction Letter

February 13, 2019

William F. Honsal, Sheriff
County of Humboldt Sheriff's Office
836 4th Street
Eureka, CA 95501

Re: RFP Number 18-200-SHRF – Multi-Agency Consolidated Emergency Communication/Emergency Operations Feasibility Study

Dear Sheriff, Honsal:

Mission Critical Partners, LLC (MCP) appreciates the opportunity to provide this proposal to conduct a multi-agency consolidated emergency communication/emergency operations feasibility study for Humboldt County (County). The MCP team serves as an independent agent with considerable experience in local government management roles, and extensive experience in performing public safety consulting services for state, local, and federal government entities.

As required, we are submitting the proposal in the following formats: One (1) signed original, along with four (4) copies of the proposal with one (1) required form.

Vendor Neutrality

MCP certifies it is an independent agent and is not engaged or associated in the business of construction, selling, servicing or renting computer-aided dispatch (CAD) hardware or voice or data radio communications. MCP is independent of all vendors, hardware, software, and equipment providers, and has no vendor ties and receives income only from client fees.

Conflict of Interest

MCP certifies that no official or employee of the County, nor any business entity in which an official of the County has an interest, has been employed or retained to solicit or assist in the procuring of the resulting contract, nor will any such person be employed in the performance of such contract without immediate divulgence of such fact to the County.

Mission Critical Partners has identified Mike Miller as the point of contact for this proposal response. His contact information follows:

Mike Miller, Business Development
Mission Critical Partners
PO Box 80038
Rancho Santa Margarita, CA 92688

Cell: 949.616.0216
Office: 888.862.7911
Fax: 814.217.6807
Email: MikeMiller@MissionCriticalPartners.com

I, John L. Spearly, Vice President & Director of Administrative Services, am the authorized representative signing and submitting this proposal on the Company's behalf. I may be contacted at 888.862.7911 or JohnSpearly@MissionCriticalPartners.com.

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

Sincerely,

Mission Critical Partners, LLC



John L. Spearly

Vice President & Director of Administrative Services

Executive Summary

Mission Critical Partners, LLC (MCP) is pleased to submit this proposal to support Humboldt County (County) in their request for a feasibility study for a consolidated Emergency Communication Center (ECC) and Emergency Operations Center (EOC).



MCP understands that the purpose of the County's request for a consolidation feasibility study is to conduct an analysis of potentially consolidating dispatch operations within the County. The assessment will encompass personnel, staffing, equipment, facility needs and budgetary costs associated with the creation, transition, and operation of a regionalized central dispatch facility.

The County has dedicated substantial resources to providing its citizens with excellent public safety services. MCP commends the County for their desire to continually improve and find ways to be even more efficient and effective as they seek to maintain the highest level of service to provide competent, effective and responsive public safety services to the citizens of the County. The importance of this project to your mission is clear.

We understand that future goals for the County include activities which will coordinate and support shared information and communications technologies to:

- Enhance the safety of law enforcement, fire, rescue, emergency medical, and emergency management personnel and the citizens they serve
- Expand cost effective benefits to its members and other agencies
- Create and maintain a plan for the expanding needs of the public safety agencies in the region that fosters partnerships with surrounding entities
- Facilitate the expansion of Humboldt County public safety dispatch center services to other community and private sector entities

MCP is proposing to conduct a pre-project kickoff meeting via conference call/WebEx to conduct team introductions, develop ongoing communications plan, agree on final project schedule, identify team roles, and for MCP to request relevant documentation from County staff to review. An in-person, on-site project kickoff meeting will be held during the same week as data gathering, stakeholder interviews and site visits.

MCP will collect information at data gathering meetings regarding personnel, technology, and facilities at all PSAP locations, examining how capital expenses will impact the costs or operational capabilities associated with each governance model. MCP will interview key agency personnel as identified by the County to gain insight and understanding of the varying stakeholder perspectives.

MCP strives to understand the operational, emergency, non-emergency, and administrative service levels desired by the participating agencies. Within the framework of consideration is an understanding of the current PSAP technologies, interoperability, staffing and training, and organizational structure and command. It is generally recognized that operational cost containment is most readily achieved through staff efficiencies in the shared services environment.

MCP uses its demonstrated expertise in 911 and emergency communications operations and management to assess the operational and financial opportunities for physical and virtual consolidation options. MCP believes that operational efficiencies can be achieved through system(s) interoperability, the establishment of reasonable standard operating guidelines, uniformity between agency training, and the placement of appropriate constraints upon the role of each PSAP.

From the analysis of these agencies, MCP will conduct a feasibility study outlining options for either regionalizing or consolidating dispatch operations of the agencies. The feasibility study will encompass personnel, equipment, and facility needs associated with the creation, transition, and operation of either a consolidated or regionalized dispatch approach based on findings.

“With MCP’s help, we’ve identified the issues and challenges that stand between us and a successful regionalization effort. Now that we know it could work for us, we need to determine how we make it a reality and execute on that plan.”

*-Mark Schmidt, Emergency Communications Project Coordinator,
Imperial Valley Emergency Communications Agency (IVECA)*

At the conclusion of the technical work, MCP will complete and submit an administrative draft to the County and will conduct a webinar review with representatives of the County to assure all expected items and sections of review will be covered.

A stakeholder draft review session that allows the County team the opportunity to digest the report and collate comments/input from their staff ensures the session is most productive for all participants. Once MCP has captured all comments and expectations, MCP will provide a draft stakeholder consolidation feasibility report.

After the County has had an opportunity to review the revised/reviewed draft report and discuss edits or modifications based on comments, MCP will revise the draft report to create a final consolidation assessment report that includes, but is not limited to:

- Assessment and summary of current conditions
- Identifying gaps that need to be address
- Recommendations for improving governance and sustainability of the countywide emergency communications center

MCP will support up to four oral presentations over a two-day period with key stakeholder groups, including daytime and evening presentations.

MCP adds value to this project because of our understanding of how policy, financing, governance, operations and technology must come together to solve the County’s complex challenges. As your partner, we are committed to listening, being responsive, consistent, accountable, and objective and, most of all, innovative. MCP will demonstrate that we understand your challenge, analyze the available data, and then leverage our extensive experience and knowledge to develop a durable resolution. We will carefully

manage the project schedule, budget, and quality to ensure that deliverables meet or exceed the County's expectations.

Execution tasks resulting from the feasibility study would be part of a follow-on project. The initial study is focused within the County to identify potential economies of scale that the may be realized. MCP has conducted numerous similar assessments and our knowledge and project experience in this area is unmatched.

Company Background

Mission Critical Partners (MCP) is a professional services firm that helps public safety clients enhance and evolve their mission critical systems and operations.

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

Our planning, implementation and lifecycle management services span all aspects of mission critical communications, while our expertise covers everything from radio to broadband, networks and 911, and facilities and operations. We provide confidence and support every step of the way, from design and procurement to building and management. The result is a high-performing public safety system that achieves maximum value and optimal efficiency.

With MCP, the proof is in the numbers:

- Of our more than 110 specialized professionals, five reside in California and are dedicated to serving our California-based public safety clients.
- We've worked in more than 43 states across the U.S. including California and the neighboring states of Arizona, Oregon, Nevada, Washington, Utah and Idaho.
- Since our inception in 2009, we've completed nearly 700 public safety communications projects.
- We have worked in nearly 50 percent of the nation's top 50 largest Metropolitan Statistical Areas (MSAs).
- We offer a streamlined procurement process through our California Multiple Award Schedule (CMAS) Contract #3-13-70-3020A, Supplement No. 3.
- Our technology procurement efforts help our clients realize major cost savings – and typically cover our fee and/or save our clients upwards of 10 – 30 percent depending on the type of project.

MCP stands behind the importance and nobility of the work our clients do. We understand the criticality of effective and efficient public safety systems, not just for our clients, but for their entire community. While we are proud to have the most experienced and knowledgeable team of professionals in the industry, our greatest pride comes in seeing the successful results of our clients' mission critical operations.

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

OFFICE LOCATIONS

Mission Critical Partners serves municipal, county, state and federal clients across North America with offices in the following locations:

Corporate Headquarters

State College Office

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Port Matilda, PA 16870

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Fax: 814.217.6807

Web: MissionCriticalPartners.com

Branches

Dallas Office

502 N. Carroll Ave. Suite 120

Southlake, TX 76092

Raleigh Office

3737 Glenwood Ave. Suite 100

Raleigh, NC 27612

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

Contact

Mike Miller

Business Development Manager

Mission Critical Partners, LLC

PO Box 80038

Rancho Santa Margarita, CA 92688

Office: 888.862.7911

Cell: 949.616.0216

mikemiller@MissionCriticalPartners.com

Operations and Facilities Services



initiatives on time and on budget.

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

MCP is passionate about creating environments, processes and systems that enable our clients to experience greater success. We do this by bringing innovative ideas to every project with the end goal of improving your operations. Our applications expertise spans all aspects of public safety communications including 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 range from operations consulting, technology procurement and implementation, shared services and consolidation; strategic and executive-level consulting; facility planning services and professional development and mentoring.

Shared Services and Consolidation



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

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

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

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

Facility and Technology Design and Integration

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

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

Company Organization

Years in Business

Mission Critical Partners, LLC was originally founded on December 29, 2008 and has been in business for ten years with business operations beginning on February 2, 2009.

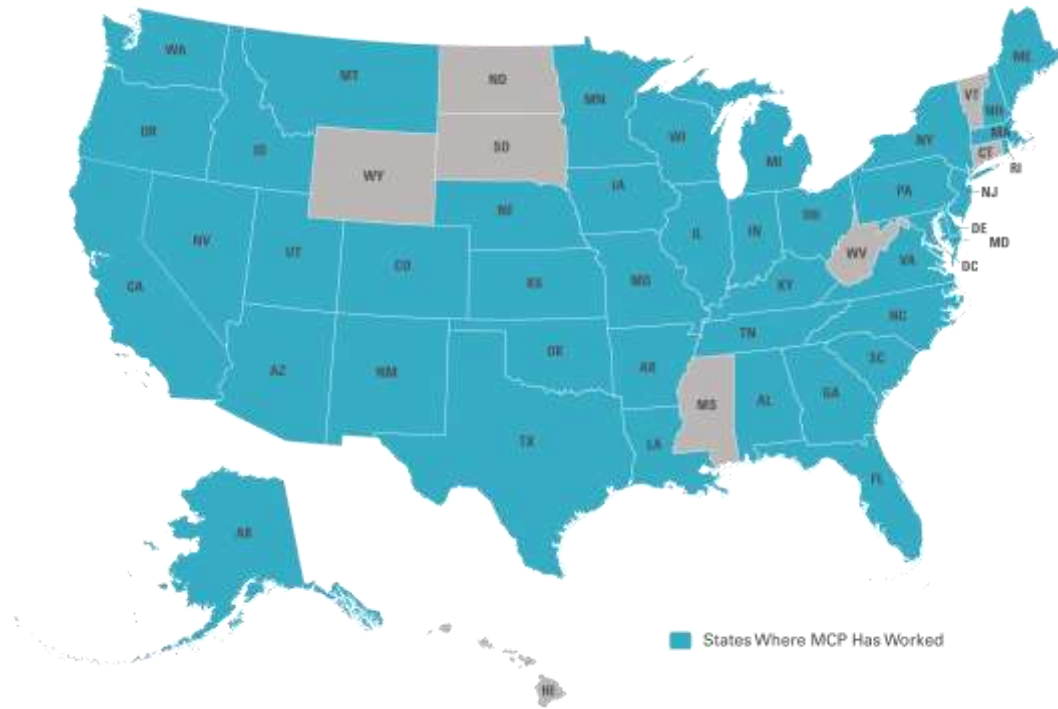
Company History

Mission Critical Partners, LLC is a Delaware Liability Company formed on January 5, 2018. Prior to this date the company operated under the name Mission Critical Partners, Inc. This transaction amounted to a simple name change. No transfer of assets or contracts entailed. The experience and qualifications in this proposal include services performed by Mission Critical Partners since its inception in 2009.

MCP is a professional services firm that helps public safety clients enhance and evolve their mission critical systems and operations by providing innovative, consultative services. In the past ten years of operation, we have served municipal, county, state and federal clients across North America.

Our approach is to provide optimal service that fits the mission critical communications environment. An important value we bring is the understanding of how policy, financing, governance, operations, and technology converge to holistically solve complex issues. We are committed to being listeners, responsive, consistent, accountable, objective, visionary and reliable problem solvers. We provide unbiased

The following map indicates where MCP has worked on nearly 700 projects since the beginning of business operations.



Company Size and Organization

MCP began its business operations in 2009 with a staff of five and has grown to more than 110 staff. Our specialized professionals are integral members of our team, bringing an average of 25 years' experience to every project and come from across all public safety disciplines. Unlike other competitors that have experienced retraction and frequent loss of staff, MCP is a growing firm and has sustained consistent staffing resources.

Audited Financial Statements

MCP has provided on pages 11-17 of this proposal our most recent audited or reviewed financial statements prepared by an independent certified public accountant (CPA) that includes a balance sheet, income statement (i.e., profit/loss statement) and cash flow statement.

MCP is fiscally sound and well prepared to handle the financial requirements to perform the scope of services as identified in this proposal for the duration of the contract. Accessing MCP's Dun & Bradstreet's Business Information Report (DUNS: 005239265) will show our financial stability in the marketplace, an attribute virtually unmatched by any other public safety consulting firm in the industry.

MCP affirmatively declares that there are no judgments, pending or expected litigation, or any other actual or potential financial reversals that could materially affect the viability or stability of Mission Critical Partners or our ability to successfully perform the specified work. All information contained within the financial statements section are considered confidential.

Project Team

Mission Critical Partners recognizes that as a consulting firm, our corporate capabilities are directly dependent on the capabilities and experience of our staff. MCP has assembled one of the most experienced and knowledgeable teams in the country with more than 110 full time staff members. MCP's experience goes beyond a simple "working knowledge" level of understanding. Our experts are working every day to improve operations and implement new technology solutions for our clients across the nation. Our technologists and operations consultants stay abreast of current offerings and changes within the community, and we share this knowledge and insight with our clients.

MCP has identified the key team members from our staff that we plan to assign to this important project. Each of these team members brings a unique skill set and depth of experience in PSAP consolidation and feasibility studies, in particular, but additional resources and SMEs are available as we are a full-service firm focused on all aspects of public safety.

MCP has experienced consistent staffing resources unlike other public safety competitors that have experienced significant retraction and frequent loss of staff. All staff members identified in this response have sufficient hours available to support this project in addition to their assignments supporting other projects.

Organizational Chart

MCP has a deep bench of more than 110 SMEs in the technical, operational, and administrative aspects of public safety communications. Our entire team stands ready to contribute to the success of this project. MCP's proposed project team is included in the organizational chart (Figure 1) on the following page.

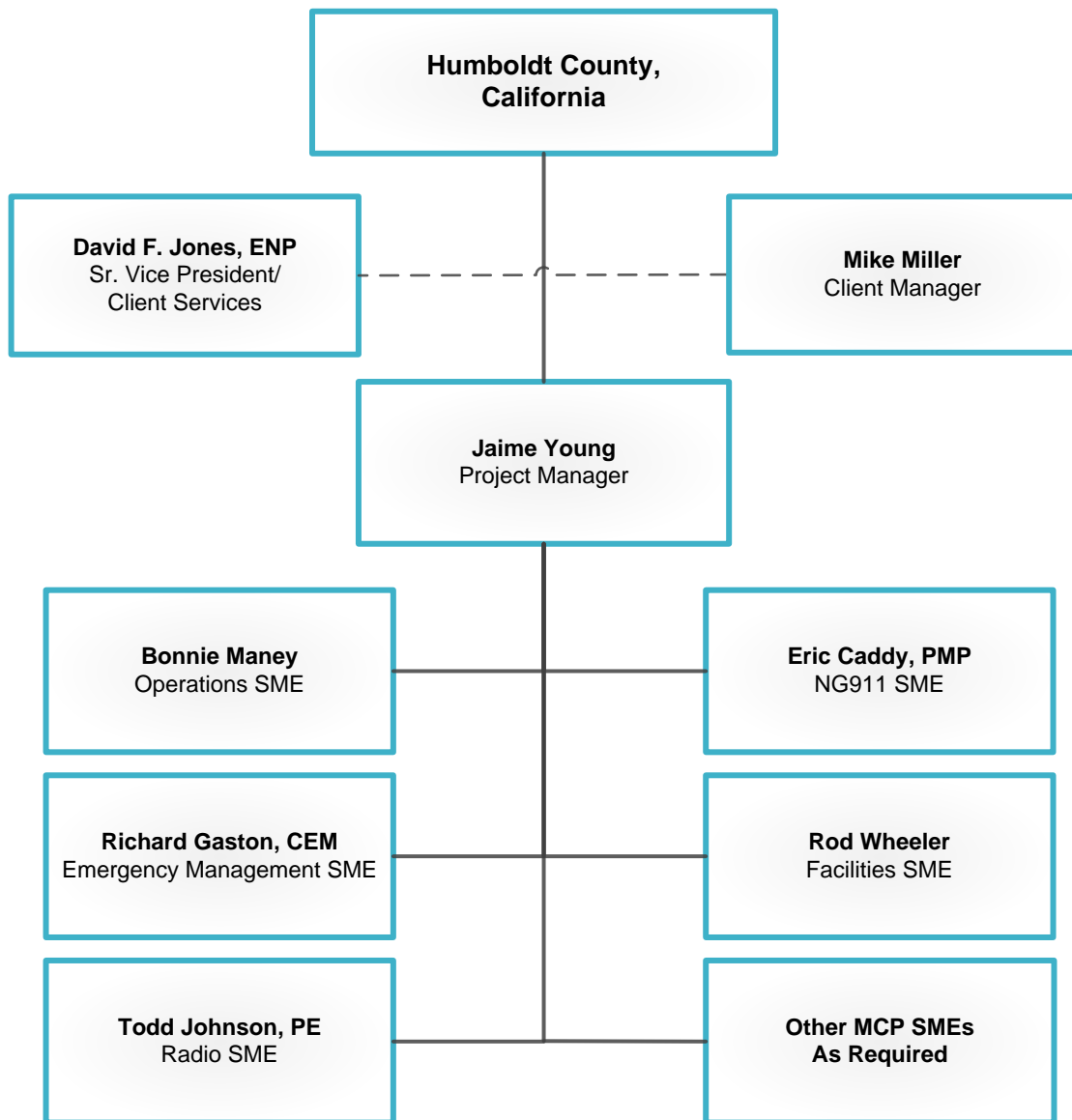


Figure 1: Project Team

Resumes

Resumes highlighting the qualifications and experience of the proposed MCP team are included on the following pages.

David F. Jones, ENP

Senior Vice President of Strategic Accounts, Mission Critical Partners

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

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

Representative Experience

State Experience

- Texas Commission on State Emergency Communications (CSEC)—ESInet facilitation
- Arizona—FirstNet-related support and 911 managed services technology review
- Colorado 911 Resource Center—NG911 system review
- Michigan—Public safety broadband
- Minnesota—Statewide 911 implementation, technology support, procurement support
- Nebraska Public Safety Commission—NG911 study, professional general consulting
- Tennessee Emergency Communications Board—Technology consulting

Regional Experience

- North Central Texas Council of Governments (NCTCOG)—911 master planning, executive mentoring, database management, GIS assessment, NG911 implementation and PSAP feasibility study
- Lower Rio Grande Valley Development Council, TX—NG911 migration support

City/County Experience

- San Francisco, CA—911 system replacement
- Shelby County 911 District, Memphis Police Department, TN—CAD consulting, automatic vehicle location (AVL) procurement assistance, and radio procurement
- Charleston County, SC—Public safety system review and ESInet
- Calhoun and Talladega Counties, AL—Radio system governance and related legislation
- Tarrant County 911 District, TX—CPE review and implementation and Regional Interoperability Communications Committee (RICC) study
- Lower Rio Grande Valley Development Council, TX—NG911 migration support
- Dallas, TX—NG911 System Planning/911 customer premise equipment (CPE) replacement
- Texarkana, TX—Director, Bi-State Information Center—Consolidated agency that provided emergency communications, E911, law enforcement records management, and data processing services to the Texarkana, AR; Texarkana, TX; and Bowie County, TX
- Spartanburg County, SC
 - Director, Emergency Services—911, EMA, Fire Marshal, and Emergency Services Training Academy Departments
 - 911 Director—Consolidated PSAPs serving 70+ public safety agencies and oversight of design and construction of 911/communications center



Industry Experience

35 years

Education

B.A., Political Science,
Wichita State University

Certifications

Emergency Number
Professional (ENP)

Associations

National Emergency Number
Association (NENA)

NENA, President, 2005-2006

NENA, Executive Board,
2001-2007

Association of Public Safety
Communications Officials
(APCO)

iCERT Policy Committee

Awards

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

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

Michael W. Miller

Business Development Manager, Mission Critical Partners

Michael is a result driven business professional whom has achieved successful leadership and management expertise. He possesses a unique blend of knowledge in law enforcement, sales, marketing, business strategy, contract administration, vendor relations and management, product development, as well as strategy sourcing, in both public and private multi-channel organizations. With a strong focus on customer interaction, interpersonal skills and executive level acumen, Michael has the ability to step into a situation and quickly understand the issues and chart a winning formula.



Representative Experience

Business Development Executive

- Develop relationships with public safety agencies across the US by leveraging the existing network of nationwide law enforcement contacts and identifying prospective clients leading to new business opportunities
- Understand client/prospects' organizational dynamics and probe to discover needs and create solutions
- Initiate MOU's with partners to establish clear expectations and deliverables
- Proficient use of Salesforce and MS Office to establish high levels of quality, accuracy, and process consistency in planning, forecasting, and budgeting
- Partner with senior leadership to facilitate successful implementation of new programs by ensuring a well- defined, efficient sales process
- Work cross functionally with the sales staff, implementation staff, and subject matter experts to drive profitable growth

Director of Business Development

- Management of all strategic and operational sales, marketing and customer relationship activities
- Initiated and developed relationships with Tier 1 and Tier 2 law enforcement agencies in the 24 western states
- Analysis of prospect's business processes and design solutions that best meet customer requirements
- Fostered an organization of continuous process improvement

City/County Experience

- Orange County Sheriff's Department Bureau Commander

John Wayne Airport

- Expanded and strengthened partnerships with federal, state, and local law enforcement and public safety agencies
- Worked closely with private security firms to ensure operational success
- Collected and analyzed statistical data to identify areas of deficiencies and improve performance through implementation of a CRM based data system

SAFE Division

- Analyzed and reduced company liability, while increasing employee success, utilizing CRM based technology
- Built strong relationships with key stakeholders to support initiatives

FBI Joint Terrorism Task Force

- Directed the Orange County (CA) FBI Joint Terrorism Task Force
- Top secret security clearance with polygraph (TS-SCI with CI Polygraph)
- Developed, planned and launched emergency management plan

Industry Experience

30 years

Education

Master of Arts

California State University

Bachelor of Arts

California State University

Certifications

Harvard Kennedy School

USC School of Policy,

Planning and Development

Associations

Police Executive Research
Forum (PERF)

American Jail Association
(AJA)

Association of Governmental
Risk Pools (AGRIP)

Public Risk Management
Association (PRIMA)

Jaime D. Young

Communications Consultant, Mission Critical Partners

Jaime possesses expertise in multiple disciplines including, administration, operations, technical systems and personnel management. Her responsibilities have included, managing inter-governmental agreements, organizational and operational policies and procedures, and budget development. Jaime has experience managing one of the largest consolidated emergency dispatch centers in the region, serving all public safety disciplines countywide.



Representative Experience

Experience

- San Mateo County

Project Manager for the San Mateo County Technology Initiative Project tasked with replacing CAD systems, mobile technology, business intelligence and GIS mapping systems.

Project management for emergency communication consolidations of county fire service, multiple laws enforcement agencies and ambulance provider installations

Project management over design, requirements, compliance and specifications development for the construction of a 30,000 square foot public safety and community facility including a 4,000 square foot operations center

Oversight and project management of three communications center remodels

Oversight and project management of a state-of-the-art automated back-up communications center for all public safety disciplines

Oversight of certification process for national accreditation as a 'Center of Excellence for the delivery of Emergency Medical Dispatch

Developed agency budget and presentations to the County Executive Office and Board of Supervisors

Agency representative in EMS delivery redesign

- Municipal City Experience

Managed the South San Francisco Communications Center and the Daly City Police Department Communications Center as contractual services between the County and the cities

Industry Experience

37 years

Associations

CALNENA

California Commission on Peace Officers Standards and Training (POST)

Bonnie B. Maney

VP, Director of Facilities and Operations Services, Mission Critical Partners

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



Industry Experience

27 years

Education

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

B.S. Business Administration, Northwood University, Florida

Associations

National Public Safety Telecommunications Council (NPSTC)

National Emergency Number Association (NENA)

Association of Public-Safety Communications Officials (APCO)

NENA - Agency Systems Committee; NG911 PSAP Systems Work

Representative Experience

National Experience

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

State Experience

- Virginia Department of Emergency Management (VDEM)
 - Assessed technology requirements to develop a strategic roadmap and report
- Arizona—FirstNet planning activities
 - Coordinated stakeholder workgroups, developed state and tribal education and outreach plan
 - Completed PSAP data collection; helped execute Homeland Security Exercise and Evaluation Program (HSEEP) compliant LTE exercise, facilitated FirstNet PSAP Readiness Assessment
- Pennsylvania Emergency Management Agency (PEMA)—Developed NG911 training requirements and curriculums for executive and support staff
- Nebraska—Assessed NG911 PSAP policies, procedures and training requirements
- New Jersey—FirstNet planning activities, including assessing education and outreach program to build strategic training program; completed a PSAP readiness analysis

City/County Experience

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

Eric Caddy, PMP

Vice President & Director of Network/911 Services, Mission Critical Partners

Eric has extensive experience managing multiple types of technical and operational, public safety projects for the military, state and local governments. Eric specializes in facilitating communication between broad stakeholder groups with competing priorities to achieve project success for clients. Areas of specialization include:

- Experienced project manager for statewide and regional NG911 projects, including strategic planning, budget planning, stakeholder engagement, consensus building and implementation oversight
- Planning and execution of PSAP regionalization (consolidation)

Representative Experience

State Experience

- State of California
 - Developed request for information (RFI) for statewide text-to-911 and technical requirements for statewide request for proposal (RFP) soliciting NG911 equipment and services based on NENA i3 solution
 - Deployed IP solution to route wireless calls based on X/Y coordinates
- Texas Commission on State Emergency Communications (CSEC)
 - State-level NG911 ESInet planning and implementation
 - Technical SME for test lab setup, build-out, configuration, and execution
- State of Nebraska
 - State-level NG911 ESInet planning
 - Multi-county wireless integrity testing and data analysis

Regional Experience

- El Paso-Teller County, CO
 - Technology and operational assessment for NG911 and ESInet
 - Creation of regional NG911 roadmap
- North Central Texas Council of Governments (NCTCOG)—Strategic planning development and consulting

City/County Experience

- San Francisco, CA—NG911 Telephone System Replacement project
 - Technology assessment and recommendations supporting San Francisco Department of Emergency Management (SFDEM)
 - Requirements development for a NG911 capable solution for SFDEM
 - Deployment oversight and management for NG911 capable solution
- Imperial County, CA—Led team in development of feasibility study for regionalization of four PSAPs
- Covendis/El Paso Teller, CO—PSAP consolidation supporting multiple agencies and stakeholders
- Cuyahoga County, OH—Managed deployment of NG911 to 47 PSAPs, performed stakeholder outreach and vendor solutions technical review

Additional Experience

- Experience with public safety analysis and comparison projects
- Experienced project manager with more than sixteen years leading projects focused on improving public safety



Industry Experience

19 years

Education

B.S., Information Technology, University of Phoenix

Certifications

Project Management Professional (PMP)

Associations

Project Management Institute (PMI)

National Emergency Number Association (NENA);
NG911 Working Group

Association of Public-Safety Communications Officials (APCO)

Richard Gaston, CEM

Project Manager, Mission Critical Partners

Richard offers practical public safety experience that spans law enforcement, fire protection, emergency medical services, emergency management, and business continuity management. Richard has collaborated with public safety agencies at the state, county, regional, district, and municipal levels. As a consultant, he has managed projects involving communication center assessments and renovation, radio system assessment and replacement, computer aided dispatch procurement and implementation, security assessment, continuity of operations planning, and interoperability studies and planning.

Representative Experience

National/Regional Experience

- North Central Texas Council of Governments (NCTCOG)—Regional 911 Emergency Number Program; system threat assessment, continuity planning, tabletop exercise development and facilitation, and network security audit
- North Central Texas Council of Governments (NCTCOG) Dallas/Fort Worth/Arlington Urban Area Security Initiative (UASI)—Threat and Hazard Identification and Risk Assessment (THIRA) update, threat identification and impact modeling
- North Carolina Domestic Preparedness Region 7 (DPR7)—Operationalization of the Tactical Interoperable Communications Plan (TICP) and functional exercise.
- North Central Texas Trauma Regional Advisory Council (NCTTRAC)—Regional hospital radio communication capability assessment.
- Federal Emergency Management Agency (FEMA)—Alert and notification systems study, findings and recommendations

State Experience

- Kansas—Kansas State Interoperability Communication System (KSICS) radio system assessment, governance, and funding recommendations
- Arizona FirstNet—Full-scale public safety broadband (PSBN) tribal exercise conducted in coordination with the Hualapai Nation at the Grand Canyon and PSPA FirstNet readiness assessment

City/County Experience

- East Harris County Emergency Joint Powers Board, TX—Development of a new regional communications center from feasibility study through design, construction and operationalization
- Tarrant County 911 District, TX—Radio communication interoperability study, management of interoperability initiative implementation
- City of Highland Village, TX—Radio system upgrade, CAD replacement, communication center renovation and security enhancements
- Lubbock County, TX—Radio system study and recommendations for improvements
- East Harris County Emergency Joint Powers Board, TX—Regional communication center feasibility study, space programming study, and construction and facility operationalization oversight
- City of Denton, TX—Organizational assessment and dispatch staffing study, communication center and emergency operation center space study, CAD and record management system (RMS) replacement
- Adams County Communication Center (ADCOM911), CO—Facility security vulnerability and security assessment
- Cowley County, KS—Radio system assessment and planning, consolidated communication center technology implementation
- Alachua County Combined Communication Center, FL—Call processing review and operational recommendations



Industry Experience

35 years

Education

B.S., Emergency Administration and Planning, University of North Texas

Certifications

Certified Emergency Manager (CEM), International Association of Emergency Managers

Texas Master Peace Officer, Texas Commission on Law Enforcement (TCOLE)

Law Enforcement Instructor, TCOLE

Advanced Firefighter, Texas Commission on Fire Protection

Fire Service Instructor, Texas Commission on Fire Protection

Fire and Arson Investigator, Texas Commission on Fire Protection

Emergency Medical Technician, Texas Department of Health

Emergency Medical Instructor/Examiner, Texas Department of Health

Rod Wheeler

Technical Specialist, Mission Critical Partners

Rod brings over two decades of experience in facilities design and project management. His experience includes negotiation, reviewing drawings and technical specifications, and code and zoning reviews. His broad range of design and construction experience includes buildability, budget constraints, feasibilities, and managing change orders, delay claims and mitigating risk that sometimes accompany a project. Rod brings strong communication skills and excellent project management abilities that allows for collaboration with all parties involved to successfully guide a project from conception to completion.



Representative Experience

- Project Manager
 - Responsible for projects from the bidding phase through construction to closeout
 - Overseeing interior design of construction phase
 - Managing security systems for door security access, CCTV, IT/phones and fire
 - Ensure security standards are met and are in compliance
- Public Safety Support Services for County-level agencies including:
 - Emergency Services/Communications/Operations Centers
 - Cabell County, WV
 - Crawford County, PA
 - Franklin County, PA
 - Wayne County, PA
 - York County, PA
 - Steuben County, NY
 - Pennsylvania 911 Centers
 - Beaver County
 - Wyoming County
 - Lycoming County
 - Luzerne County
 - Allegheny County
 - Additional Public Safety Experience
 - Niagara County, NY Public Safety Building

Industry Experience

35 years

Education

B.S., Civil Engineering,
Syracuse University, New
York

A.A.S. Project Management
and Engineering, State
University of New York

Additional Experience

- Project Budget Control
- Managing Stakeholders/Owners
- Critical Path Project Management
- Vendor and Material Management
- Construction Planning and Scheduling
- Enforcement of Design Standards
- Fire Alarm System
- CCTV Systems
- Product and Material Knowledge
- Project Scoping and Design
- Bid Analysis
- Estimating and Job Cost
- Project Control Software
- Submittal and RFI Review
- Security Systems
- Elopement Control System

Todd B. Johnson, PE

Senior Technology Specialist, Mission Critical Partners

Todd is a licensed Professional Engineer and brings more than 30 years of experience in public safety wireless communications. Todd has been responsible for supporting clients through the assessment of their needs to design and installation of customized systems and has provided team leadership managing multiple teams to ensure the success of projects and services for clients and as a customer.

Representative Experience

State/Regional Experience

- Missouri—Statewide P25 VHF trunking system site expansion, coverage modeling, and vendor management for maintenance activities

City/County Experience

- Horry County, SC—Radio and paging system replacement
- Pasquotank County, NC—Radio dispatch backup center
- City of Memphis and Shelby County, TN—Public safety radio system procurement and implementation.
- Gallatin County, MT—RF consulting and engineering support on a dual band trunking system
- Wake County, NC—Radio system replacement and push to talk (PTT) over cellular
- Broward County, FL—Technical support for assessment and planning for implementation for P25 trunked radio system
- Wayne County, PA—Technical support for broadband network implementation
- City of Houston, TX—Assistant Director
 - Managed a P25 radio system for Police, Fire, EMS, and Public Works
 - Transitioned Public Safety personnel from conventional analog to Digital P25 Phase 2
 - Developed the roadmap for a regional radio system
 - Converted Public Works from traditional LMR to ESChat's Push to Talk over Cellular

Additional Experience

- Solutions Architect
 - Developed technical solutions between public safety customers and product teams
 - Created marketing material for customer distribution to understand new technology
- Engineering Team Leader
 - Managed engineering teams
 - Responsible for the technical quality of a business segment
- Sr. Product Support Representative
 - Designed and engineered custom data applications specializing in location
 - Coordinated installation of mobile data systems and workstations
 - Supervised product support representative and managed subcontractor crews
- Field Technician
 - Installed two-way radios in vehicles and repeaters at sites
 - Performed preventative maintenance on repeaters for the City of Austin and Commercial SMRs
 - Maintained board level repairs on subscribers



Industry Experience

32 years

Education

M.B.A., Business
Administration, Louisiana
State University

B.S., Electrical Engineering,
University of Houston, Texas

Licenses/Certifications

Professional Engineer (PE),
California, Texas, Georgia
and Iowa

Amateur Radio Operator
KG5HNJ

Industry Standards

At the core of what we do is aligning technical solutions with operational requirements. MCP has supported numerous initiatives to develop standard operating procedures (SOPs) and best practices. Our team is well versed in pertinent industry standards applicable to information technology and 911 communications for municipal and county government and analysis and remain up to date with published standards and initiatives including, but not limited to:

- Association of Public Safety Officials (APCO)
- National Emergency Number Association (NENA)
- National Academies of Emergency Dispatch (NAED)
- National Fire Protection Association (NFPA)
- Insurance Services Office (ISO) schedules
- Commission on Fire Accreditation Internal (CFAI) self-assessment criteria
- Occupational Safety and Health Administration (OSHA)
- Federal Communications Commission (FCC)
- National Telecommunications and Information Administration (NTIA)
- National Public Safety Telecommunications Council (NPSTC)

In addition to our incorporation of such standards in our work, MCP is also proud of our leadership and participation in numerous technology and emergency communications standards efforts. Table 1 below provides a list of MCP's contributions to applicable standards development organizations (SDOs).

Table 1: MCP SDO Contributions

Industry	Committee or Working Group
APCO	Emerging Technologies Committee
	Data Transfer Committee
	Vehicle Telematics Sub-Committee (joint with NENA)
	Public Safety Answering Point (PSAP) Survivability Work Group
NENA	Data Technical Committee, Validation and Routing Database – Working Group
	Department of Defense Working Group
	ECRF/LVF Working Group
	Emergency Services IP Network Design Working Group
	Forest Guide Working Group

Industry	Committee or Working Group
	Geographic Information Systems (GIS) Data Model for NG911 Working Group
	Next Gen Partners Program, Policy Subcommittee Co-Chair
	Next Gen Security (NG-SEC) Working Group
	NG911 Additional Data Working Group
	NG911 Data Management Working Group
	NG911 Education & Training Working Group
	NG911 Industry Collaboration Events (ICE) Steering Committee
	NG911 PSAP Working Group (joint with APCO)
	NG911 Transition Planning Working Group
	PSAP Operations Standard Operating Procedures Request for Proposals (RFP) Working Group
	Professional Education Working Group
	Virtual PSAP Working Group
	Voice over Internet Protocol (VoIP) Technical Committee, Functional and Interface Standards for Next Generation 911 Working Group
	VoIP Technical Committee, Interim VoIP Architecture for Enhanced
	911 Services Working Group
NPSTC	Public Safety Broadband Requirements
	Long-Term Evolution (LTE) Radio Console Requirements
	Radio Interoperability Best Practices Work Group
	Working Group 4B – “Transition to NG911”

Industry	Committee or Working Group
FCC Communications Security Reliability and Interoperability Council (CSRIC) II	Working Group 4C – “Technical Options for 9-1-1 Location Accuracy”
FCC CSRIC III	Working Group 3 “E9-1-1 Location Accuracy”
	Indoor Location Accuracy Test Bed Building Selection Committee
	Working Group 1 “Next Generation 9-1-1”
FCC CSRIC IV	Working Group 1 “Text-to-9-1-1”
FCC Emergency Accessibility Advisory Committee (EAAC)	Working Group 1 “Interim Solutions for Text to 9-1-1”
FCC	Task Force on Optimal PSAP Architecture (TFOPA)
Alliance for Telecommunications Industry Solutions (ATIS) Emergency Services Interconnection Forum (ESIF)	Emergency Incident Data Document (EIDD) Incident Information Sharing Standard and Next Generation 9-1-1 PSAP Technical Requirements Development Project
SAFECOM	Technology and Policy Committee
FirstNet	Public Safety Advisory Committee (PSAC)

Responses to Mandatory Requirements

MCP certifies there are no exceptions to the mandatory requirements as outlined in the County's RFP.

Implementation Plan

Project Understanding

Mission Critical Partners understands that the purpose of Humboldt County's request for a consolidation feasibility study is to conduct an analysis of potentially consolidating dispatch operations within the County.

Located in the far northern corner of California, the County covers 3,573 square miles and a population of 134,493, there are currently four dispatch centers operating in the County. These centers provide services to six police departments, the County Sheriff's department, nine fire departments and one animal control department. Each dispatch center coordinates Emergency Medical Services (EMS) for their respective areas of service.

Having several dispatch centers in a sparsely populated County can have a significant impact on cost effectiveness due to duplication of effort and expenses and can impact overall success of public safety. MCP's assessment will encompass personnel, staffing, equipment and facility needs and budgetary costs associated with the creation, transition, and operation of a regionalized central dispatch facility.

We further understand that future goals for the County include activities which will coordinate and support shared information and communications technologies to:

- Enhance the safety of law enforcement, fire, rescue, emergency medical, and emergency management personnel and the citizens they serve
- Expand cost effective benefits to its members and other agencies
- Create and maintain a plan for the expanding needs of the public safety agencies in the region that fosters partnerships with surrounding entities
- Facilitate the expansion of Humboldt County public safety dispatch center services to other community and private sector entities

MCP recognizes that a key factor in the success of an ECC/EOC is modern technology. MCP has significant experience and understands that many dispatch centers across the country are housed in buildings that were not constructed with the intent to be used as an emergency communications or emergency operations center resulting in infrastructure that is limited in accommodating newer technologies that did not exist during its original construction.

Additionally, space and location play a significant factor as well to ensure the ECC/EOC can accommodate a response to an emergency situation or county-wide disaster and to ensure that facilities are able to support the number of staff required to operate in such a situation.

MCP will be mindful of these goals as we complete the feasibility study. We have conducted numerous similar assessments and our knowledge and project experience in this area is unmatched.

Project Approach

In support of the County's goal of assessing the feasibility of regional consolidation and shared services, it is our goal to partner with the County and key stakeholders to achieve a mutual understanding of the measure and definition of project success. We then apply this understanding to ensure success is achieved. We are committed to being thoughtful, responsive, consistent, accountable, objective and visionary listeners.

One of MCP's strengths is our ability to provide the tools and technical resources to allow our staff to be successful from wherever they are located throughout the U.S. Our subject matter experts (SMEs) rely on frequent communications via phone and email to ensure a collaborative environment between MCP staff and the County.

Status Reports

It is agreed and understood that MCP provides a minimum of two (2) written status reports and two (2) oral reports. The first report shall be delivered to the County 30 days after contract execution with subsequent reports delivered thirty days thereafter.

Project Completion

Mission Critical Partners approaches every project with the objective of serving as a collaborative partner to our clients working with stakeholders to achieve a mutual understanding of the measure and definition of project objectives. MCP then applies this understanding to ensure success is achieved. MCP is committed to being thoughtful, responsive, consistent, accountable, objective and visionary listeners.

MCP has the capacity to successfully complete this project and is committed to meeting the County's needs relative to this critical project. MCP believes that timeline for this project is achievable and will assign the appropriate resources to this project in order for it to be successful.

The staff assigned in MCP's proposal are the primary resources that will work the project. When planning the allocation of staff for a project, MCP takes into account all potential projects to ensure all MCP staff are prepared and have the availability to support new projects. Therefore, all proposed staff members have sufficient hours available to support this project in addition to their assignments supporting other projects. MCP has never had to replace any staff members on a project because of a lack of availability due to their project workload.

MCP utilizes the Project Management Institute (PMI) framework for managing projects. The framework established by PMI provides a standardized approach for project execution supporting consistent quality assurance throughout any project engagement. MCP uses this industry accepted standardized approach as the foundation and tailors the approach to the needs and objectives of each project leading to a collaborative approach resulting in achieving project objectives. See Figure 2 below for an example of how each assigned project will be managed applying the PMI framework.

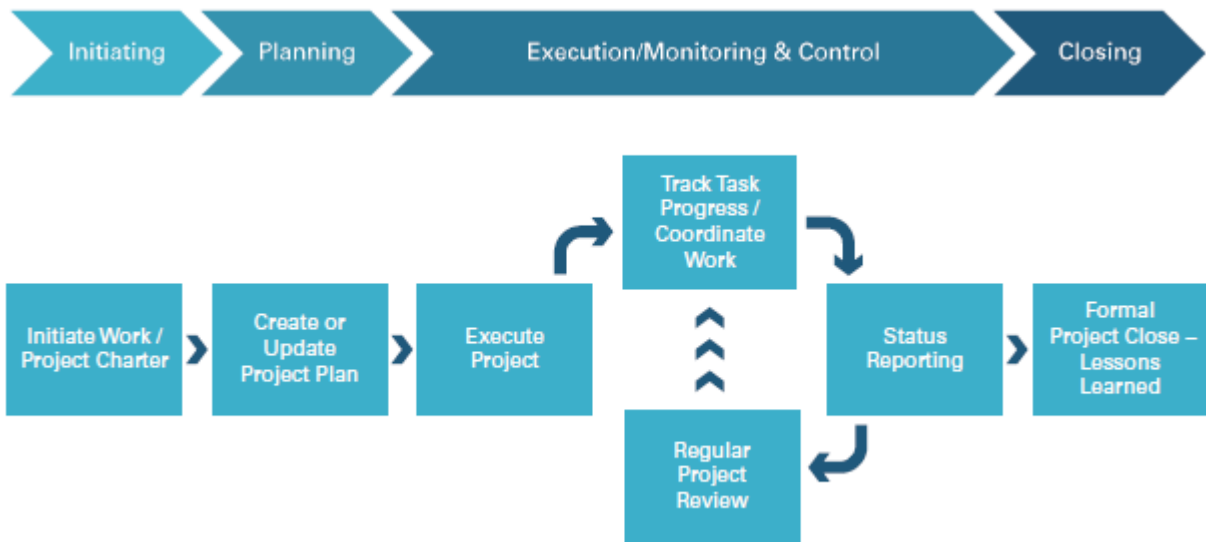


Figure 2: Project Management Framework

The MCP project manager manages all client deliverables including the scheduling and formal delivery and follow up to ensure the deliverable has met the client's expectations. Through the use of the process above deliverables are thoroughly vetted prior to delivery to a client. In the event a deliverable does not meet client expectations the project manager will meet and review any deficiencies and ensure a clear understanding of what was expected is documented for correction.

Benchmarking of Current Conditions

During the pre-project kickoff call, MCP will coordinate with the County point of contact to identify needed material and to work with the County to account for this information at least two weeks prior to the on-site project kickoff and site visits. This pre-work will allow MCP staff more time to focus on validation of the current conditions. MCP staff will review documents and other reference materials (Continuity of Operations Plans, SOPs, etc.), which will help facilitate alignment across all facets of emergency communications operations and technology.

Specifically, MCP will assess:

- Current organizational structures and governance
- Staffing levels
- Compensation
- 911 and administrative call volumes
- Call processing statistics
- Training and QA (Quality Assurance) practices
- Budget overviews
- Technology in use and replacement and upgrade plans
- Facilities
- Stakeholder perspectives

- Non-dispatch tasks performed by employees

Political Feasibility

MCP recognizes each public safety agency throughout the County likely possess their own policies, procedures, and practices. Although it may be necessary to have some level of variation, efficiency and effectiveness between agencies will be increased if these policies, procedures, and practices are streamlined. This will ensure consistency across the County, leading to improved collaboration and communications, especially in times of crisis.

MCP seeks to understand the particular concerns and constraints a consolidation may have upon local elected officials and their constituencies. In each case, alternative approaches to existing conditions may be required. The MCP staff has served in local government as first responders and public safety managers. Our staff has implemented similar consolidation initiatives while serving in county and city government, and is familiar with the concerns and the need to assure levels of service are carried forth through the change process.

MCP also seeks to ascertain the desire for “local” PSAP presence and rationale behind the level of desire presented. It is anticipated that selected interviews are required with law enforcement, fire service and EMS representatives to gauge the operational significance of any potential change to the current PSAP environment.

When conducting stakeholder meetings, MCP offers a steady calmness, controls the meeting flow, and uses proven facilitation principles that help stakeholders clarify where they stand today and where they want to go. MCP helps meeting participants gain understanding and reach consensus, if necessary, and achieve strategic alignment. From the time the meeting invitation and the agenda are sent out, to the start of the meeting, stakeholders understand their role and level of involvement. MCP meetings begin clearly with the meeting’s purpose and desired outcomes. MCP does not leave participants wondering why they have been invited to a meeting and what their role may be. Stakeholders and participants know whether this is an informational meeting, a decisional meeting, or a brainstorming meeting to ensure all attendees are engaged and in alignment about their role that day.

Each meeting MCP leads includes a set of guiding principles—behavioral guidelines drafted in tandem with our clients ahead of the meeting. Guiding principles encourage successful dialogue no matter who is in the room or how challenging or divisive the topic may be. When involved in a decision-making meeting, MCP helps stakeholders reach consensus. MCP believes successful change comes from involving participants in the decision-making process—not by dictating change. Consensus helps attendees move past the idea that there must be 100 percent agreement. MCP defines consensus as stakeholders agreeing to support and live with meeting outcomes as long as they feel like the process for reaching a decision was fair, and their opinion was heard.

When it comes to surveys, the MCP team recognizes the benefits of a well-coordinated communication campaign that includes multiple touchpoints with prospective respondents to serve as reminders. MCP works collaboratively with our clients to enlist their help in encouraging survey participation, recognizing that many of the organizations that we encounter are frequently asked for similar types of data and often report “survey fatigue” when receiving another request for data.

Technological Feasibility

MCP understands the current systems provided by various public safety agencies within the County vary and include, but are not limited to:

- Computer-aided dispatch (CAD) systems
- Automatic vehicle location services
- Reporting tools
- Connection to mobile data computers installed in law enforcement vehicles
- Query tools to retrieve data on criminals from state and national databases and local records management systems

Modern technology is a key component of any successful ECC/EOC. The goal of any potential consolidation is to standardize equipment and procedures and to bring all first responders into a common public safety radio and data communication system. MCP does not see technology in itself as a roadblock to the consolidation of PSAP operations as there are proven solutions for most, if not all, foreseeable technical problems relating to the implementation or integration of public safety emergency response support systems.

We understand that the challenge is to find the most effective and efficient consolidated operational requirements that can satisfy the needs of the stakeholders within the given funding and time constraints. Once the stakeholders have agreed on the support systems operational requirements, MCP's technical experts can review the existing infrastructure and determine if some parts can be adapted to fulfill the mission.

CAD

The CAD platform is the most complex technology component to analyze because it embodies agency-specific operational protocols and nomenclature that may need standardization through the consolidation process. It is also the support system that has the most interface to other systems such as 911, RMS/ crime information databases, and sometimes LMR radio. Also, mobile CAD is a very complex function due to the large number of end-users and the spectrum of capabilities it can provide. MCP's CAD experts will evaluate currently installed CAD systems for suitability in a consolidated dispatch center and, if applicable, recommend upgrade or replacement for budgeting purposes.

RMS

The Records Management System needs to maintain interfaces to local justice record systems and comply with their specific policies concerning the storage and dissemination of such records. MCP has extensive experience assisting clients with assessing, procuring and implementing automated systems to include CAD, RMS, and jail management systems.

Voice and Data Radio

MCP understands that the County currently maintains a separate Analog Conventional VHF Repeater System for the Sheriff's Office and is comprised of multiple standalone repeaters located on various mountain tops in the County. MCP understands the Sheriff's Office has experienced coverage reductions due to narrow-banding and lack of adequate field user coverage.

The County's current radio system has experienced coverage reductions due to narrow-banding and does not provide adequate coverage for field users along with installation issues at repeater sites. As a result, the County has issued an RFP to procure and install a new P25 digital design to support the Sheriff's Office.

Any consideration of consolidated operations must take into account the impact on radio communications. During the data collection phase, MCP will request and review the County supplied needs assessment, FCC licenses, site surveys, inventories, maintenance records, documented requirements/needs, and other documentation to confirm the existing system. Performing a review of the current documentation provides our team with a common starting point and a foundation for a complete understanding of the status of the communications systems.

MCP staff will evaluate project plans and timelines associated with the current P25 County radio project and identify considerations related to consolidation options.

Technological Connectivity of the Telephone Network

MCP will document existing connectivity internal to and between each of the agencies and identify connectivity required to transition to and operate a consolidated/regional facility with emphasis on leveraging existing assets wherever possible.

- Connectivity
- 911 Trunks
- CAD Networking to Police and Fire Stations
- Other ancillary systems as identified by County

Voice and Data Radio Infrastructure

Any consideration of consolidated operations must take into account the impact on radio communications. During the data collection phase, MCP will request and review supplied documentation to ensure any recommendations align with current agreements and do not cause a disruption in dispatch capabilities.

MCP will perform a high level overview and assessment of the current voice and data systems operated by the member public safety agencies to determine the current capabilities and interfaces of the hardware and software, and lay the foundation for investment in equipment and applications which may be used as part of a future consolidation project.

Logging Recorders

This public safety emergency response support element is also simple to analyze and operations are easily consolidated, leading to economies of scale for the equipment and data storage.

Telephony

IP telephony can be used internally and externally to reduce the number of circuits and PBX costs. MCP will perform a high-level review of inter/intra agency telephony needs to show possible costs savings.

Connections to local, state, and federal computer systems and crime information databases

MCP staff members operate daily within Criminal Justice Information Services (CJIS) compliant environments and therefore are well versed in the complexities associated with interfaces and connections to crime information databases. MCP has completed many projects related to local, state and federal computer systems and crime information databases including annual computer aided dispatch, records management systems and license plate reader projects.

Integration of legacy public safety radio systems

MCP will identify legacy interfaces that will be required during the transition phases of the P25 system and those that will need to be maintained long term to both facilitate transition and long term mutual aid, interoperability, and back-up capabilities.

Survivability

MCP will evaluate the physical survivability of facilities and the information systems that need to meet the most stringent backup and recovery capabilities. Having worked in some of the largest jurisdictions in the United States, we ensure that all our clients, large or small, have a hardware and network infrastructure that has adequate redundancy and resiliency to operate efficiently and provide for resiliency and redundancy.

Security

Mission Critical Partners is committed to providing services to guarantee the security and safety of client data and sensitive information. With years of project experience at the local, state and federal level, our experts have protected the valuable data of public safety and government clients across the country.

We have worked diligently with our clients nationwide to strengthen network security and protect their systems from cybersecurity threats. Mission Critical Partners supports many public safety and law enforcement clients that use sensitive data that must remain secure. Due to the sensitive nature of this data, MCP designs and implements secure solutions that meet stringent requirements such as federal CJIS compliance and are aligned with industry standards and best practices. Additionally, given the fact that many of our client's function as public safety answering points (PSAPs, also known as 9-1-1 centers), they are required to maintain security measurements to protect the integrity of 9-1-1 call data for evidential purposes.

Interoperability

Interoperability and Mutual Aid Requirements will be evaluated based on feedback from 911 personnel and how they relate their needs during the data collection. This information will be analyzed to determine how mutual aid occurs in the County and how it needs to be incorporated in the development of any recommended changes to the current system or future system.

MCP will develop an understanding of neighboring counties' systems designs and propose recommendations for the County's interoperability functions including mutual aid operations with non-County agencies, technical and operational concerns associated with operating in multi-agency scenarios and how to accommodate them in the design of the new system including state, federal and other agencies who are involved during emergency situations.

In addition to the system facilitates interoperability, MCP will review the procedural aspects related to federal guidance, NIMS and ICS functions and the DHS Safecom Interoperability Continuum. This information will relate in part how existing communications plans will be affected by the changes of technology.

MCP will make recommendations that may include changes to the current methods of interoperability to accommodate the introduction of new technologies and procedures

Flexibility

MCP uses a very iterative process as we interview, observe operations and evaluate data providing frequent feedback to the County project team and stakeholders to ensure alignment throughout each phase of the assessment. Our initial recommendations and findings are presented in a draft format first and we review and incorporate requested changes prior to presenting a final report.

Facility Options

MCP will review personnel, equipment, and facility needs associated with the creation, transition, and operation of a consolidated central dispatch facility, as well as potential efficiencies created in public safety services. The assessment will provide the County with the information that is needed to make a decision regarding space needs.

Concurrent with data interviews/calls, MCP expects to visit every participating dispatch center to gain a better understanding of operations, observe call processing, audit on-site equipment, and document and identify differences in policy, procedure and process that may offer opportunities and/or pose risks or issues/difficulties in a combined center.

The MCP team will analyze the approximate amount of space that will be required for consolidated operations. Our team's experience in assisting with architectural programming will allow us to work with the County to assess space issues and conduct space analysis during interview(s), to determine preliminary space needs (technology, operations, support, and common areas) and requirements for comparison to standards and best practices. MCP will make recommendations on space needs.

Existing Facility Review

Building walk-throughs will be conducted at the existing PSAPs. A section of the final report will be dedicated to photographic and written analysis of the strengths and weaknesses of the current facilities.

The following is a representative list of items that will be assessed:

- Review of current space(s) and usage (i.e. dispatch, training, administration, break room, personal facilities, etc.)
- An assessment of future PSAP expansion needs based upon projected increases in call volume and associated staffing requirements
- Assess and formulate facility options to meet current and future needs to include a high-level cost for renovation of an existing facility and comparison to the anticipated cost of a new facility
- Assess and make recommendations regarding backup and redundant facilities and equipment in the event of a primary facility failure
- Assess and make recommendations regarding emergency operations center (EOC) and its technologies

It is envisioned that a future facility will be a hardened, public-safety-grade building, that is, designed with specifications and requirements that are attributed to PSAPs, ECC/EOC and data centers.

MCP's recommendations will include:

- Identify facility options to meet current operational needs, as well as future operational needs based on local growth predictions
- Provide an estimated cost for renovation of an existing facility and compare to the cost of constructing a new facility
- Identify backup and redundant facilities and equipment available in the event of a primary facility failure
- Identify space for emergency operations center and training

As we analyze your facility needs we will consider the following list of typical space needs for any new consolidated facility:

- PSAP Operations
 - Size of dispatch room floor
 - Director's Office
 - Assistant Director's Office
 - Shift Supervisors Office (Shared)
 - IT/Systems Manager Office
 - Spare Offices for Growth
 - Reception/Waiting Area
 - File Room (Active Files)
 - Inactive File Storage
 - Conference Room
 - Training Room
 - Computer Room

- Low Voltage Room
 - Electronic Equipment Room (With Bench Repair and Storage Area)
 - Locker Room
 - Restrooms (Public and Secured)
 - Break Room / Kitchen Area
 - Mechanical Room
 - Generator / UPS Room(s)
 - Janitor's Closet
 - Mail / Copy / Supplies Storage
 - Exercise Room
 - Quiet Room
 - Outside Patio
- Emergency Operations Center
 - Emergency Services Manager Office

As part of the facilities needs analysis MCP staff will also consider the impact of environmental and regulatory issues. These issues can have both a cost and schedule impact and so need to be identified early in a project lifecycle so that appropriate mitigation actions can be incorporated into future planning and implementation stages. MCP staff have had extensive past involvement in addressing these types of environmental and regulatory issues, to include California specific experience, and we will apply our past experience to help you avoid the pitfalls that can come when these issues are not considered.

Projected Call Volume/Workload

MCP will project the workload for the consolidated emergency communication center for the purpose of establishing initial staffing levels, including:

- Processing incoming 911 calls
- Incoming and outgoing administrative calls
- Events dispatched to participating agencies. Projections shall be made for five and ten-year post-consolidation
- Projected volume of police/fire/EMS radio traffic

MCP will assess the current and projected future staff allocation to identify any existing challenges and opportunities to improve efficiencies. MCP uses nationally recognized, formal staffing assessment tools that consider workload/incident volume and PSAP-specific data, such as fixed versus flexible position requirements, shift relief, personnel planned and unplanned leave, attrition and state and local mandates to calculate staffing needs. MCP uses the results to assist in projecting the number of telecommunicators (call takers, dispatchers, and supervisors) required to efficiently answer and dispatch emergency and non-emergency incidents. The data is then extrapolated and compared to projected population and demographic trends to assist the ECC/EOC in planning for future staffing needs.

MCP analyzes the population of the region against the total number of incoming calls and incidents to derive an average number of calls and incidents per person. Identifying the averages per person allows

MCP to predict future workload and staffing requirements for the potential consolidation options and governance models. Estimates will be calculated for five years post consolidation.

Workload estimates and staffing calculations consider items such as:

- Call processing times for incoming 9-1-1 and 10-digit emergency calls
- Incoming and outgoing administrative calls
- Number of incidents dispatched to member agencies (including field generated events)
- Projected volume of police/fire/EMS radio traffic
- Ancillary tasks
- Local/regional specific requirements

MCP uses its depth of expertise in planning functional layouts of PSAP operations areas to provide the ECC/EOC with recommendations that will enable an efficient workflow for and between telecommunicators.

Projections shall consider population trends and other known factors that affect 911 call volumes as well as public safety radio traffic.

Projected Staffing Levels

MCP will need to predict staffing needs for each option to more accurately predict costs and compare to the baseline. MCP uses nationally recognized, formal staffing assessment tools to calculate baseline staffing needs. The approach considers call/incident volume and PSAP-specific data, such as fixed versus flexible position requirements, shift relief, personnel planned and unplanned leave, attrition and state and local mandates. MCP uses the results to assist in projecting the number of PSAP telecommunicators (call takers, dispatchers, and supervisors) that will be required to efficiently answer and dispatch emergency and non-emergency incidents. MCP will require data from the respective centers, that County can obtain or has on hand.

MCP understands many public safety agencies struggled to maintain adequate staffing levels, resulting in shifts being spread over a 24-hour operations window, sometimes resulting in overtime being used to augment staffing. As a result, many agencies struggle to operate within budget and experience difficulty in supporting employee retention, training and cross-training. MCP will:

- Provide an estimate of the number of line, supervisory, administrative and support staff that will be needed to adequately operate a consolidated center for each model given the realities of current and anticipated call volumes and the demands on PSAPs in today's environment of rapidly evolving technology, standards and best practices.
- Provide recommendation as to whether the best solution would be to use a combination of call-takers and dispatchers or to utilize fully cross trained dispatchers throughout the ECC/EOC in a consolidated environment based on each governance model considered.

- Discuss various factors surveyed and included in the report relating to human resources management that must be taken into consideration in the consolidation process. These factors include but may not be limited to:
 - Collective Bargaining agreements
 - Seniority
 - Benefits
 - Management and Employee Selection
 - Payroll
 - Health Insurance
 - Retirement
 - Deferred Compensation
 - Labor Negotiations, if applicable

Industry standards and best practices are adopted and used by communications centers throughout the country to assure the effectiveness of the agency and that the best possible service is provided to citizens and first responders. Measurable standards create an objective view on 911 operations and provide for consistent interactions with the public and first responders. Operational standards and best practices most often used in 9-1-1 communications centers are from NENA and APCO. Also used often are the NFPA) standards, specifically 1221, *Standard for the Installation, Maintenance, and Use of Emergency Services Communications Systems*, and 1061, *Professional Qualifications for Public Safety Telecommunications Personnel*; and standards from CALEA, particularly *Standards for Public Safety Communications Agencies*. CALEA, the Commission on Fire Accreditation International (CFAI), and the Commission on Accreditation of Ambulance Services (CAAS) offer accreditation for respective responder agencies; some of the standards will apply to communications centers that serve accredited agencies.

A key component to determining the efficiency and effectiveness of 911 operations is the call taking and dispatching methods utilized. MCP will evaluate the current operational processes described above and provide recommendations for business practice changes that will result in greater effectiveness and efficiency. The goal is to increase efficiency while maintaining a high level of service; this will be paramount when making recommendations.

Projected Cost Estimates

Another top concern for stakeholders is a fair and equitable cost sharing and funding plan. Many different factors can be considered when developing cost sharing and funding plans. MCP staff have experience as senior managers within PSAP organizations and as such are familiar with all aspects of PSAP funding.

Identifying a method of funding for a consolidated communication center is a complicated issue. The overarching goal should be the fair and equitable funding of services across member jurisdictions. MCP will identify potential funding models and outline the positives and negatives of each.

These options normally include, but may not be limited to:

- Population basis
 - Activity volume
- Resource basis

- Hybrid base cost for service and activity volume
- Credits for facility, technology and other in-kind contributions

MCP will prepare one-time and recurring cost estimates. The cost estimates and allocations will include, but may not be limited to:

- Personnel costs (salary and benefits)
- A comparison of current and post-consolidation personnel costs
- Technological costs, to include CAD, RMS, 911 answering equipment, radio consoles, and cost associated with procurement and maintenance of required systems. Wherever practical, the use of existing equipment shall be considered
- A comparison of current and post-consolidation maintenance costs
- Facility construction costs, to include capital costs associated with new facilities
- Identification of one-time project costs
- Human Capital Management Costs (training, selection, payroll, etc.)
- Risk Financing & Risk Control (workers compensation, error & omissions, general liability, etc.)
- Ten-year projections of operations costs that will identify what cost savings are achievable

MCP will discuss how ancillary duties will impact staffing. While many non-dispatch tasks are appropriate and desirable in a specific PSAP, when PSAPs are consolidated it is typical to identify these tasks and to analyze each to determine which should continue in a consolidated environment, and which should not. Factors include impact on workload, the uniqueness of a task to one PSAP and the relationship between staff location and task accomplishment. Additionally, the requirement and the cost to maintain non-dispatch tasks post consolidation will be examined in the report.

MCP uses its demonstrated expertise in 911 and emergency communications operations and management to assess the operational and financial opportunities for physical and virtual consolidation options. MCP believes that operational efficiencies can be achieved through system(s) interoperability, the establishment of reasonable standard operating guidelines, uniformity between agency training, and the placement of appropriate constraints upon the role of each PSAP. The assessment is conducted with the understanding that the path to consolidation and sharing of emergency communications services can be challenging and must be driven by improvements in service delivery to the citizens and emergency response community.

Ancillary tasks that will be examined include, but may not be limited to:

- Maintaining 24 hour “walk-up window” functions, if applicable
- Jail duties, warrant entry, criminal history
- Closed-circuit television (CCTV) monitoring, camera alarms
- Monitoring weather radar
- Outdoor warning system activation, if applicable
- Answering administrative phone lines
- Dispatching specialty law enforcement and fire teams; animal control; public works, etc.
- Preparation of tapes or electronic audio files pursuant to member agency internal investigations or subpoenas
- Notification of commercial utilities

MCP will review the current operational budgets of PSAPs to create the operational expense baseline. This baseline will reflect the same categories to be used in predicting costs for the various governance options for consistency. MCP will also review the capital budgets of PSAPs for determination as to future planned expenses that may impact a consolidation.

Non Dispatch Tasks

While many non-dispatch tasks are appropriate and desirable in a specific PSAP, when PSAPs are consolidated it is typical to identify these tasks and to analyze each to determine which should continue in a consolidated environment, and which should not. Factors include impact on workload, the uniqueness of a task to one agency and the relationship between staff location and task accomplishment.

Consolidation Models

Taking into consideration the current governance structure and understanding the desired outcome from County officials will enable MCP to provide recommendations on consolidation models that will be financially sustainable and support successful migration to newer technologies. MCP has assisted many other clients with successful consolidation initiatives. We consider alternative options while we develop a recommendation for the option that best aligns with your unique circumstances and which will meet your goals and objectives. We will consider and discuss issues such as operational policy and procedure alignment, work group blending, training needs, technology, facilities and all other key elements of a successful consolidation as we recommend the best model for the County.

MCP's experts provide specific assistance in working through these types of issues, ensuring that stakeholders have the opportunity to be heard, while identifying appropriate options for our clients to consider and implement. We assess programs based on technical, operational, and policy requirements and objectives, comparing results to national standards and best practices.

Governance Options

Governance is often a top concern for project stakeholders. As a consolidation often changes organizational and reporting structures, employees, supervisors, administrators and elected officials are all concerned that they will have an appropriate opportunity to be engaged in the governance of the consolidated center. Stakeholders need to know that their concerns will be heard and addressed and that their questions will be answered by the new organization. MCP recognizes that fair and impartial governance between the County, PSAPs and stakeholders is paramount to a successful consolidation.

Governance is often organized with a high-level Policy and Fiscal Oversight Board and a practitioner driven Operational Committee. The Executive Director of the new organization often serves as an ex officio member of both groups. The management of the PSAP's daily operations and governance are separate issues. Management involves the day-to-day operation of the PSAP. Governance involves a higher level of oversight in the operation of the consolidated system.

MCP will identify potential governance models and provide recommendations to the County regarding governance models that provide for senior officials representing both agencies to have representation and involvement in issues related to budgeting, major purchases, new jurisdictions requesting dispatch services and significant changes in operational procedures.

Funding Mechanisms

MCP will attempt to identify various other funding mechanisms available to fund the recommended optimum consolidated PSAP configuration, and that funding mechanisms that are identified must be allowable under current California laws and rules.

MCP evaluates the current revenue streams available to each PSAP. MCP also seeks operations and capital budgets for defining costs associated with PSAP operations and improvements. Any available PSAP-oriented master plans that define future needs are also evaluated for consideration of future funding requirements. MCP advises the PSAPs of any known state or federal grant programs that may positively impact revenue growth or cost reduction. MCP proffers recommendations for PSAP cost sharing. Our team is familiar with such modeling, and typically chooses from a series of options to select the one that best fits the County. Some options may include, but not be limited to, population, call load, service levels, assessed value, etc.

MCP evaluates operating budgets and attempts to develop an “apples-to-apples” documentation of each PSAP’s operating costs. It is anticipated operational expense include, but may not be limited to, personnel, equipment, supplies, hiring, training, software, hardware, service, maintenance, utilities and facility related support.

MCP also seeks to understand the capital budgets for each PSAP and attempts to amortize capital expenditures over an agreed period. This assists in developing a “real” cost for PSAP operations.

Organizational Structure

MCP approaches the project by defining the most efficient and effective organizational structure and staffing based upon defined call load and service level. When multiple work groups are being integrated into a new organization it is both an opportunity to do it right and a challenge to get it right.

MCP will review how best to organize and transition dispirited work groups into one new organization. As that new organizational structure is developed we will consider all of the roles and factors requested in the RFP. Limitations and deficiencies will be noted as they impact effective, efficient delivery of service by the dispatch centers.

- Organizational roles to be considered:
 - Administrative
 - Management
 - Supervisory
 - Technical support
 - Quality assurance
 - Training
 - Clerical/secretarial needs
 - Facility support needs
 - Contractual Obligations/Risk Mitigation (joint employment issues)

Human Resources

- Human resource issues to be considered:
 - Pay scale disparities
 - Employee benefits packages
 - Paid time off disparities
 - Seniority issues
 - Job titles and job descriptions
 - Retirement packages
 - Union contracts
 - Automatic employment or re-hire of existing employees

Our team will also review the candidate screening, testing, training and acceptance policies to identify disparities between agencies and methods to improve recruitment, retention and long-term organizational success. A smooth and well thought out plan to address all of the human resource issues will go a long way in making staff feel that they are valued employees. Our goal will be to recommend an approach that will maintain and improve job satisfaction, mitigate stress and improve employee retention.

Scope of Work

Mission Critical Partners (MCP) understands that the Humboldt County (County) is seeking an independent and experienced professional consulting firm to perform a consolidation feasibility study that will look at the operations, capital and on-going operational costs, governance models and cost sharing systems available all from a strategic level. MCP will utilize data available from the County as well as nationally accepted industry best practices and how those models would work in a consolidated PSAP service model.

Many communities have concerns around the true cost/benefit of consolidation, a lack of governance options, and a lack of input from communities regarding governance of the proposed models including cost allocation.

MCP understands how personnel, financing, management, operations, and technology must come together to enhance the level of service being provided to both first responders and citizens. MCP is committed to listening, being responsive, consistent, accountable, and objective and, most of all, innovative. MCP will demonstrate that we understand your challenge, analyze the available data, and then leverage our extensive experience and knowledge to develop a conceptual study.

Emergency communications centers throughout the country adopt and utilize industry standards and best practices to ensure the effectiveness of the center and to ensure optimal service is provided to citizens and first responders alike. Measurable standards create an objective view of 911 operations and provide for consistent interactions with the public and first responders.

Operational standards and best practices most often used in 911 communications centers are from the National Emergency Number Association (NENA) and the Association of Public-Safety Communications Officials-International (APCO). Also, utilized often are the National Fire Protection Association (NFPA) standards, specifically NFPA 1221, Standard for the Installation, Maintenance, and Use of Emergency

Services Communications Systems; as well as NFPA 1061, Professional Qualifications for Public Safety Telecommunications Personnel; and standards from the Commission on Accreditation for Law Enforcement Agencies (CALEA), particularly Standards for Public Safety Communications Agencies. NENA, APCO, and NFPA are each an American National Standards Institute (ANSI) accredited standards development organization (SDO).

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

MCP will deliver a final report to the County that includes, but is not limited to:

- Assessment and summary of current conditions
- Identifying gaps that need to be addressed
- Recommendations for improving governance and sustainability of the countywide emergency communications center

Task 1 – Pre-Project Kickoff Call

MCP will initiate a pre-project kickoff call with the County via conference call/WebEx to conduct team introductions, verify alignment of project expectations between MCP and the County and to identify single points of contact.

MCP and the County will develop an ongoing communications plan, agree on final project schedule, identify team roles. MCP also will request relevant documentation from County staff to review.

MCP will schedule an on-site project kickoff meeting that will be held during the week of stakeholder interviews and site visits to initiate data gathering regarding personnel, technology, and facilities at all PSAP locations.

Task 2 – Project Kickoff Meeting

MCP will attend an on-site project kickoff meeting with the County's designated project team. Our project manager and staff will meet with the County project team and key stakeholders to establish mutual acquaintance, clarify roles, and reach a mutual understanding of the future vision and plans for the assessment.

Additionally, we will mutually verify alignment of project expectations regarding roles, project requirements, success factors, overall approach, and project deliverables.

- Project and task milestones, schedules and deliverables
- Project budget
- Scheduling of interviews with user and stakeholder representatives
- Scheduling progress review meetings
- Collection of any existing material and discussion of any other available information

An ongoing and open dialogue will allow for cooperation between MCP and the project stakeholders to ensure proper alignment with tasks and priorities. Frequent communications via phone and email are important to ensure a collaborative environment between MCP staff and the County team.

MCP understands County stakeholders will include, but are not limited to:

- Humboldt County Sheriff's Office
- City of Arcata Police Department
- City of Eureka Police Department
- City of Fortuna Police Department
- County Information Technology staff
- City IT staff

MCP understands that the emergency management function resides within the County Sheriff's Office, however, MCP will be gathering data and seeking input from the stakeholders involved in an EOC activation.

A step-by-step review of the content and outline of the *Humboldt County Consolidation Feasibility Study* and other deliverables for this project will be conducted during the project kickoff meeting. Any updates or changes from the initial outline will be documented for mutual agreement, and to ensure that all expectations of the County and stakeholders are addressed in the report.

Deliverables:

- Project kickoff meeting
- Draft organizational assessment report outline and timeline finalized
- Establish bi-weekly meeting rhythm with project team

Task 3 – Data Gathering and Observations

In conjunction with the on-site kickoff meeting, MCP will conduct initial data gathering meetings regarding personnel, technology, and facilities at all PSAP locations. Technology and facilities will be examined including how capital expenses impact the costs or operational capabilities associated with each governance model.

Data gathering will need to be efficient and prompt. It will be incumbent on the project team to provide the required information in a timely manner. MCP will include a survey and follow up with a conference call with the project team to obtain as much information as possible.

Data gathering and observation efforts will be aimed at collecting information and insights that relate to the required elements of the study effort. These study elements include:

- Benchmarking of current conditions
- Political Feasibility
- Technological Feasibility
- Facility Options
- Projected Call Volume/Workload

- Projected Staffing Levels
- Projected Cost Estimates
- Non-Dispatch Tasks
- Consolidation Models
- Governance Options
- Funding Mechanisms
- Organizational Structure
- Human Resources

MCP will interview key agency personnel as identified by the County to gain insight and understanding of the varying stakeholder perspectives.

MCP strives to understand the operational, emergency, non-emergency, and administrative service levels desired by the participating agencies. Within the framework of consideration is an understanding of the current PSAP technologies, interoperability, staffing and training, and organizational structure and command. It is generally recognized that operational cost containment is most readily achieved through staff efficiencies in the shared services environment.

MCP uses its demonstrated expertise in 911 and emergency communications operations and management to assess the operational and financial opportunities for physical and virtual consolidation options. MCP believes that operational efficiencies can be achieved through system(s) interoperability, the establishment of reasonable standard operating guidelines, uniformity between agency training, and the placement of appropriate constraints upon the role of each PSAP. The assessment is conducted with the understanding that the path to consolidation and sharing of emergency communications services can be challenging and must be driven by improvements in service delivery to the citizens and emergency response community.

All of the information collected during the above tasks will be documented in a consolidation feasibility assessment report and submitted to the County for review.

Task 4 – Assessment Findings and Draft Assessment Report

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

MCP's deliverable development process helps ensure high-quality documents, reports and presentations. Our experts regularly produce white papers, reports, and technical system designs, as well as conduct analysis, make recommendations, and present results. We start with a data gathering effort, stakeholder engagement, and a review of applicable reference materials. The input is organized and analyzed, and our staff develops specific recommendations and advice. A written deliverable is drafted, peer reviewed, and a quality assurance review for technical accuracy is completed. We perform a quality control check to make sure layout, formatting, and other aspects of the deliverable are consistent with our quality standards. Only after the deliverable has successfully passed our review is it shared and reviewed with our client.

Administrative Draft

At the conclusion of the technical work, MCP will complete and submit an administrative draft to the County and will conduct a webinar review with representatives of the County to assure all expected items and sections of review will be covered. If necessary, any “remedial” data collection will be scheduled/completed after the outline review is completed.

Stakeholder Draft

Subsequently, MCP will take the approved administrative draft and submit for review with County personnel and any designated stakeholders (as determined by the County) to discuss preliminary findings and initial recommendations.

After a one-week review by the client, the team will attend a webinar meeting to interactively walk through and discuss any items that require further clarification or revision.

This stakeholder draft review session is intended to promote a dialog between the County and MCP personnel regarding the report’s content and recommendations. Further, the review held after the County team has had an opportunity to digest the report and collate comments/input from their staff ensures the session is most productive for all participants. If necessary, the County can provide additional direction to MCP personnel or further clarify the data upon which the report is based.

MCP expects that there could be several calls and reviews to complete the draft consolidation assessment report review. MCP will capture all comments and expects to provide an edited copy to the County for documentation and review. Once review is complete, MCP will provide one hard copy and an electronic copy of the draft *Humboldt County Consolidation Feasibility Study Report*.

Deliverable(s):

- Webinar data gathering review meeting
- Administrative draft of consolidation feasibility study report
- Stakeholder draft of consolidation feasibility study report
- Webinar draft report review meeting

Task 5 – Final Report

After the County has had an opportunity to review the revised/reviewed draft report and discuss edits or modifications based on comments, MCP will revise the draft report and provide a final consolidation assessment report which will include ten (10) exact copies of the final written report and one (1) exact digital copy in searchable Word format to the County no later than June 30, 2019.

MCP will support up to four oral presentations over a two-day period which will be scheduled with key stakeholder groups, including daytime and evening presentations. The final report will include all of the elements from the Feasibility Study Requirements section of the RFP.

Deliverables:

- Ten (10) exact copies of the final consolidation feasibility study report
- One (1) exact digital copy of the final consolidation feasibility study report in searchable Word format
- On-site presentation over a two-day period

Client References

Contact Information	Service Provided	Staff Member
Imperial Valley Emergency Communications Authority, California		
Mark Schmidt, Emergency Communications Project Coordinator Imperial Valley Emergency Communications Authority 1078 Dogwood Road, Suite 101 Phone: 442-265-6029 E-mail: markschmidt@co.imperial.ca.us	<u>Service Provided:</u> PSAP Consolidation Feasibility Study <u>Project Dates:</u> November 2016 to November 2017	Eric Caddy David F. Jones
DuPage County, Illinois, Emergency Telephone System Board		
Linda M. Zerwin, Director DuPage County 421 N. County Farm Road Wheaton, IL 60187 Phone: 630-550-7743 E-mail: Linda.Zerwin@dupageco.org	<u>Service Provided:</u> Public Safety Answering Point Consolidation and Feasibility Study <u>Project Dates:</u> October 2014 to September 2015	David F. Jones
El Paso-Teller County 911 Authority, Colorado		
Carl Simpson, Chief Executive Officer El Paso-Teller County 911 Authority 2350 Airport Road Colorado Springs, CO 80910 Phone: 719-785-1900 E-mail: csimpson@elpasoteller911.org	<u>Service Provided:</u> Public Safety Answering Point Consolidation Project Management Support <u>Project Dates:</u> December 2015 to August 2016	Eric Caddy David F. Jones

Experience

Mission Critical Partners is the industry leader in public safety consulting supporting many federal, state, large county and city level projects across the country including the National 911 Program Office and the Commonwealths of Virginia and Pennsylvania and the States of Illinois, Maryland, Minnesota, Nebraska, and Kansas. Our team has unmatched depth and experience working with public safety agencies as a full service public safety consulting firm. MCP has never failed to complete a contract with any client during its history.

MCP's consolidation and regionalization experience includes South Eastern Pennsylvania's Regional Task Force (Metropolitan Philadelphia) and Pennsylvania's Region 13 (a 14 county region in western Pennsylvania, including City of Pittsburgh serving a population of three million), which established its countywide 9-1-1 service in 1998 with six regional PSAPs, the City of Pittsburgh and the county PSAP. Over the last eight years the county consolidated all 9-1-1 call taking into the county PSAP. While some secondary dispatch centers do exist within Allegheny County, the county PSAP has an emergency call load in excess of 1.5 million annually. To date shared systems including public safety radio and 9-1-1 and administrative telephony have saved the region \$14 million dollars.

We are proposing a very experienced project team from project management, technology, facility, fire and police SMEs with significant expertise in operations and governance. This balance is very important for the project because MCP can better identify requirements from staff and field users and seamlessly translate them into operational and technical requirements because we have been in your seat. We have been on a traffic stop in the middle of the night, behind the console, and on a fire scene.

Staff Related Experience

MCP's proposed project team the County have supported consolidation related efforts completed within the last five years, including, but not limited to:

Project Name	Contact Info	Description of Work	Dates	Staff
Imperial Valley Emergency Communications Authority	Mark Schmidt, Emergency Communications Project Coordinator 442-265-6029 markschmidt@co.imperial.ca.us	PSAP Consolidation Feasibility Study	November 2016 to November 2017	Eric Caddy David F. Jones Bonnie Maney
El Paso-Teller County 911 Authority	Carl Simpson, Chief Executive Officer Phone: 719-785-1900 csimpson@elpasoteller911.org	Public Safety Answering Point Consolidation Project Management Support	December 2015 to August 2016	Eric Caddy David F. Jones Bonnie Maney

Project Name	Contact Info	Description of Work	Dates	Staff
East Harris County, Texas	Jimmy Sumbera, Administrator, Channelview Fire and Rescue, 281.452.5782 jsumbera@ESD50.org	Shared Communication Service Feasibility Study	October 2013 to June 2014	David F. Jones Richard Gaston
Cities of Fairview Heights and O'Fallon, Illinois	Daryl Ostendorf, Support Services Director O'Fallon Department of Public Safety 618.624.9516 dostendorf@ofallon.org	Public Safety Answering Point Consolidation and Feasibility Study	PSAP Assessment Complete: October 2015 to January 2016 PSAP Consolidation Support: January 2016 to March 2017	Bonnie Maney
DuPage County, Illinois Emergency Telephone System Board	Linda M. Zerwin, Director DuPage County 630.550.7743 Linda.Zerwin@dupageco.org	Public Safety Answering Point Consolidation and Feasibility Study	October 2014 to September 2015	David F. Jones
City of Philadelphia, Pennsylvania	Mitch Yanak, Deputy Chief Information Officer, City of Philadelphia Office of Innovation & Technology, 215.686.8172; Mitch.Yanak@phila.gov	911 Networks, Radio and Facilities Consulting Services	March 2017 to Present	Rod Wheeler Todd Johnson

Additional Experience

MCP's complete team of SME's have led multiple consolidation related efforts completed within the last five years, including, but not limited to:

Project Name	Contact Info	Description of Work	Dates
Department of Homeland Security (DHS) Federal Emergency Management Agency (FEMA)	Russ Gates, Chief Engineer 202-212-2196 Russell.Gates@dhs.gov	Emergency Operations Facility and Technology Design and Integration	May 2009 to December 2016
St. Clair Emergency Telephone System Board	Herb Simmons, Executive Director 618-825-2164 Herbert.simmons@co.st-clair.il.us	PSAP Consolidation Feasibility and Cost Analysis	August 2017 to March 2018
Lawrence County, Pennsylvania	Jeff Parish, Director Department of Public Safety 724.202.7102 jparish@co.lawrence.pa.us	New Consolidated EOC/PSAP Facility and Technology Implementation	October 2012 to July 2016
Pennsylvania Emergency Management Agency (PEMA)	David Schrader, Architect SCHRADERGROUP Architecture/AEComm 215-482-7440 dschrader@sgarc.com	Emergency Operations Center Facility Technology Integration Services	April 2010 to August 2016
City of Parma, Ohio	Shelly Cullins, Economic Development Officer 440.885.8860 scullins@cityofparma-oh.gov	9-1-1 Communications Center Relocation	May 2014 to September 2015
Clark County, Ohio	Richard L. Lohnes, County Commissioner 937.521.2004 rlohnes@clarkcountyohio.gov	Consolidation Study for a New Consolidated Public Safety Answering Point	August 2013 to April 2014
Orange County, Virginia	Tina Ball, Interim E911 Director 540.661.5433 tball@orangecountyva.gov	Emergency Communications Consolidation Feasibility Assessment	June 2016 to August 2016
Massachusetts Institute of Technology (MIT)	Nicole Bernabei, Project Manager MIT Department of Facilities 617.715.5157 pisanin@plant.mit.edu	Feasibility Study for Consolidated Communications Center	September 2013 to August 2014

Project Name	Contact Info	Description of Work	Dates
Dare County, North Carolina (Dare, Tyrrell, Hyde Counties)	Captain Trey Piland, MPA, Communications Director Dare County Sheriff's Office 252.475.9351 trey.piland@darenc.com	Emergency Operations Center and Regional Operations Center Consolidation	March 2014 to Present
Burke County, North Carolina	Kenneth B. (Bryan) Steen, County Manager Burke County 828.764.9350 bryan.steen@burkenc.org	9-1-1 Communications Consolidation / Facility Consulting Services	May 2012 to April 2015
City of Charlotte, North Carolina	Katrina Graue, Deputy Chief Charlotte-Mecklenburg Police Department 704.432.0429 kgraue@cmpd.org	Communications Staff Analysis	October 2013 to June 2014
Henderson County, North Carolina	Lisha Stanley, Director of Communications Henderson County Sheriff's Office 828.694.3127 lstanley@hendersoncountync.org	Project Management for 9-1-1 Public Safety Answering Point Relocation and Migration	February 2013 to May 2015
Rockingham County, North Carolina	Rodney Cates, 9-1-1 Director 336.634.3017 rcates@co.rockingham.nc.us	9-1-1 Communications Consolidation / Facility Consulting Services	May 2012 to June 2016

Recently, MCP assisted in supporting Imperial County, California with a consolidation feasibility study. Similar in size to Humboldt County, Imperial Valley covers 4,176 square miles and has a population of approximately 179,000. Its two largest cities are El Centro, the county seat, and Calexico, which borders the Mexican city of Mexicali. The County is served by four public safety answering points (PSAPs) that provide 911 call-taking and dispatching services for law enforcement, fire and rescue and emergency medical services (EMS) agencies.

The Imperial Valley Communications Authority (IVECA), in conjunction with the San Diego County Regional Communications System, provides public safety voice and data communications to more than 200 local, state and federal agencies in San Diego and Imperial counties. Since 1995, IVECA has provided secure interoperable communications to all public safety and service personnel in the Imperial Valley. The IVECA executive board, which acts as the decision-making body regarding public safety matters within the Imperial Valley, sought a partner with experience and knowledge in public safety technology, operations and staffing to help them explore regionalization of the County's four existing PSAPs.

Mission Critical Partners teamed with IVECA to conduct a feasibility study, during which MCP subject-matter experts conducted research and interviews that laid the groundwork for MCP's recommendations and an initial plan for moving forward with regionalizing the County's PSAPs.

MCP also learned that the County was facing several challenges that many PSAPs nationwide are facing – limited availability of qualified candidates to staff their PSAPs and a flat organizational structure with little to no room for professional growth. To overcome this challenge, MCP recommended a regionalized model that would set up the County to maximize existing staff and skills through a phased migration to a joint powers agreement.

While regionalization on the whole made sense for the County based on the solutions it presented to staffing challenges, as well as the already-shared technology services, the study uncovered a significant roadblock to physical regionalization. None of the four existing PSAPs are large enough, or equipped, to handle new or additional staff. The County and IVECA would need to repurpose an existing space or begin the process of planning, designing and building a new facility that would be able to scale as PSAP needs change into the future.

In addition to these findings, MCP also was able to produce a report for IVECA that outlined:

- Current condition benchmarks
- An assessment of existing technology
- Projected call volumes and workloads in a regionalized PSAP
- Projected staffing levels needed to meet call volumes and workloads
- Potential consolidation models, as well as new organizational and governance structures

The comprehensive feasibility study report was delivered to the IVECA executive board in April 2017. The report detailed a regionalization approach that would transition its four existing PSAPs into two mutually supporting PSAPs, to achieve operational and staffing efficiencies and, ultimately, to reduce costs. MCP's report to IVECA also outlined recommendations for revised operational and governance structures for a successful regionalization effort.

The IVECA executive board adopted MCP's report at a public hearing in November 2017 and is in the process of identifying the next steps for achieving regionalization.

Relevant Project Experience

Mission Critical Partners has had great success in the execution of consolidation and feasibility studies.

On the following pages, MCP has provide representative project experience highlighting our experience on projects of a similar size and complexity to the project proposed by the County.



Department of Homeland Security/Federal Emergency Management Agency

Service Provided: Technology Design and Integration; Emergency Operations Facility

Contact: Russ Gates, Chief Engineer, Department of Homeland Security, 202.212.2196, Russell.Gates@dhs.gov

Project Dates: May 2009 to December 2016

Challenge: The Department of Homeland Security, Federal Emergency Management Agency (DHS/FEMA) oversees planning, designing and implementing an integrated emergency communication system to support the joint FEMA/Department of Defense Chemical Stockpile Emergency Preparedness Program (CSEPP). As mandated by Congress, the program must provide maximum protection to communities located in the emergency planning zones surrounding the eight chemical weapons depot sites located in the United States.

Solution: Mission Critical Partners as a sub-consultant to Innovative Emergency Management (IEM), provided facility and communication system planning, design and implementation oversight to support the CSEPP program at the eight chemical weapons stockpile sites. Efforts to integrate the federal, state and local emergency communication system included:

- 911 system planning and design
- Emergency operations center and 911 facility planning, design and implementation services
- Wireless voice data and data communications systems to include UHF, 800MHz and IP broadband communications systems
- Public alert and notification systems to include the emergency alert system (EAS), sirens, public announcement systems and reverse 911 emergency notifications systems
- Microwave, radio and fiber optic communications design services
- "Site Book" documentation- gathering and assembly of critical and relevant site information, including: site drawings (site compound layout, equipment elevations, electrical line drawings, tower loading, etc.), vendor 'as-built' drawings, site civil design documentation, FCC frequency licensing, tower structurals, ground testing, final system acceptance testing, site surveys, site inventories, microwave design path profiles, etc.

Key Result: MCP provided innovative, cost-effective solutions to upgrade the mission critical systems and facilities that supported the FEMA CSEPP Program. MCP's ability to deliver services on time and on budget helped position it as the FEMA's primary provider of mission critical communications services to support this program.

Under this CSEPP program, MCP provided support in various stages of planning, design and integration of eight new facilities, as well as two facility redesign and reuse projects. The locations in which MCP supports included:

State of Kentucky

- Powell County EOC
- Rockcastle County EOC
- Clark County EOC
- Madison County EOC
- Lexington-Fayette County EOC
- Jackson County EOC
- Garrard County EOC
- Estill County

State of Colorado

- Pueblo County EOC
- Pueblo Chemical Depot

State of Arkansas

- Grant County, Grounding and Radio
- Jefferson County, Grounding and Radio



Imperial Valley Emergency Communications Authority, California

Service Provided: PSAP Consolidation Feasibility Study

Contact: Mark Schmidt, Emergency Communications Project Coordinator, 442.265.6029, markschmidt@co.imperial.ca.us

Project Dates: November 2016 to November 2017

Challenge: Imperial County (County), California, covers 4,176 square miles and has a population of approximately 179,000; its two largest cities are El Centro, the County seat, and Calexico, which borders the Mexican city of Mexicali. The County is served by four PSAPs that provide 911 call-taking and dispatching services to law enforcement, fire and rescue and EMS agencies.

The Imperial Valley Emergency Communications Authority (IVECA) Executive Board acts as the decision-making body regarding public safety matters within the Imperial Valley. The executive board sought a partner to help them explore regionalization of PSAP services in an effort to lower the ever-increasing costs to staff each PSAP and maintain its systems, but also because the PSAPs have a history of sharing technology resources, including radio, 911 call-handling and CAD.

Solution: Mission Critical Partners teamed with IVECA to conduct a regionalization feasibility study, during which MCP subject-matter experts conducted research and interviews that laid the groundwork for MCP's recommendations and an initial roadmap for moving forward with regionalizing the County's PSAPs.

During the assessment, MCP learned that the County was facing several challenges, including limited availability of qualified candidates to staff their existing PSAPs and a flat organizational structure with little to no room for professional growth. It also uncovered a significant roadblock to physically regionalizing all four PSAPs into a single building—none of the existing PSAPs are large enough, or equipped, to handle new or additional staff. The County and IVECA would need to repurpose an existing site or begin the process of planning, designing and building a new facility.

Based on the assessment, MCP developed a report for IVECA that outlined:

- Current condition benchmarks
- An assessment of existing technology
- Projected call volumes and workloads within a regionalized PSAP
- Projected staffing levels needed to meet call volumes and workloads
- Potential consolidation models, as well as new organizational and governance structures

Key Result: The comprehensive report was delivered to the IVECA Executive Board in April 2017. The report detailed a regionalization approach that would transition its four existing PSAPs into two mutually supporting PSAPs. This would help the County achieve operational and staffing efficiencies through a phased migration to a joint powers agreement. Ultimately helping them reduce costs. MCP's report to IVECA also outlined recommendations for revised operational and governance structures for a successful regionalization effort.

The IVECA Executive Board adopted MCP's report at a public hearing in November 2017 and is in the process of identifying the next steps for achieving regionalization.



Pennsylvania Emergency Management Agency

Service Provided: Emergency Operations Center Facility Technology Integration Services

Contact: David Schrader, Architect, SCHRADERGROUP Architecture/AEComm, 215.482.7440; dschrader@sgarc.com

Project Dates: April 2010 to August 2016



Facility Size

132,448 SF facility and 22,985 SF ancillary building

Cost per square foot

Unknown

Total Construction Cost

\$46 million building and site budget

Technology Value

\$14.5 million technology, AV and furniture

Completion Date

August 2016

Award

Award Recipient – Justice Facilities Review 2014, *American Institute of Architects Academy of Architecture for Justice*

Challenge: PEMA sought a partner with specialized experience in mission critical systems to provide technology design and migration services for their new EOC facility being jointly designed by SCHRADERGROUP and AECOM. The EOC needed to meet the technology requirements for several agencies including the Offices of Homeland Security, State Radio Network Division of the Pennsylvania State Police and the State Fire Marshall. Many of these agencies had aging systems that needed replaced. Additionally, the new facility needed to consolidate the statewide DOT traffic management center with the 911 network operations center.

Solution: Collectively, the architectural team and MCP provided facility and system designs and coordinated construction and technology vendors. MCP initiated and managed all the technology upgrades by designing a complex approach that would ensure a seamless, interruption-free transition to the new site while meeting a stringent schedule. MCP services included:

Planning, designing, procuring and project managing an IP-based, broadband network and infrastructure and systems including audiovisual (AV) Coordinating technology, vendors and schedules with the master construction schedule Integrating the new technology into the building design specifications while maintaining operational integrity as well as migrating and operationalizing technology from the former site to the new EOC

Key Result: PEMA opened the state-of-the-art, multigenerational 132,448 square foot headquarters in July 2016 that is equipped with advanced technology and AV systems that greatly enhance situational awareness, continuity of operations and emergency response capabilities while minimizing agency silos. The greatest accomplishment is that it was completed under budget. A key factor in this was MCP's ability to negotiate technology that delivered the best value for PEMA and minimal change orders.

"MCP was selected for their ability to integrate technologies into the complex building design, construction and transition process."

- David Schrader,
Managing Partner,
SCHRADERGROUP



Adams County Communications Center, Inc. Adams County, Colorado

Service Provided: Public Safety Answering Point Assessment

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

Project Dates: March 2016 to June 2016

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

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

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

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



Shelby County Emergency Communications District, Memphis, Tennessee

Service Provided: Shelby County Emergency Communications District/Memphis Police Communications Staffing Analysis/CAD System Procurements for the Memphis Police Department, Shelby County Sheriff and Fire Department

Contact: Raymond Chiozza, Executive Director, 901.380.3900;
rchiozza@shelbycounty911.org

Project Dates: May 2012 to Present

Challenge: As part of its ongoing efforts to strengthen county-wide public safety services, the Shelby County Emergency Communications District (SCECD) planned to fund two CAD systems; one for the Memphis Police Department (PD) and one for the Shelby County Sheriff and Fire Departments. The new systems would reduce response times, enhance operational efficiencies, improve continuity of operations by establishing a geo-diverse disaster recovery site, improve the ability of public safety agency 911 call takers and dispatchers to share information, and improve communication with first responders through the implementation of mobile data systems and Fire Station Alerting.

“When two of our major PSAPs in the county needed technical proposals for new CAD systems, we turned to MCP.”

In addition to the CAD systems, SCECD realized the nuances of Shelby County 911 providing the delivery of calls to the PSAPs and the responsibility of answering those calls by the agencies charged with staffing the PSAPs.

- Raymond Chiozza, Executive Director Shelby County Emergency Communications District

Solution: Mission Critical Partners worked with SCECD to coordinate the CAD procurement process. After conducting a series of user level and command staff stakeholder meetings to determine system needs, MCP developed the technical requirements for the CAD request for proposal (RFP). As its next step, MCP partnered with the government municipalities in developing and implementing strategies to:

- Identify potential respondents and ensure distribution of the RFP
- Support the evaluation process, including the creation of scoring tools and other technical services
- Manage the interview process for finalists, including on-site visits for reference purposes
- Support the contract negotiation process
- Support the scope of work development and acceptance plan documentation for the selected CAD provider
- Develop and oversee the implementation plan to deploy the selected CAD systems
- Support for field testing of the Fire Station Alerting System

MCP also provided a high-level review of the current PSAP operations and staffing needs of the Memphis Police Communications PSAP, specific to its mission and desire to provide high quality services to its citizens, as well as the agencies served by the PSAP.

Key Result: With the release of the RFP, the CAD system procurement process continued to move forward. In addition, MCP worked with the municipalities to ensure the CAD provider carried out the contracts as specified. Additional PSAP consulting services were also provided to the municipalities as needed.



City of Charlotte, North Carolina

Service Provided: Communications Staff Analysis

Contact: Katrina Graue, Deputy Chief, Charlotte-Mecklenburg Police Department, 704.432.0429; kgraue@cmpd.org

Project Dates: October 2013 to June 2014

Challenge: The City of Charlotte (City), specifically the Charlotte-Mecklenburg Police Department (CMPD) and Charlotte Fire Department (CFD), sought professional services for a comprehensive review of their communications divisions. The City needed documented recommendations and metrics to evaluate and improve performance of telecommunicators, and identify potential opportunities for improvement in time savings and business processes.

Solution: Mission Critical Partners was retained to conduct a comprehensive review of the communications divisions of the CMPD and CFD, providing analysis and insight to support and improve operating efficiencies.

MCP's approach includes:

- Conduct surveys, focus groups, on-site observation and interviews with current and past employees of the communications divisions.
- Review staffing levels and associated call and incident information for the last three years for each communications division and determine proper staffing.
- Review the application/hiring process to determine where efficiencies may be found.
- Review all training materials for both new hires and tenured employees for each communications division, and compare with state and national training standards to determine any areas of deficiencies.
- Summarize observations and findings of research, options for improvement of operations, provide assistance to reduce stressors and maximize work products and morale.
- Provide assessments of the information gathered and recommendations for changes, as appropriate, to support and improve the efficiency of the communications divisions.



Key Result: Working with staff and stakeholders of the City of Charlotte, MCP conducted background research, employee surveys and reviewed the current operations of the CMPD Communications Division and CFD Communications. A comprehensive staffing analysis report was presented to the City of Charlotte on-time and within budget that presented findings and recommendations for improved operating efficiencies for the City of Charlotte and the CMPD and CFD.



East Harris County Emergency Services Joint Powers Board, Texas

Service Provided: Shared Communication Service Feasibility Study

Contact: Jimmy Sumbera, Administrator, Channelview Fire and Rescue, 281.452.5782;
jsumbera@ESD50.org

Project Dates: October 2013 to June 2014

Challenge: Thirty-one emergency services districts provide fire protection and emergency medical services in the unincorporated areas of Harris County, Texas. Only two communication centers provide 911 and dispatch services for the majority of these districts. Three districts located in eastern Harris County wanted to create a new PSAP to provide dispatch services for their districts. The Channelview Fire Department, South Lake Houston Emergency Medical Services and Cloverleaf Fire Department serve a combined area of 118 square miles and 142,055 residents.

The three departments created the East Harris County Emergency Services Joint Powers Board (Board) to address the communication needs in their districts. The Board contracted with Mission Critical Partners to conduct research to determine the feasibility of establishing a new PSAP to serve departments in eastern Harris County.

Solution: MCP conducted a staffing study that included an analysis of incident data and 911 calls to determine the appropriate staffing for a new PSAP. MCP also conducted a telecommunicator salary survey to estimate annual operating costs. Additional research involved projecting the growth of the districts over the next 5, 10 and 20 years based upon population trends and commercial development within each district.

Key Result: The East Harris Joint Powers Board was provided with detailed analysis for their consideration regarding the need for a secondary PSAP in eastern Harris County. MCP's research determined that a new PSAP is needed to meet the needs of these growing districts. The population of Harris County is expected to grow by 54 percent to an estimated 7.5 million residents in 2050. The population growth will require a countywide expansion of the 911 infrastructure and PSAP capacity to meet increased calls for service. MCP determined that the integration of dispatch services for the three districts would enhance communications interoperability and promote operational efficiencies. MCP's feasibility report provided the Board with the data needed to justify the creation of a new PSAP in eastern Harris County.



El Paso – Teller County 911 Authority, Colorado

Service Provided: Public Safety Answering Point Consolidation Project Management Support

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

Project Dates: December 2015 to August 2016

Challenge: The El Paso – Teller 911 Authority (Authority) needed a communications consultant to develop a project plan to complete the consolidation of two 911 communication centers, the City of Fountain (City) and the El Paso County Sheriff's Office.

Solution: Mission Critical Partners was hired to provide project management support to the Authority as it worked to consolidate the two PSAPs.

Working with staff from the City of Fountain, El Paso Sheriff's Office and the Authority, MCP established a project core team that included representation from each of the three entities. The team assessed the needs and tasks, and developed an actionable project plan to achieve consolidation. The plan focused on three target areas:

- Governance
- Operations
- Technology

MCP provided support to the core team as it identified key considerations to review prior to initiating the consolidation transition. Those considerations included the following:

- Eliminate gaps in City employee benefit coverage
- Alleviate staffing shortages
- Mitigate consolidation transition risks

Key Result: Mission Critical Partners provided subject-matter expertise to the El Paso –Teller 911 Authority to bring the consolidation effort to a successful conclusion, which not only will enable the Authority to improve the 911 services in the region over the short term, but which will provide the foundation for a long-term regional consolidation effort.



Hays County, Texas

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

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

Project Dates: June 2010 to May 2015

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

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

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

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

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

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

— David Jones, Program Manager, Mission Critical Partners



City of Fairview Heights and O'Fallon, Illinois

Service Provided: Public Safety Answering Point Consolidation and Feasibility Study

Contact: Darryl Ostendorf, Support Services Supervisor, Telecommunications Division, O'Fallon Department of Public Safety, 285 N. Seven Hills Road, O'Fallon, IL 62269, 618.624.9516; dostendorf@ofallon.org

Project Dates: October 2015 to July 2017

Challenge: Due to recently enacted state legislation, the cities of Fairview Heights and O'Fallon, Illinois wanted to determine the feasibility of consolidating their PSAPs. Areas of concern for both cities included staffing, facility and space needs, start up and operating budgets, equipment needs and the overall operations of a consolidated PSAP.

Solution: Mission Critical Partners was retained to address these needs through a phased approach. Detailed data gathering occurred that allowed MCP to assess current call volume, staffing and budgets and equipment, as well as deficiencies in the current systems. Stakeholder interviews and observations were conducted to gain a clear picture of the current PSAP environment. A report was delivered to Fairview Heights and O'Fallon that summarized the initial findings and considerations regarding the following:

- Expectations and desires of the agencies
- Current PSAP facilities and technology
- Dispatch policies and procedures
- Personnel policies
- Staffing and procedures
- Collective bargaining agreements
- Supervisory structure and ancillary duties assigned to the PSAP
- Summary of recent State of Illinois statute changes
- Identified risks and opportunities related to consolidation

Key Result: Mission Critical Partners delivered a consolidation and feasibility report that supported the two cities in their plan to move forward with consolidation. Additionally, MCP supported the cities of Fairview Heights and O'Fallon regarding their compliance with State of Illinois legislation to consolidate the number of PSAPs currently operating in the state, based upon population.



St. Clair County Emergency Telephone System Board, Illinois

Service Provided: PSAP Consolidation Feasibility and Cost Analysis

Contact: Herb Simmons, Executive Director; 618.825.2164 herbert.simmons@co.st-clair.il.us

Project Dates: August 2017 to March 2018

Challenge: St. Clair County, Illinois, which is part of the Greater St. Louis metropolitan area, is the oldest county in the state and the eighth-most populous, with a population of about 270,000. It covers 674 square miles and is home to Scott Air Force Base, which employs more than 13,000 people.

In 2015, the state legislature passed Public Act 99-0006, which mandated significant updates to the previous Emergency Telephone System Act. The primary purpose of the law is to modernize the state's legacy 911 system by putting it on a path toward Next Generation 911 (NG911) and to consolidate the number of PSAPs in the state.

At one time, 11 PSAPs operated in the county, but that number had been reduced to eight prior to the enactment of Public Act 99-0006. Pursuant to the law, St. Clair County decided that it would reduce the number of PSAPs operating within its jurisdiction initially to four, which was accomplished in 2017, and ultimately to two. To accomplish this final consolidation, the county needed to better understand the technical feasibility, operational impacts, and associated cost considerations of such a consolidation.

Solution: The county's Emergency Telephone System Board (ETSB) hired Mission Critical Partners to conduct a consolidation feasibility assessment and cost analysis. After an initial kickoff meeting, MCP subject-matter experts collected a wide variety of data. The process involved interviews with ETSB personnel, site visits to the county's four remaining PSAPs and interviews with their key personnel, and subsequent reviews of other documents and research.

Key Result: In March 2018, MCP delivered a report that included a detailed assessment of the current state of 911 operations in St. Clair County, including:

- Governance
 - Legislative requirements
 - Role of the ETSB
- Fiscal
 - Revenue and service fees
 - Expenses
- Personnel
 - Operational staffing
 - Staff recruitment
 - Training and education
- Technology
 - 911 telephony
 - CAD
 - Radio/console system
 - Call/event logging and recording

Using an analysis of strengths and areas for improvements, MCP provided the County with recommendations for key areas affecting the consolidation, including:

- Feasibility of various consolidation options, including the validation of efforts initiated by the County so far
- Technological, staffing and human resources considerations for future consolidation options
- Cost analysis and budgetary overview of future consolidation options.



Kaufman County, Texas

Service Provided: Facility Assessment and Regional Shared Services Feasibility Study

Contact: The Honorable Bruce Wood, County Judge, Kaufman County, 972.932.4331, jbwood@kaufmancounty.net

Project Dates: January 2012 to October 2012

Challenge: The population of Kaufman County (County), Texas, located near Dallas, has grown nearly 40 percent since 2000. This rapid expansion has challenged the County to consider new ways of meeting the public safety needs of its residents. The county explored a possible consolidation of its PSAPs and has plans to convert a 1950s-era National Guard Armory building into a state-of-the-art 911 Communications Center and the County's EOC. Before the project could move forward, the County needed to determine if its individual PSAPs could easily adapt to a proposed shared services model. In addition, the Armory building needed to be fully assessed to determine if it had the infrastructure and capacity to house the new EOC.

Solution: Mission Critical Partners developed and carried out a PSAP consolidation feasibility assessment that focused on human resources, technology and operations best practices. Its team gathered extensive stakeholder input on a variety of issues; conducted a thorough assessment of staffing needs at a consolidated dispatch center; examined the operational and financial benefits of a shared service center; and defined the system requirements to support multiple agency call processing.

MCP conducted a detailed assessment of the Armory building that identified site concerns and vulnerabilities; documented its strengths and weaknesses; analyzed existing or potential environmental hazards or other threats; defined its space capacities compared to County needs; identified connectivity needs; proposed a tower location; and delivered a conceptual budget and schedule that will take the project from its initial program phase through owner occupancy.

Key Result: MCP's comprehensive PSAP shared services feasibility study guided the County and its public safety partners in their efforts to consolidate dispatch services. The County used the study as the basis for selecting a local architect to commence detail design of the facility. The facility assessment was completed on-time and on-budget.



DuPage County, Illinois, Emergency Telephone System Board

Service Provided: Public Safety Answering Point Consolidation and Feasibility Study

Contact: Linda M. Zerwin, Director, DuPage County, 421 N. County Farm Road, Wheaton, IL 60187, 630.550.7743; Linda.Zerwin@dupageco.org

Project Dates: October 2014 to September 2015

Challenge: The Emergency Telephone System Board of DuPage County, Illinois (DuPage ETSB) was trying to determine the feasibility of a consolidated public safety answering point (PSAP). Areas of concern for DuPage ETSB were staffing, facility and space needs, start up and operating budgets, equipment needs and the overall operations of a consolidated PSAP.

Solution: Mission Critical Partners was retained to address these needs through a phased approach. Detailed data gathering occurred that allowed MCP to determine current call volume, staffing and budgets, equipment, as well as looked at deficiencies in the current systems. Stakeholder interviews and observations were conducted to gain a clear picture of the current PSAP environment. An interim report was delivered to DuPage ETSB to assure that all expected items and sections were covered. Included in the interim report were preliminary findings based on the stakeholder interviews.

Key Result: MCP delivered a final consolidation and feasibility report that covered staffing and human resource requirements; facility and space needs, including future growth needs; financing, governance, equipment needs, operations tasks, and ancillary duties. In addition, consideration was given to legislative changes to ensure compliance if the consolidation was approved. MCP supported the DuPage ETSB in its compliance with State of Illinois legislation to consolidate the number of PSAPs currently in the state based upon population.



Clark County, Ohio

Service Provided: Consolidation Study for a New Consolidated Public Safety Answering Point

Contact: Richard L. Lohnes, County Commissioner, Clark County, 937.521.2004, rlohnes@clarkcountyohio.gov

Project Dates: August 2013 to April 2014

Challenge: The Clark County (County) Sheriff's Office 911 Communications Center is a primary PSAP serving the unincorporated area of the County and eight townships, providing 911 call answering and dispatch services for law enforcement and fire/emergency medical services (EMS). The City of Springfield (City) 911 Communications Center serves as a primary PSAP for the cities of Springfield and New Carlisle, providing 911 call answering and dispatch services for police (City of Springfield only) and fire/EMS. The County and City have been exploring consolidated services to further enhance public safety and 911 communications services throughout the county and possibly identify long-term cost savings and efficiencies in sharing personnel, technology and a facility.

Solution: The County commissioned Mission Critical Partners to conduct a feasibility assessment to provide recommendations for a potential consolidation of the County and City independent communication/dispatch centers. Due to the availability of possible grant funding from the State of Ohio, the project was divided into two phases: Phase 1 was data collection on what currently existed in the County and City communication centers; and Phase 2 was a consolidation assessment to provide recommendations for the County and City to allow for a seamless transition to a consolidated communication center, if deemed feasible.

Key Result: MCP completed Phase 1 of the project in September 2013 and aided in the submission of a grant application to the State of Ohio. Phase 2 of the project began in October 2013 and at its completion, the County and City stakeholders were provided with a final report and recommendations that included consolidated communication center governance, funding, staffing, equipment, and facility feasibility.



Burke County, North Carolina

Service Provided: Public Safety Answering Point Consolidation Assessment

Contact: Chief Ronnie D. Rector, Morganton Department of Public Safety, 828.432.2680, rrector@morgantonps.org

Project Dates: October 2010 to December 2010

Challenge: Burke County Homeland Security Task Force recognized the need to develop a plan that would evaluate the growing needs of Burke County public safety stakeholders and their emergency communications needs. The Homeland Security Task Force was formed to address the possibility of consolidating four Burke County PSAPs; Burke County Sheriff's Office, Town of Valdese, Morganton Public Safety and Burke County EOC.

Solution: Mission Critical Partners was selected to conduct the consolidation evaluation, and to prepare a future path plan in establishing a countywide consolidated and unified 911 communications center in Burke County. The proposed model would encompass an end-to-end solution and include telecommunicators who are properly trained and certified in processing emergency calls for medical, fire and law enforcement.

Key Result: MCP provided Burke County Homeland Security Task Force with a PSAP consolidation assessment report that detailed a fully consolidated, state-of-the-art PSAP. The report was intended to serve as a roadmap for the future development of a consolidated and unified 911 PSAP serving the citizens of Burke County, as well as the County's emergency response professionals.

"PSAP consolidations are both challenging and complex. They must be conducted in an atmosphere of collaboration along with a thoroughly investigative approach. The Burke County stakeholders collectively share a vision for the future and have chosen the MCP team to help achieve their goals."

—David Jones, Program Manager, Mission Critical Partners

Cost Quotations

Professional services outlined in the above scope of work will be provided for a **fixed fee of \$90,973.00 including expenses**. Working with the County, MCP identified local resources to support this initiative resulting in travel and expense cost savings off the original price as highlighted in the table below:

Task #	Task Description	Fee
1	Pre-Project Kickoff Call	\$36,112.00
2	Project Kickoff Meeting	
3	Data Gathering and Observations	
4	Assessment Findings and Draft Assessment Report	\$41,601.00
5	Final Report	\$17,560.00
Original Cost		\$95,273.00
Revised Cost		\$90,973.00

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

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

Based on the current MCP understanding of what is to be accomplished, the pricing identified above represents an estimate of the work anticipated for the project to be successful. MCP's priority is for this project to be successful for Humboldt County.

Project Schedule

MCP has provided an estimated project timeline below. A detailed project schedule will be prepared with the County's input and agreed upon during the pre-project kickoff meeting. If the contract is awarded April 1, 2019 as anticipated by the County, MCP would project completion by August 2019.

Task #	Task	Estimated Start	Estimated Completion	Apr 19	May 19	Jun 19	Jul 19	Aug 19
Task 1-3	Kickoff Meetings/Data Gathering and Observations	4/1/2019	5/31/2019					
Task 4	Assessment Findings and Draft Assessment Report	6/1/2019	7/16/2019					
Task 5	Final Report	8/3/2019	8/14/2019					
Humboldt PSAP Feasibility Study		4/1/2019	8/14/2019					

Attachment

RFP SIGNATURE AFFIDAVIT

Humboldt County RFP # 18-200-SHRF RFP Signature Affidavit	
Name of Firm	Mission Critical Partners, LLC
Street Address	690 Grays Woods Blvd.
City, State, Zip	Port Matilda, PA 16870
Contact Person	John L. Spearly
Telephone Number	888-862-7911
Fax Number	814-217-6807
Email	JohnSpearly@MissionCriticalPartners.com

All proposals and materials submitted become the property of the County and are subject to disclosure under the Public Records Act (Government Code § 6250 *et seq.*). This Request for Proposal and all responses are considered public information, except for specifically identified trade secrets, which will be handled according to applicable state laws and regulations.

Government Code Sections 6250 *et seq.*, the "Public Records Act", defines a public record as any writing containing information relating to the conduct of public business.

In signing this proposal, I certify that this firm has not, either directly or indirectly, entered into any agreement or participated in any collusion or otherwise taken any action in restraint of free competition; that no attempt has been made to induce any other person or firm to submit or not to submit a proposal; that this proposal has been independently arrived at without collusion with any other proposer, competitor or potential competitor; that this proposal has not been knowingly disclosed prior to the opening of proposals to any other proposer or competitor; that the above statement is accurate under penalty of perjury.

The undersigned is an authorized representative of the above firm and hereby agrees to all the terms, conditions, and specifications required by the County in this Request for Proposal and declare that the proposal and pricing are in conformity therewith.



Signature

February 13, 2019

Date

John L. Spearly

Name (type or print)

Vice President & Director of Administrative Services

Title

This firm hereby acknowledges receipt / review of the following addendum(s) (if any). None

Addendum # _____ Addendum # _____ Addendum # _____ Addendum # _____

Appendix A – Additional Services

Areas of Specialization

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

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

Executive Consulting Services



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

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

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

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

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

Network 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 will continually evolve with new technologies, processes and expectations. MCP's goal is to help our clients implement resilient, effective and future-focused solutions that enhance emergency response and result in better outcomes for public safety **because the mission matters.**

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

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

Radio Wireless Services



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

Our team approaches your project with only one task in mind – helping you achieve your goals. This is accomplished through our unique approach that determines your operational requirements and designs a radio network around your needs and budget. Many agencies face constraints because of the design and operation of their radio network. The network should serve public safety users, as well as be another tool to keep our first responders and communities safe. The protection of life and property begins with a single dispatch. From there, the radio system is the link that connects and delivers your response and services to your citizens. It is far too important to trust to anyone other than your partner, your advocate, and your

agent for innovative solutions **because the mission matters**. Our professionals work tirelessly to provide the necessary guidance for our clients to evolve to a radio communications system that is capable, reliable and affordable—custom designed for their needs and budgets. Offerings include, but are not limited to, operational and technical assessments, procurement support, Federal Communications Commission (FCC) licensing, performance acceptance testing and FirstNet support.

Lifecycle Management Services



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

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

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

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

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