



MissionCriticalPartners
Because the Mission Matters

RFP #18133

**911 Consolidation Implementation
And Migration**

Resubmitted Proposal

PREPARED DECEMBER 10, 2018
FOR LAKE COUNTY, ILLINOIS
ORIGINAL

MissionCriticalPartners.com

State College Office | 690 Gray's Woods Blvd. | Port Matilda, PA 16870 | 888.8.MCP.911 or 888.862.7911

Table of Contents

- Transmittal Letter..... 1
- Executive Summary..... 2
- Company Background 5
 - General Information Sheet8
- Scope of Services..... 10
 - Project Understanding.....10
 - Project Approach 11
 - Task 1 – Pre-Project Kickoff Call..... 11
 - Task 2 – Project Kickoff Meeting 12
 - Task 3 – Data Review and Observations 12
 - Task 4 – Findings and Draft Implementation Plan 13
 - Task 5 – Final Plan 14
- Tasks 15
 - A. Data..... 15
 - B. Technology..... 16
 - C. Operations..... 27
 - D. Personnel 29
 - E. Financial Analysis 32
 - F. Legal..... 34
 - G. Governance and Transparency..... 35
 - H. Facility 37
- Final Implementation and Migration Plan42
- Timeline42
- Optional Services.....42
- Implementation Plan..... 48
 - Organizational Chart48
 - Resumes.....48
- Client References 61
 - Relevant Project Experience63
 - Additional Illinois Experience.....72
- Exceptions to the RFP 74
- Price Proposal 74
- Value Added Services 76
- Required Forms.....80

Transmittal Letter

December 10, 2018

Lake County
ATTN: Purchasing Division
Susan Brines, Buyer
18 N. County Street – 9th Floor
Waukegan, IL 60085-4350

Re: RFP#18133 – 911 Consolidation Implementation and Migration RFP

Dear Ms. Brines:

Mission Critical Partners, LLC (MCP) appreciates the opportunity to offer Lake County (County) a revised proposal for professional consultative services for comprehensive implementation and migration plans, and a step by step guide to be used to consolidate public safety answering point/dispatch centers for the Lake County partner PSAs (Consortium).

We are submitting the proposal in the following formats: one (1) signed electronic copy via email. There is no confidential information included in this proposal and therefore a redacted copy is not included.

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

Rob Sterner, Sr. Vice President
Mission Critical Partners
690 Gray's Woods Blvd.
Port Matilda, PA 16870

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

I, John L. Spearly, Director of Administration of Mission Critical Partners, 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 the Lake County Consortium to serve as your partner and your advocate.

Sincerely,

Mission Critical Partners, LLC



John L. Spearly
Vice President and Director of Administration Services

Executive Summary

MCP is pleased to present this revised proposal to the Consortium of Lake County partner entities (through Lake County Government as the contracting and purchasing mechanism) for a 911 and dispatch consolidation implementation and migration based on project scope clarifications provided during a discussion with the regional consolidation manager. It is our goal to partner with the Lake County partner agencies (Consortium) and the Consortium Project Manager to achieve a mutual understanding of the measure and definition of project success.

We have established a team of over 105 staff that collectively has more than 100 years in public safety communications. From this deep bench of resources, MCP has proposed a project team with extensive experience with PSAP relocations and consolidations, including Illinois projects supporting St. Clair County, DuPage County, Winnebago County and the Cities of O'Fallon and Fairview. MCP will support the County's objectives by:

- Provisioning a comprehensive implementation and migration plan
- Developing a step by step guide to be used to consolidate Lake County partner PSAs
- Setting realistic timetables and completion dates
- Preparing stakeholders ahead of time of next steps to reduce anxiety that occurs with change
- Preparing and communicating next steps to help ensure that success is possible

MCP applies this experience and understanding to ensure success is achieved. We are committed to being thoughtful, responsive, consistent, accountable, objective and visionary listeners. MCP will:

- Utilize the 2017 consolidation study as a starting point
 - Conduct an assessment and document changes that have occurred since that report
- Develop a comprehensive implementation and migration plan
 - Provide a guide of tasks for the successful completion of this PSAP consolidation
- Assign tasks in a logical sequence with assignment of responsibility to MCP, contractors, subcontractors, vendors or the owner's responsible agent

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

MCP will coordinate with the Consortium Project Manager to identify needed material and to work with the Consortium agencies to account for this information. 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 and 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

In conjunction with the on-site kickoff meeting, MCP will review and identify updates or changes to the prior assessment which will include an additional review of 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. These study elements include, but are not limited to:

- Benchmarking of current conditions
- Political Feasibility
- Technological Feasibility
- Facility Options
- Projected Call Volume/Workload and Projected Staffing Levels
- Projected Cost Estimates
- Non-Dispatch Tasks
- Consolidation Models
- Governance Options
- Funding Mechanisms
- Organizational Structure and Human Resources

MCP will support a multi-step process developing a draft plan and recommendations for review with the Consortium Project Manager and Members including the Operations and Policy Committee to promote a dialog regarding the concept for detailed planning and recommendations. After the Consortium members have an opportunity to review the revised plan and discuss edits or modifications based on comments, MCP will revise the draft plan and provide a final executable implementation and migration plan. MCP will support oral presentations with key stakeholder groups. The final implementation plan will include all of the elements from the Tasks section of the RFP.

MCP understands the Consortium, through Lake County, is seeking a consolidation implementation support as a result of Illinois General Assembly Public Act 99-0006 enacted in 2015 to overhaul the state's 911 emergency response system. MCP was selected as the state consultant to perform the assessment of the State's current 911 capabilities, environment and identify requirements to assist in implementing and procuring a statewide NG911 system.

MCP is familiar with the legislative and consolidation environment within in the state as a result of the change enacted in 2015 mandating PSAP consolidation. MCP regularly attends the Illinois 9-1-1 Advisory Board meetings and is actively engaged with members of Illinois NENA and has conducted an educational consolidation webinar in early 2016 and at the widely attended 2016 Illinois Public Safety Telecommunications Association (IPSTA) Conference. This session focused on the options available to Illinois PSAPs as they explore creative solutions to consolidating, collaborating and sharing services as required by recent legislation.

With MCP's deep bench of industry leading subject matter experts with consolidation experience throughout the country and Illinois, along with our familiarity and deep understanding of the legislative and consolidation environment through the State, MCP stands unmatched in the public safety industry to provide these services to the Consortium.

Company Background

Lake County RFP Requirement:

1. Company name and location of the corporate headquarters and of the nearest office to Lake County.

MCP Response:

Office	Location
Corporate Headquarters/ State College Office	690 Gray's Woods Blvd. Port Matilda, PA 16870
Pittsburgh Office	105 Bradford Rd. Suite 400 Wexford, PA 15090
Harrisburg Office	2578 Interstate Dr. Suite 106 Harrisburg, PA 17110
Dallas Office	502 N. Carroll Ave. Suite 120 Southlake, TX 76092
Raleigh Office	3737 Glenwood Ave. Suite 100 Raleigh, NC 27612
New Jersey Office	35 Beechwood Rd. Suite 2A Summit, NJ 07901

Lake County RFP Requirement:

2. The number of years the company has been in business and the number of years the company has been providing services to the public sector.

MCP Response:

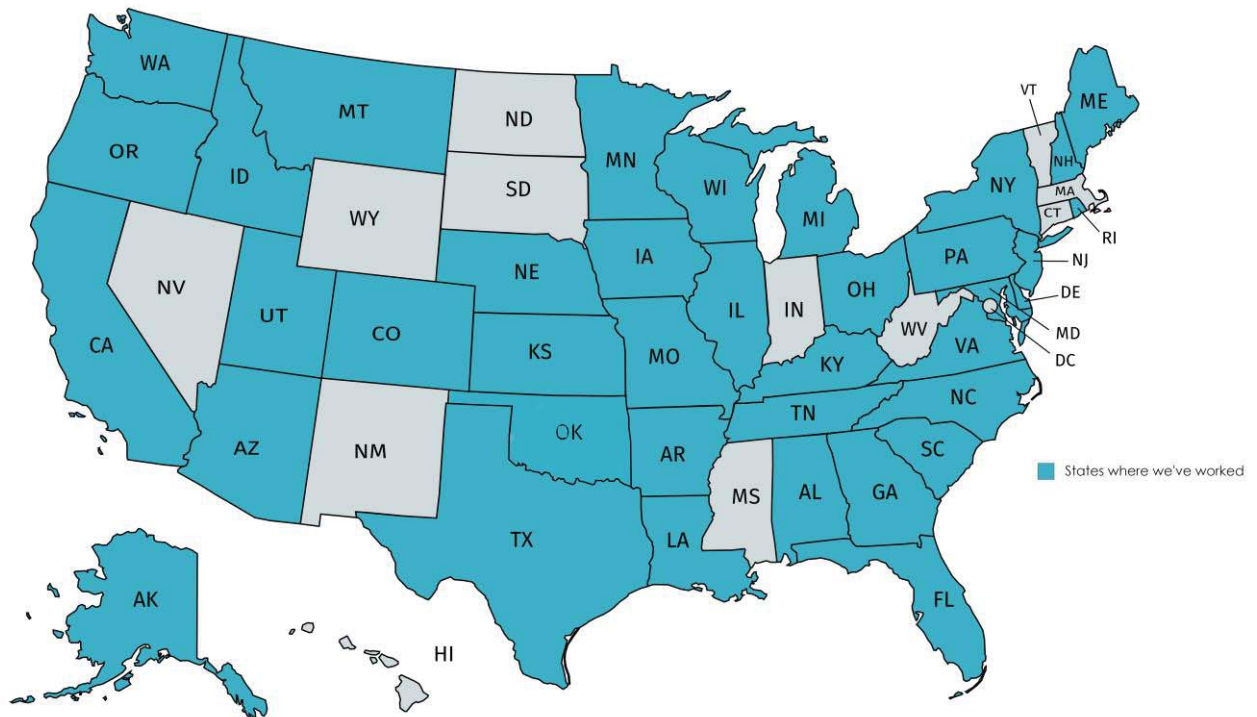
MCP has been in business and providing services to public sector clients for nine years.

Lake County RFP Requirement:

3. Include information on the company's customer base, such as the number of public sector clients the company serves, the number of local government clients, and the number of public sector clients in the state.

MCP Response:

The following map indicates where MCP has worked on nearly 600 projects since the beginning of business operations in 2008.



Created with mapchart.net ©

In the table below, MCP has identified information pertaining to our current customer base:

Customer Base (Active)	Number of Clients
Projects	159
Public sector clients	114
Local government clients	99
Local government clients	3
State public sector clients	5

Lake County RFP Requirement:

4. *Identify if the company serves other industries.*

MCP Response:

MCP is a professional services firm that helps public safety clients enhance and evolve their mission critical systems and operations and does not serve other industries.

Lake County RFP Requirement:

5. *Include a brief summary of the company's organizational characteristics such as the number of employees, their backgrounds, whether the company is privately held, publicly traded, or if it is a subsidiary to a parent company.*

MCP Response:

Mission Critical Partners, LLC is a privately held 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 began its business operations in 2009 with a staff of five and has grown to employ over 105 staff across the entire public safety spectrum from diverse backgrounds including local first responders and public safety managers. Our specialized professionals are integral members of our team, bringing an average of 25 years to every project

MCP staff proposed for this initiative has implemented similar consolidation initiatives while serving in county and city government and are familiar with the concerns and the need to assure levels of service are carried forth through the change process.

Lake County RFP Requirement:

6. *Describe any other business affiliations (e.g., subsidiaries, joint ventures, "soft dollar" arrangements with brokers).*

MCP Response:

MCP has no other business affiliations.

General Information Sheet

The completed General Information Sheet is provided on the following page.

911 CONSOLIDATION IMPLEMENTATION AND MIGRATION
GENERAL INFORMATION SHEET

JULY 2018

AUTHORIZED NEGOTIATORS:

Name: Robert H. Sterner, Jr. Phone # 717-324-7732 Email Address:
RobSterner@MissionCriticalPartners.com

Name: John L. Spearly Phone # 888-862-7911 Email Address:
JohnSpearly@MissionCriticalPartners.com

BUSINESS ORGANIZATION: (check one only)

- Sole Proprietor: An individual whose signature is affixed to this proposal.
 Partnership: State full names, titles, and addresses of all responsible principals and/or partners on attached sheet.
 Corporation: State of incorporation: Delaware
 Non-profit Corporation
 501c3-- U.S. Internal Revenue Code

By signing this proposal document, the proposer hereby certifies that it is not barred from responding on this contract as a result of a violation of either Section 33E-3 or 33E-4 of the Illinois Criminal Code of 1961, as amended.

Mission Critical Partners, LLC

Business Name

Signature

Vice President & Director of

Title Administration Services

John L. Spearly

Print or Type Name

August 15, 2018

Date

Scope of Services

Project Understanding

MCP understands there are many considerations that must be taken into account as Illinois ETSB's and PSAPs commence discussion and development of plans for PSAP consolidation.

Operational challenges can become a barrier to success without the appropriate level of stakeholder buy in and that consensus is a key factor to ensure a successful consolidation and having the maximum number of public safety agencies (PSA's) participate is ideal. MCP acknowledges the Consortium's understanding of the complexity of its environment and the pressure it can create on the communications centers. This environment includes:

- 52 municipalities
- 41 law enforcement agencies
- 30 Fire/EMS agencies
- 21 ETSBs
- 20 Communication Centers/Public Safety Answering (PSAPs)

MCP also understands the concerns that come with a consolidation study and its subsequent implementation:

- Effort and cost in achieving semi or fully consolidated state
- Project duration and impact on services
- Community consensus to participate
- Reduce call transfers
- Training and staff support
- Cost-effectiveness and enhanced service to public
- Timeline to completion

Proper education, common talking points and a comprehensive understanding of key issues will allow agencies to work toward mutually agreeable solutions and objectives. Whether leveraging technology to improve interoperability and information sharing or planning for physical consolidation, the primary goal is to improve service levels to both citizens and agencies through:

- Effort and cost in achieving semi or fully consolidated state
- Community consensus to participate
- Reducing call transfers
- Training and staff support
- Cost-effectiveness and enhanced service to public
- Duration to completion

MCP has provided a roadmap in the Project Approach and Tasks section to achieving the Consortium's objectives while avoiding common risks that impact consolidation efforts.

Project Approach

Task 1 – Pre-Project Kickoff Call

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

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

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

During the pre-project kickoff call, MCP will coordinate with the Consortium Project Manager to identify needed material and account for this information at least two weeks prior to the on-site project kickoff and site visits. MCP has reviewed a copy of the data collection tool being utilized by the Consortium Project Manager and agrees to use this as the primary data collection tool. MCP will communicate any recommended changes and modifications to the tool to the Consortium Project Manager. 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

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 Consortium team.

Task 2 – Project Kickoff Meeting

MCP will attend an on-site project kickoff meeting with the Consortium’s designated project team. Our project manager and staff will meet with the Consortium project team 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

A step-by-step review of the content and outline of the final implementation plan 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 Consortium members are addressed in the plan.

Task 3 – Data Review and Observations

In conjunction with the on-site kickoff meeting, MCP will review and identify any updates or changes to the prior assessment which will include an additional review of 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. This will provide the Consortium with the information that is needed to make a decision regarding space needs.

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 utilize the data collection tools provided by the Consortium Project Manager 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 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.

Task 4 – Findings and Draft Implementation Plan

Mission Critical Partners' experience in completing comprehensive implementation and migration plans to consolidate public safety 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.

First Draft – Administrative Draft and Concept Development

At the conclusion of the technical work, MCP will complete and submit an administrative draft to the Consortium Project Manager and will conduct an on-site review providing technical and operational expertise with the Operations and Policy Committee representatives to assure all expected items and sections of review will be covered. The administrative draft will include data, analysis, best practices, options and decision support tools to support the committee's decision on a concept for detailed planning. If necessary, any "remedial" data collection will be scheduled/completed after the outline review is completed.

Second Draft – Stakeholder Draft

Once the Consortium decides on the concept for detailed planning, the second draft of the plan will include additional sections that discuss the concept decision process, options considered, and the final decision as well as a detailed implementation plan consisting of a written description supported by a project plan to include a Gantt chart or similar, agreed upon project display and tracking tool. Subsequently, MCP will take the approved administrative draft and concept and submit for review with Consortium personnel and any designated stakeholders (as determined by the Consortium) to discuss preliminary findings and initial recommendations. After a review by the Consortium, the MCP team will attend an on-site 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 Consortium project manager and MCP personnel regarding the plan's content and recommendations. Further, the review held after the Consortium team has had an opportunity to digest the plan and collate comments/input from their member ensures the session is most productive for all participants.

MCP expects that there could be several calls and reviews to complete the draft plan review. MCP will capture all comments and expects to provide an edited copy to the Consortium for documentation and review. Once review is complete, MCP will provide one hard copy and an electronic copy of the draft plan.

Deliverable(s):

- On-Site data gathering review meeting
- Administrative draft
 - Draft concept plan identifying all work completed to date, the findings from the various tasks and recommendations for the partner agencies
 - Supporting documents and materials, written executive summary and executive summary PowerPoint
 - Review meeting with Operations and Policy Committee
- Stakeholder draft
 - Regional 911 Consortium Committee draft plan for review and comments
 - Review recommendations with the Committee, make requested modifications and changes, and finalize conclusions
- On-Site stakeholder draft report review meeting

Task 5 – Final Plan

After the Consortium has had an opportunity to review the revised/reviewed draft plan and discuss edits or modifications based on comments, MCP will revise the draft plan and provide a final draft implementation and migration plan.

MCP will support up to four oral presentations over a two-day period for the final plan presentation, which will be scheduled with key consortium members including daytime and evening presentations. The final plan will include all of the elements from the Tasks section of the RFP. MCP will include:

- Findings, observations and recommendations in individual sections for clarity and ease of reference
- Document other observations the consultant had that may provide insight and aid the Project Team
- Draft comprehensive final plan identifying all work completed to date
- Policy and Operations Committee final report presentation and, if requested, various partner agencies
 - Including representatives from police, fire and city managers/administrators, elected officials and community leaders and stakeholders as identified by the Consortium

Deliverables:

- Final implementation and migration plan and report in one (1) hard copy and one (1) digital copy
- On-site presentation

Tasks

A. Data

Lake County RFP Requirement:

1. *Convene Operations Committee to develop standardized definitions of all data elements and standards for submittal.*

MCP Response:

During the data collection phase, the MCP project team will work with the Consortium's Project Manager to support and integrate into Working Groups and the Operations Committee. Our industry subject matter experts will provide standard definitions and those based on our knowledge of working with other PSAPs in Illinois as a basis that will be customized with input from the committee members.

Lake County RFP Requirement:

2. *Develop standardized digital forms for the partner agencies to supply all their calls-for-service and dispatch incidents. Update: Completed by Consortium. Data surveys due to Consortium's Project Manager by 1 January 2019. (Consortium Data Collection tool)*

MCP Response:

MCP has reviewed the data collection tool and will utilize the Consortium data provided through the tool. Any supplementary data required, if any, will be identified by MCP to the Consortium Project Manager.

Lake County RFP Requirement:

3. *Collect relevant data, forms, reports and statistical data on calls-for-service and dispatch incidents to understand or verify:*
 - a. *Call volumes and other related call data, which can be utilized to determine Peak Busy Hour calls and dispatch incidents as it relates to staffing.*
 - b. *Call nature codes and prioritization of calls.**Update: Completed by Consortium. Data surveys due to Consortium's Project Manager by 1 January 2019. (Consortium Data Collection tool)*

MCP Response:

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
- Peak busy hour
- Call nature codes
- Call prioritization

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 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 current operations and for five years post consolidation.

Workload estimates and staffing calculations consider items such as:

- Call processing times for incoming 911 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 Consortium 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.

B. Technology

Lake County RFP Requirement:

1. *Assemble and review a listing of the existing communications equipment and networks and identify opportunities to leverage these systems in the future.*

Update: The majority of technology data / information will be collected prior to MCP being brought into the project. Data surveys due to Consortium's Project Manager by 1 January 2019. (See Consortium Data Collection tool)

MCP Response:

Modern technology is a key component of any successful consolidated center. 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.

MCP will perform an 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 the consolidation project.

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(s) need 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/Infrastructure

MCP has extensive radio, data, and FirstNET experience and qualifications having supported dozens of State, County and City level system assessments, procurements and implementations. Any consideration of consolidated operations must take into account the impact on radio communications which is crucial to the dispatch function. MCP will request and review the Consortium 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 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 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. MCP understands that the initial radio "system" may not be the final radio system that the consolidated Center may need for future long term operations and that a transition phase may need to be required.

NG911 and Connectivity of the Telephone Network

As the consultant to the Illinois State Police (ISP) leading the assessment procurement and implementation of NG911 in Illinois, MCP is best positioned to prepare the Consortium for the eventual NG911 deployment. 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
- Other ancillary systems as identified by the Consortium

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.

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 911 centers), they are required to maintain security measurements to protect the integrity of 911 call data for evidential purposes.

Flexibility

MCP uses a very iterative process as we interview, observe operations and evaluate data providing frequent feedback to the Consortium 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.

Lake County RFP Requirement:

2. *Identify technical modifications or enhancements to existing radio systems, field units, system control and monitoring and switching methodologies. Provide a migration plan.*

MCP Response:

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 Consortium supplied needs assessment, FCC licenses, site surveys, inventories, maintenance records, documented requirements/needs, and other documentation to confirm the existing system(s). 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.

Integration of Legacy Public Safety Radio Systems

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

MCP will work with the operations and technical staff to develop a detailed migration plan that uses a phased approach to logically migrate users insuring that coverage and capacity are maintained.

Lake County RFP Requirement:

3. *Identify technical modifications or enhancements, if appropriate, to existing information systems, such as Computer Aided Dispatch, Records Management Systems, Mobile Computer Terminals, Field Based Reporting, Automatic Vehicle Location, Automatic Number Identification Controller, Automatic Location Identification Controllers and all phone systems.*

MCP Response:

MCP understands the current systems provided by various public safety agencies within the Consortium vary and we will review and identify technical modifications and enhancements, if appropriate, to existing systems. including, but not limited to:

- Computer-aided dispatch (CAD) systems

- RMS
- Mobile computer terminals and connection to mobile data computers installed in law enforcement vehicles
- Field based report
- Automatic vehicle location services
- ANI controller
- Reporting tools
- Phone systems
- Query tools to retrieve data on criminals from state and national databases and local records management systems

As with other technologies MCP subject matter experts will take into account any existing and planned upgrades with the intention to leverage existing systems wherever possible. However, we will provide recommendations for upgrades and can assist with development of procurement specifications and RFP's as well as providing procurement support and implementation project management. MCP is currently providing procurement and implementation support at nearby Northwest Central Dispatch System for both CAD and RMS.

Lake County RFP Requirement:

4. Develop data storage and retrieval recommendations

MCP Response:

Understanding that the existing PSAPs and agencies being served have disparate CAD and RMS systems data storage and retrieval will be a significant concern. MCP will work with the PSAPs and agencies to define data that may need to be migrated to new systems as well as interfaces or "look up tables" that may need to be developed for data to be accessed for a specified period of time.

Lake County RFP Requirement:

5. Develop and identify consolidated dispatch technology functional and technical requirements to include technology systems for all dispatch related activities in the consolidated state

MCP Response:

MCP understands 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.

Lake County RFP Requirement:

6. Determine interface requirements to connect current RMS and Mobile Data access to County, State ILETS, NFIRS, LEADS, GIS and NCIC systems.

MCP Response:

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 records management systems, computer aided dispatch, and license plate reader projects. MCP is assisting with procurement with CAD and RMS system at Northwest Central Dispatch System (NWCDS) and is very familiar with Illinois specific requirements and LEADS.

The MCP CAD/RMS subject matter experts will work the agencies to determine all necessary interfaces that will need to be maintained throughout the transition process.

Lake County RFP Requirement:

7. *Identify and document interface requirements for Mobile Data Field Reporting back to current message switches.*

MCP Response:

As the front end component of records management systems the field reporting capabilities are very important. MCP will work closely with the agencies to identify field reporting interfaces that will need to be maintained or created to provide for both transition and long-term operations.

Lake County RFP Requirement:

8. *Develop a draft Request for Proposal for the new system (s) including development of a specification for acquisition, customization, implantation and maintenance/support of the new system(s) to be reviewed and approved for release by the Governance Board.*

MCP Response:

Understanding that at this time it would not be practical for MCP to know all the systems that may need to be upgraded or replaced, we have provided information on our qualifications and experience as well as our process for CAD/RMS procurement and implementation as an example. MCP will not be providing draft requests for proposals (RFP) as part of this scope of work. MCP can as an additional service develop technology RFP's, provide evaluation and contract negotiation support, and independent project management, verification and validation of technology vendor implementations. MCP has provided rates for additional services in our pricing section.

MCP has identified the key team members from our staff that we plan to assign to this important project. Led by the Project Manager each of these team members brings a unique skill set and depth of experience in mission critical systems in particular, but additional resources and subject matter experts are available as we are a full service firm focused on ALL aspects of public safety in and around the 911 center. MCP will bring our record of proven success and ensure that the project brings a cost-effective solution, while keeping vendors on schedule and contractually compliant, and stakeholders engaged and informed.

Additionally, the MCP Team includes more than 105 subject matter experts across all disciplines involved in this project. The MCP Project Executive and Project Manager will ensure that specific subject matter experts are called on to review all design documents, network drawings, test plans, as-builts and training submittals. The MCP Team is unmatched in the industry and can call on resources throughout the company to ensure that the schedule is met or exceeded and that no single resource is over-tasked.

Unlike other competitors that have experienced retraction and frequent loss of staff, Mission Critical Partners is a growing firm and has sustained consistent staffing resources. MCP has detailed our processes and experience in needs assessment through procurement and implementation for all public safety systems of our proposal. However, the Consortium has specifically identified that a major system considered for replacement is Computer Aided Dispatch.

Therefore, MCP provides the following project approach to CAD system assessment, procurement and implementation to illustrate or typical procurement and implementation processes:

In MCP's experience with similar business needs assessment and software replacement projects, we typically divide the level of effort into five distinct phases – Assessment, RFP Development, Acquisition Support, Contract Negotiations and Implementation. MCP will lead and complete these phases in utilizing our proven, professional methodology at a competitive price point for premier public safety professional services. MCP will follow a logical, step-by-step progression from developing an unbiased understanding of user business and technical needs; development of a comprehensive RFP document; facilitation of a performance based competitive procurement; contract negotiations support; and implementation oversight and management, leading to acceptance testing, transition to production with a plan for ongoing sustainment and life cycle support.

The following is a proposed outline of the tasks proposed by MCP based on our current understanding of the requirements.

- Phase I – Operational/Functional Needs Analysis
 - Meet with team members/stakeholders to define operational and technical requirements
- Phase II – Specification Writing/RFP Development
 - Incorporation of Technical, Legal and Procurement Requirements into RFP
- Phase III – System Procurement Process
 - Support of the Competitive Procurement Process in Conjunction with the appropriate Consortium procurement agency
 - Support Proposal Evaluation Process with the Consortium
 - Shortlist vendor finalist and participate in Use Case Demonstrations
- Phase IV – Contract Negotiations
 - Assist appropriate Consortium officials, as needed, in negotiating vendor contract by providing expertise in industry acceptable terms for public safety systems
 - Support scope of work, schedule development for selected vendors, as appropriate
- Phase V – System Implementation
 - Provide insight to the Consortium on the selected vendor's Implementation Plan
 - Review and critique training plan and delivery
 - Support testing and system cut-over

Phase I – Operational/Functional Needs Analysis

User and Stakeholder Assessments

MCP anticipates conducting interviews, observations, document equipment inventories, and operational process flows with the public safety system users and stakeholders (such as telecommunicators,

communications center management, law enforcement, fire, EMS, administrative staff, etc.) to gain a full understanding of current issues, problem areas and un-met needs from the existing public safety system. Interviews will be conducted with the Consortium technical staff to gain familiarity with current system operations and to obtain noted strengths and weaknesses of existing systems. As needed, follow up discussions will be held with the staff to gain a better understanding of the issues identified during the stakeholder interviews.

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

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

- CAD (Computer Aided Dispatch)
- MDC (Mobile Data Computers)
- NCIC/LEADS
- LERMS (Law Enforcement Records Management System) (Interface to new system)
- FRMS (Fire Records Management System)
- ePCR (Electronic Patient Care Reporting)
- Mapping
- NG911 and NG911 integration
- Existing and desired Interfaces
- Data analysis
- Reporting

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

Analysis of Findings and Recommendations Development

MCP will develop an outline of the Public Safety Systems Assessment Report and deliver it to the Consortium for review and comment prior to the drafting of the report. A conference call to review the outline and to address any questions or added content the County desires will be conducted if deemed necessary. Any updates or changes from the initial outline will be documented for mutual agreement and to ensure all expectations of the Consortium are addressed in the report.

MCP will produce a draft Assessment Report that will document operational/functional needs discovered during the data gathering initiative. This report includes analysis, recommendations, options, and anticipated pricing range for systems that the Consortium will encounter from the vendor community based on those systems designated for replacement. Pricing will also include annual maintenance projections for the procured systems.

Based on the information gathered regarding the existing system and requirements identified by system users and stakeholders, MCP will provide an analysis of the data, and document what current functional, operational and performance needs are desired by Consortium stakeholders. MCP will present a recommended strategy for procurement of replacement systems within the assessment report. The Assessment Report will provide detailed information for each identified option or approach in order to facilitate informed decisions by the Consortium on the best approach to replace, retain, or supplement each system element. At a minimum, MCP will provide the following information for each option identified:

- Technology and summary of features and functions supported
- Capabilities offered by each option
- Gaps between existing systems compared to desired and required functionalities
- Ability of the approach to address the identified user requirements
- Projected cost for each option including long-term maintenance and sustainment costs

Team Approach and Proposed Timeline

MCP understands that the Consortium is seeking a holistic look at its Public Safety systems to determine future direction and seek replacement systems that leverage the latest technology yet provide the Consortium personnel a user experience they can adapt to with relative ease.

Phase II – Specification Writing/RFP Development (3 Months)

Once the Public Safety Systems Assessment report is delivered and a common understanding of the current environment documented, our joint project team will initiate functional specifications and RFP development based on MCP's proven template. Our template is modified to suit the Consortium-specific business, procurement and legal requirements. The RFP document will address and define the systems and subsystems to be procured as part of an integrated public safety software system.

To any extent applicable, the functional design and specifications which are developed from the gap analysis phase includes standards based requirements. MCP draws from many types of established industry standards including (but not limited to):

- Law Enforcement Information Technology Standards Council (LEITSC)
- American National Standards Institute (ANSI)
- Telecommunications Industry Association (TIA)
- Association of Public Safety Communications Officials (APCO)
- National Emergency Number Association (NENA)
- Americans with Disabilities Act (ADA)
- National Fire Protection Association (NFPA)
- Regional Codes and Standards
- Local Application of Standards
- State Regulations
- Special Applications

The procurement documents will define the following:

- The functional specification of the system(s) to be procured

- The procurement process and conditions, to include the Consortium required terms and conditions
- The system requirements, content and format of vendor proposals so that the proposals received are cost competitive, technically acceptable, and support a thorough and balanced evaluation process
- Introductory information for the proposer about the procurement process
- Other Requirements
 - Project Management
 - Implementation and Acceptance Testing
 - Training programs and courses
 - Warranty and service/support capability requirements
 - Lifecycle – Total Cost of Ownership requirements
- Cost Proposals
 - Itemized Equipment Costs
 - Labor Costs and Rates
 - Data Conversion
 - Implementation
 - Project Management
 - Training
 - Software Warranty Costs
 - Hardware Warranty Costs
 - Maintenance

Phase III – System Procurement Process

The MCP/ Consortium team will meet to confirm and finalize the Consortium decisions on the proposal evaluation process for the future of the public safety systems. MCP's evaluation methodology and toolset have been reviewed by numerous state, Consortium and municipal procurement offices and legal teams throughout the Consortium. Our ability to modify our existing processes and evaluation tools make the process much more efficient for the Consortium, as well as your procurement and legal representatives.

MCP understands the criticality of maintaining a fair and thorough vendor proposal evaluation process for the selection of the solution that best meets the Consortium's business needs within the budget parameters. MCP will support the Consortium in its evaluation of proposals from responding vendors and provide technical support throughout the procurement process, which would include our proven Use Case Demonstration Evaluation process.

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

Phase IV – Contract Negotiations (2 Months)

Once the Consortium makes its procurement decisions, MCP will meet with the Consortium to confirm and finalize the decision on the selected vendor and assist in initiating the contract negotiations with the selected vendor.

MCP has many years of collective experience negotiating computer aided dispatch system contracts. This experience has led to an extensive library of similar procurements and their resulting costs, as well as costs for individual components of the systems. By using this library of nationwide pricing, MCP can negotiate with vendors to not only achieve a CAD architecture which fulfills the requirements of the end users but does so at a significant savings to the Consortium.

MCP will work collaboratively with the Consortium to achieve a substantial cost savings. Our process will be iterative with the vendors involved in the negotiations and will be based upon both historical and recent experience with similar procurements. Our negotiations will be based on known areas of potential savings, as well as specific areas that are “risk inflated” by vendors.

Once a final contract is received, MCP personnel will review the contract documents and provide comments on the contractual language, statement of work, and line-item pricing that will be provided by the vendor.

MCP will “redline” vendor supplied software license agreement and maintenance agreements to provide the Consortium a start point as to what should be and should not be accepted within vendor contract agreements. This will set the stage for negotiations that follow. MCP will support the Consortium legal representative in drafting and redrafting proposed contract language.

Phase V– System Implementation and Cut-Over Support

MCP assists the Consortium and selected vendor(s) in the development of a single, integrated plan that encompasses all activities required to deliver success for the public safety system implementation. MCP’s deployment support focuses on assisting the Consortium in overcoming the barriers of success typically found in public safety technology projects. Our goal is to aid the Consortium during deployment ensuring compliance to contract requirements, development of test plans and scripts designed to demonstrate functional fulfillment of the requirements; and oversight of activities associated with the public safety solution being implemented.

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

- General project management
- Schedule coordination and integration oversight between contractor and the Consortium
- Review contractor documentation for approval by the Consortium
- Develop and maintain a requirements matrix to document delivery of all contracted items and features
- Identification of demarcation points for any discrepancies between contractor and system elements
- Technical representation during functional, integration and interface acceptance testing
- System transition and post cut-over reliability testing
- Final punch list development and open item resolution
- Review as-built documentation
- Assist with coordinating vendor or Consortium delivery of training
- Recommend system acceptance

C. Operations

Lake County RFP Requirement:

1. *Analyze additional opportunities for consolidation of functions performed by the partner agencies and have a nexus to the dispatch function such as, alarm board, detention, 211/311/511, or other call taking systems.*

MCP Response:

MCP reviews ancillary functions and our subject matter experts will examine the potential for further consolidation of functions performed by the partner agencies. Our team has resources that have created and implemented 311 and other call taking systems.

Lake County RFP Requirement:

2. *Lead a sub-committee to use collected samples to edit into a unified set of consistent dispatch standard operating procedures and policies for the regional 911 center.*

MCP Response:

Standards are a cornerstone for public safety agencies, particularly for accredited agencies. A standard operating procedure (SOP), which may also be referred to as a policy, is an organizational (or field of expertise) directive that establishes a particular course of action intended to define how a “task” or activity is to be accomplished to ensure standardization in performance of the task in order to achieve the best possible outcome. SOPs are a critical component of a consolidated communications center’s operations as they serve to reduce the possibility of human error and provide guidelines for employees to follow. SOPs create consistency in the internal and external functions of the communications center, which is paramount when dealing with callers and emergency services personnel. The more consistent the process or procedure is from person to person, the less chance there will be for problems or issues with quality.

In addition, 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 911 communications centers are from the National Emergency Number Association (NENA) and the Association of Public-Safety Communications Officials, International (APCO). Also used often are the National Fire Protection Association (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 Commission on Accreditation for Law Enforcement Agencies (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.

As part of many staffing studies, consolidation studies, and operational assessments, MCP has reviewed policies and procedures to ensure alignment with industry standards and best practices and to advance centers toward accreditation. MCP will work with staff to identify standards that should be adopted or those that are applicable to accredited responder agencies.

MCP will undertake a review of all 911 operational policies and procedures in place in an effort to determine those that align with industry standards and best practices. MCP will then offer a recommendation as to those that would benefit the consolidated center, those that may be missing, and those where responder agency action may be warranted.

In concurrence with the recommended governance model, MCP will provide recommendations for user groups comprised of the responder agencies to address disparate dispatch policies, where possible, to streamline operations. This has proven to be a successful model in other consolidation initiatives with which MCP has been involved.

Lake County RFP Requirement:

3. *Identify opportunities to modify operations to improve response time to citizens' calls-for-service, reduce call transfers, and enhance customer service.*
4. *Make recommendations on reporting process/workflow.*

MCP Response:

During the data collection phase, MCP will be conducting interviews and observations to fully understand all aspects of operations and work flow. The goal throughout will be to focus on ways to create efficiencies and service level improvements for callers, telecommunicators and the first responders. It is important to focus on operational efficiencies first and develop technology recommendations that enhance operations versus driving operations.

Lake County RFP Requirement:

5. *Identify the various public safety agencies' police and fire service practices to integrate into the regional 911 consolidated communications structure.*

MCP Response:

MCP will work with the agencies to identify police and fire services practices that can be integrated into the consolidated communications structure and which practices may need to be modified or maintained by the services outside of the consolidated environment.

Lake County RFP Requirement:

6. *Review and analyze leading practices for options and leading practices on how to manage public services call including but not limited to utilities, public works, after hour calls, etc.*

MCP Response:

MCP will examine all ancillary duties that are being performed outside of 911 call taking and dispatching that will either need to be maintained at the police and fire departments or integrated into the consolidated center. Our experience has shown us that this will very likely be a combination of both.

We will provide recommendations using our findings in addition to best practices based upon our experience in other consolidations.

Lake County RFP Requirement:

7. *Review and make recommendations on existing Mutual Aid Agreement structure. Make recommendations to optimize service.*

MCP Response:

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 Consortium 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 Consortium's interoperability functions including mutual aid operations with non-Consortium 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

D. Personnel

Lake County RFP Requirements:

1. *Review previous study, human resources analysis and projections. Modify for staffing for 20 participating committees and for updated call data.*

MCP Response:

MCP will review existing studies but will perform a detailed staffing study. We will project staffing based upon 20 agencies for current and future requirements 5 years post consolidation.

Lake County RFP Requirement:

2. *Based on data analysis, develop, document and report staffing and personnel required for long-term management, technology support, and operation of a consolidated communication center, employee turnover, length of training programs, staff recruitment programs, annual leave time and shift relief factor.*

MCP Response:

In prior sections of this proposal MCP has detailed our methods to determine needs and make recommendations around operations and management structure and personnel. MCP will also address current recruitment, training and retention needs and best practices utilized among the agency participants and best practices knowledge that we have gained conducting numerous consolidation and staffing studies. This will include not only operations recommendations but also technology support skills and

positions that will be needed. MCP recently completed a comprehensive IT Strategic Plan for Tri-Com Dispatch, which addressed very similar technology staffing requirements.

Lake County RFP Requirement:

3. *Recommend supervision and management staffing count and structure. Provide recommended staffing schedules for typical, peak, and special impact days. Identify triggers for when to increase staffing and procedures to follow for special/unexpected peak period events. Identify leading practices for peak period staff coverage including but not limited to contracting and part time employees.*

MCP Response:

As part of the personnel, policies and procedures analysis, MCP will document and evaluate the current supervisory hierarchy that is in place. The evaluation will focus on the effectiveness of the existing structure to support the current and future mission of the organization. Alternatives to the methods of oversight will be identified based on industry best practices and our project experience.

Lake County RFP Requirement:

4. *Provide a staffing comparison between current center staffing and the staffing for the regional 911 consolidated center including but not limited to staff members per call, optimal and minimum staffing.*

MCP Response:

MCP will provide a benchmark of the current staffing requirements “as is” and the “to be” in the regional consolidated center. We will estimate of the number of line, supervisory, administrative and support staff that will be needed to adequately operate a consolidated center 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.

MCP will provide a high-level 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 PSAP in a consolidated environment. Minimum staffing levels and busy hour recommendations will be provided.

Lake County RFP Requirement:

5. *Assess staffing requirements and address employment issues involving existing and prospective staff including, but not limited to displacement, seniority, compensation, annual leave accruals and benefits.*

MCP Response:

MCP will discuss various factors surveyed and included in the report relating to human resources management that must be taken into consideration in the consolidation process. MCP understands that it is not expected to provide legal advice but rather to include an objective summary.

MCP will 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/annual leave accruals

- Management and employee selection
- Payroll
- Health insurance
- Retirement
- Deferred compensation
- Labor negotiations, if applicable

Our team can 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.

Lake County RFP Requirement:

6. *Review dispatcher, dispatch supervisor, and communications manager salary and benefits, and provide a comparison of agencies.*

MCP Response:

MCP will review dispatcher, dispatch supervisor and communications manager salary and benefits and provide a comparison of agencies. MCP addresses this item in our response in Section E.1: Financial Requirements on Page 31.

Lake County RFP Requirement:

7. *Develop detailed recommendations to address transitional issues of an operational or human resources nature.*

MCP Response:

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 dispirit 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)

E. Financial Analysis

Lake County RFP Requirement:

1. *Describe the overall financial requirements to create the consolidated public safety communications centers including the funding necessary to complete consolidation and necessary interfaces back to common central equipment systems, including Return on Investment (ROI) projections.*

MCP Response:

MCP will prepare a financial analysis to include an estimate of all capital and operating costs and cost savings associated with the development of the consolidated PSAP and any transition or costs associated with the consolidation.

MCP recognizes that projected costs are vital to the informed decision making process. Accordingly, MCP provides high-level costs to include operating, capital, and personnel costs and a ten year projection of these same costs to ensure an accurate and reasonable understanding is created when assessing future impacts and strategies. MCP's experience indicates that a longer-term commitment is needed to fully achieve the cost efficiencies of consolidation, particularly in the area of capital costs.

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 will consider past history of collaboration as we suggest an approach that would be appropriate for this initiative. MCP staff have had 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 a minimum of two potential funding models, outline the positives and negatives of each, and provide recommendations that provide for cost sharing in a consolidated communication center.

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.)
- Five-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.

MCP will propose a sample budget for startup of the system (build out and capital costs) and current year cost of operations and will also offer projections going forward for five years. A specific salary schedule for individuals will not be provided as part of the budget; however, will include aggregate figures and contributions of each individual stakeholder.

MCP recognizes that projected costs are vital to the informed decision making process. Accordingly, MCP provides high-level costs to include operating, capital, and personnel costs. Additionally, MCP provides a

ten year projection of these same costs to ensure an accurate and reasonable understanding is created when assessing future impacts and strategies. MCP's experience indicates that a longer-term commitment is needed to fully achieve the cost efficiencies of consolidation, particularly in the area of capital costs.

Lake County RFP Requirement:

2. *Building on the previous study, lead discussion with committees on the cost allocation model alternatives. Identifying impacts of each model on long term fiscal viability of the center. Assist partner to identify impact of different models on each partner agency. Describe and present alternatives and develop a detailed and factually supported recommendation for cost sharing between the involved agencies.*

MCP Response:

MCP has researched cost allocation models that have had basis in population, or in calls-for-service, or even assessed tax property value—to name some examples. MCP understands the need to ensure model(s) and mechanism(s) are in compliance with state and local laws and applicable rules.

Lake County RFP Requirement:

3. *Building on previous work, describe and present alternatives and a recommendation for cost sharing between the involved agencies for operation of the PSAP (i.e. – based on charges for air time, population, calls for service, etc.). Include estimates of costs to each agency based on the formula developed.*
 - a. *Describe and present alternatives and a recommendation for a cost allocation mechanism to fund the establishment and subsequent operation of consolidated PSAPs.*
 - b. *Describe and present alternative models of comprehensive capital funding plan for the PSAPs including suggestions for funding mechanisms (assessments, certificates of participation; fees.)*
 - c. *Present alternative models for a funding mechanism for future replacement of equipment, technology systems, and radio hardware.*

MCP Response:

MCP will provide recommendations for alternative funding methods based on industry standards and practices.

MCP has significant experience in development of cost estimates, funding studies, and advising our clients on methods to reduce spending without sacrificing service delivery or quality. Our experts have developed and evaluated research on funding methodologies beyond traditional taxes, fees, and surcharges and led development of research that described the economic theory behind 911 services.

MCP staff have experience assisting consolidated PSAPs in the review of incoming revenue and expenditures, project future revenue and evaluating the funding structure of combined centers. We scale the depth of our research and analysis with an appropriate level of effort to support the requirements while remaining cognizant of the available budget.

F. Legal

Lake County RFP Requirement:

1. *Advise of any regulatory, statutory or other legal requirements.*

2. *Review Mutual Aid Agreements, structure and operations.*
3. *Review existing labor agreements.*
4. *Advise of any regulatory, statutory or other legal requirements.*
5. *Other legal considerations as identified by the Policy Committee.*

MCP Response:

MCP verifies it will advise on regulatory, statutory and other legal requirements and review existing labor and mutual aid agreements. Agreements will be analyzed to determine how they can be incorporated into recommended changes to the current or future systems. MCP will develop an understanding of systems design and propose recommendations for:

- Interoperability functions including mutual aid operations with non-Consortium agencies
- Technical and operational concerns associated with operating in multi-agency scenarios
 - How to accommodate concerns in the design of the new system including state, federal and other agencies who are involved during emergency situations

G. Governance and Transparency

Lake County RFP Requirement:

1. *Using collected drafts and work from previous study, draft documents to fully define governance structure and operations of the public safety authority.*
2. *Define requirements related to the new governance charter, participation, contribution, equality, performance expectations, equitable disengagement, by laws, etc.*

MCP Response:

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.

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. Based on our experience with numerous successful consolidation initiatives, MCP will provide potential governance models and provide recommendations to the Consortium and stakeholders regarding potential governance models that provide for senior officials representing the member jurisdictions to have representation and involvement in issues related to budgeting, major purchases, new jurisdictions requesting dispatch services and significant changes in operational procedures. MCP will provide models and recommendations for the Consortium to use in drafting governance.

At a minimum the governance section of the report will include:

- By-Laws that will address items such as structure (Board of Directors composition; Executive Committee; Liaison Committees)
- Budgeting and assessment structure
- New member buy-in provisions; member withdrawal provisions
- Sample governance documents based upon MCP recommendations

Lake County RFP Requirement:

3. *Provide a preliminary transition plan and training requirements for implementing a consolidated dispatch center.*
4. *Identify administrative needs for scheduled and ad hoc data reporting requirements and dashboards. Provide samples from other consolidated centers similar in size and scope to Lake County.*

MCP Response:

MCP will work with the Consortium to develop an operations migration strategy for implementation of the report recommendations to attain full functionality with minimal impact upon operations. The migration plan will incorporate human, technology, and operational factors to increase delivery of service to the public and emergency providers. The migration plan will be in a logical sequential manner. It will start with the initial project plan and include an estimated procurement schedule for any new technologies or upgrades, training, and the renovation schedule (if applicable) for existing facilities. MCP develops the schedule for post-facility readiness. The schedule includes system and subsystem install, testing, commissioning, acceptance, and training (user, administration, maintenance).

MCP develops the migration plan by incorporating all elements of the systems and subsystems. The cutover plan provides a listing of systems or components that will be relocated for use in the newly renovated facility or be relocated and stored for future use.

Lake County RFP Requirement:

5. *Identify available wireline and wireless funding reserve streams and other potential funding sources.*

MCP Response:

MCP will work to identify and maximize any available funding sources to assist with capital operating and long-term maintenance costs. We will assist with providing technical data necessary for grant applications.

Lake County RFP Requirement:

6. *Develop options for how to organize various involved Emergency Telephone System Boards.*

MCP Response:

MCP understands the Consortium has a complex mix of 21 ESTBs ranging in size and serving only one or multiple jurisdictions. MCP will review options on how to organize various involved ETsBs as part of our response to Section G.: Governance and Transparency on Page 34.

H. Facility

Lake County RFP Requirement:

1. *Facility requirements (i.e. physical space and general environment) including supporting future growth, if any, including 911 call-taking, radio dispatch, logging recorders, computer systems (CAD/RMS) and radio equipment.*
2. *Identify thresholds or operational triggers for the need to consider future expansion of the regional consolidated communications center.*

MCP Response:

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

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:

- 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

Lake County RFP Requirement:

3. *Evaluate compliance requirements as directed in the current FBI CJIS security policies.*

MCP Response:

MCP will evaluate CJIS compliance requirements and utilization of appropriate controls to protect information including general security requirements, documentation, processes and procedures.

Lake County RFP Requirement:

4. *Identify system redundancies, including alternate or back up 911 answering points. Address technical requirements for emergency and alternate back-up/fail-over facilities.*

MCP Response:

MCP will review and identify system redundancies as part of our response to Questions 1 and 2 of Section H: Facility of the RFP on Page 36.

Lake County RFP Requirement

5. *Advise of any regulatory, statutory or other legal requirements.*

MCP Response:

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 and will apply our past experience to help you avoid the pitfalls that can come when these issues are not considered.

Lake County RFP Requirement

6. *Make recommendations on disposition of capital equipment for each involved agency and discuss and document in the findings/report impact of joint dispatch on existing and related communications systems including but not limited to voice and data systems, radio systems testing and telephone systems.*

MCP Response:

MCP anticipates auditing existing equipment in the PSAP and discussing with the Consortium Project Team what the current upgrade and replacement plan is to gain an understanding of the current projects started and future projects planned. The audit inventory and assessment will focus on operations, hardware/software, maintenance, expected upgrades, redundancy, ownership, financing etc., for any system in operation, including but not limited to the following:

- 911 customer premises equipment (CPE)
- Recording Equipment
- Radio Consoles
- Alerting
- Computer Aided Dispatch (CAD)
- Records Management Systems (RMS)

MCP will identify technology changes required to transition to and operate a consolidated facility with emphasis on leveraging existing assets and planned upgrades.

Lake County RFP Requirement

7. *If needed, investigate and identify alternative sites (land or existing space) available for construction of one or more new facilities. Considerations will include size, location, and operational requirements of current center or partner agencies. (Review will not include facility design or other architectural services).*

MCP Response:

The first step in determining the viability of facilities is having a firm understanding of the facility program. MCP's experience in this area is unmatched with the only dedicated practice to facilities in the consulting realm.

The MCP team will analyze the approximate amount of space that will be required for a co-located operations. Our team's experience in architectural programming will allow us to work with the Consortium 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 and adjacencies. A programming spreadsheet will be developed to address rough square footage needs.

This section of the report will include some of the following space needs:

- Size of Emergency Call Center floor(s)

- Director's Office
- Assistant Director's Office
- Shift Supervisor's Office
- IT Management Office
- Database 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
- Restrooms (Public and Secured)
- Break Room / Kitchen Area
- Mechanical Room
- Generator / UPS Room(s)
- Janitor's Closet
- Mail / Copy / Supplies Storage
- Adequate Parking
- Secure Perimeter
- Other items addressed by data collection/interim report review

After completion or concurrently with the programming phase MCP will work with the Consortium to research and identify potential existing facilities or sites that can be renovated to accommodate the new consolidated PSAP.

As an option, after a candidate site is selected our team can work collaboratively with the Consortium and an Architect to begin the design phase of the facility project.

PSAP Facility Design Considerations

- Understanding of current 911 operations and technology within existing sites
- Review of anticipated upgrade/replacement of existing technologies as part of a “refresh” program for the Consortium addressing IT and 911 communications
- Review of regional and site specific historical data that may influence design and building resiliency measures, including:
 - Threat profile defined for a facility and resulting level of required security (physical and electronic) and defensibility required based on specific site options
 - 911 communications and public safety services to be potentially accommodated within a consolidated facility
 - Review of significant Public Safety taxing current system capacities
 - Significant weather events and lifeline utility service disruptions affecting operations
 - Other disasters – natural or man-made, etc. pose threats to personnel and operations

- Public Events and seasonal demands that create “surge” conditions for the Police/Fire/911 Communications and other Public Safety resources
- Level of facility hardening against threats to personnel and operations (sabotage, weather events, utility infrastructure stresses, etc.)
- Essential facility issues
 - IBC importance factor IV for structural performance
 - Facility operational resiliency/redundancy
 - Site connectivity for data, telephone, radio and other critical systems
 - Site emergency electrical generation and determination of critical connected loads
 - HVAC and other utility infrastructure redundancy needs
 - Access & service through site thoroughfares or via neighborhood streets (and potential impacts)
- Points of public interface and facility planning that accommodates such without compromise and cross-traffic with secure police operations
- Future operational modalities that may be either sustained from existing protocols or newly adopted in the delivery of 911 communication services to the Consortium
- Regional Public Safety/Emergency Management assets, robustness of current system, and how this may impact requirements for new facility (are there sufficient back-up capabilities?)

Security and weather events are critical in the evaluation of both the siting and design criteria for public safety facilities. Our team understands the implications of ‘last building standing’ and the factors that ensure such. Beyond the survivability and continuity of operations within PSAP facilities, factors such as quality and diversity of vehicular access and proximate threats potentially affecting center operations should be reviewed with key Consortium representatives to assess potential impact on the project. In these cases, factors such as storm-spawned tornadoes, lightning strikes, river/stream flooding, localized surface flooding, heavy snow/ice storms, seismic events, and utility life-line resiliency are considerations taken into account in this evaluation and the design process.

The criticality for an essential facility function and the design requirements typically associated with such impose a higher design standard for such facilities. In addition to structural importance factor IV as defined by the International Building Code (IBC), a number of General Services Administration (GSA), Department of Defense (DoD), Federal Emergency Management Agency (FEMA), Homeland Security, Crime Prevention Through Environmental Design (CPTED), Commission on Accreditation for Law Enforcement Agencies (CALEA)/National Fire Protection Association (NFPA) and National Emergency Number Association (NENA) standards are typically reviewed in the process of determining the level of facility hardening, systems redundancy, and security measures appropriate for given exposures and vulnerabilities.

At a minimum, constructing and equipping a new consolidated 911 center to withstand severe weather events and remain operational determines a baseline of design for the new facility. It is proposed that the MCP Team with Consortium stakeholders jointly develop final design criteria addressing essential functions, systems and facility features that ensure continuity of operations to the level required by the Consortium and within the overall means of Consortium budget constraints. Requirements for projects of this type include, but are not limited to, the potential hardening of the walls, windows, and roof, redundant/backup mechanical, electrical, and plumbing systems, and dual feed telephony and power systems if available.

The key to the development of protected/redundant building systems is the careful balance of the design of such systems with the overall project costs. Thorough analysis of project needs coupled with proactive, insightful planning and design provide for the optimization of the Consortium's investment to achieve project goals. An integrated design approach will assure the Consortium that the facility planning, integration with other systems, and cost are continually monitored through all phases of feasibility analysis, design, and, ultimately, effectively implemented in construction.

Final Implementation and Migration Plan

MCP has provided a response highlighting and addressing the requirements in the Project Approach section of our proposal in Task 4 and 5 as found on Pages 12-13.

Timeline

Table 1: Estimated Project Schedule

Task	Start	End	Jan 2019	Feb 2019	Mar 2019	Apr 2019	May 2019	June 2019	July 2019	Aug 2019	Sept 2019	Oct 2019
Project Kick-off/ Data Review and Observations (including Tasks A-H)	2/5/2019	6/30/2019	█	█	█	█	█	█				
Findings and Draft Plan	7/1/2019	9/30/2019							█	█		
Final Plan/ Presentation	10/1/2019	12/1/2019									█	█

Optional Services

Lake County RFP Requirement:

1. Assist with evaluation, negotiation and development of agreements for the new regional 911 consolidated system(s).

MCP Response:

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

MCP has many years of collective experience negotiating public safety systems contracts. This experience has led to an extensive library of similar procurements and their resulting costs, as well as costs for individual components of the systems. By using this library of nationwide pricing, MCP can negotiate with

vendors to not only achieve an architecture which fulfills the requirements of the end users but does so at a significant savings to the Consortium.

MCP will work collaboratively with the Consortium to achieve a substantial cost savings. Our process will be iterative with the vendors involved in the negotiations and will be based upon both historical and recent experience with similar procurements. Our negotiations will be based on known areas of potential savings, as well as specific areas that are “risk inflated” by vendors.

Once a final contract is received, MCP personnel will review the contract documents and provide comments on the contractual language, statement of work, and line-item pricing that will be provided by the vendor.

MCP will “redline” vendor supplied software license agreement and maintenance agreements to provide the Consortium a start point as to what should be and should not be accepted within vendor contract agreements. This will set the stage for negotiations that follow. MCP will support the Consortium legal representative in drafting and redrafting proposed contract language.

Lake County RFP Requirement:

2. Develop and oversee technical vendor(s) deliverables, schedule, deadlines, implementation, installation, and cutover.

MCP Response:

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

- General project management
- Schedule coordination and integration oversight between contractor and the Consortium
- Review contractor documentation for approval by the Consortium
- Develop and maintain a requirements matrix to document delivery of all contracted items and features
- Identification of demarcation points for any discrepancies between contractor and system elements
- Technical representation during functional, integration and interface acceptance testing
- System transition and post cut-over reliability testing
- Final punch list development and open item resolution
- Review as-built documentation
- Assist with coordinating vendor or Consortium delivery of training
- Recommend system acceptance

MCP also provides post cutover support to assist in production reliability testing and the management of vendor punch list items.

Benefits and Value to the Consortium:

- Deepest team of public safety procurement and implementation expertise in the nation with local knowledge and experience
- Full service public safety consultant with demonstrated experience procuring and implementing ALL public safety technologies

- Unmatched industry experience providing services to large entities comparable in size and complexity to the Lake County Consortium.

Lake County RFP Requirement:

3. Assist with the development of a disposition plan of capital equipment for each involved agency.

MCP Response:

With extensive industry contacts and a comprehensive knowledge of all public safety communications systems MCP will assist in development of a disposition plan for each agency that coordinates with the transition and maximizes any return on investment.

Lake County RFP Requirement:

4. Identify methods of compliance related to technology, staffing and operations with the dispatch/PSAPS standards and best practices with: NFPA 1221 (2013), Insurance Service Organizations (ISO) Fire Suppression Rating Schedule (2012) – Emergency Communications, CALEA Public Safety standards, Commission on Fire Accreditation International (CFAI) Fire & Emergency Service Self- Assessment Manual (FESSAM), 8th Edition – Communication Systems, Related NENA & APCO Standards, and other best management practices within the industry.

MCP Response:

As stated throughout the proposal MCP staff members actively contribute or are familiar with all standards and requirements above. Our experts come from the 911 industry, law enforcement, and the fire and EMS service and have direct practitioner experience in addition to consulting experience. Specific standards experience is depicted in the table below.

Table 2: 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

Industry	Committee or Working Group
	Forest Guide Working Group
	Geographic Information Systems (GIS) Data Model for NG9-1-1 Working Group
	Next Gen Partners Program, Policy Subcommittee Co-Chair
	Next Gen Security (NG-SEC) Working Group
	NG9-1-1 Additional Data Working Group
	NG9-1-1 Data Management Working Group
	NG9-1-1 Education & Training Working Group
	NG9-1-1 Industry Collaboration Events (ICE) Steering Committee
	NG9-1-1 PSAP Working Group (joint with APCO)
	NG9-1-1 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 9-1-1 Working Group
	VoIP Technical Committee, Interim VoIP Architecture for Enhanced
	9-1-1 Services Working Group
	Public Safety Broadband Requirements
NPSTC	Long-Term Evolution (LTE) Radio Console Requirements
	Radio Interoperability Best Practices Work Group
	Working Group 4B – “Transition to NG9-1-1”

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)

Additional Services

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 the Lake County Consortium.

A copy of our 2018 Rate Schedule is provided on the following page.

MISSION CRITICAL PARTNERS, LLC
2018 Rate Schedule – Including Expenses

Title	Rate/Hour
Support Specialist	\$90.00
Support Specialist I	\$96.00
Support Specialist II	\$115.00
Support Specialist III	\$121.00
Emergency Number Specialist	\$129.00
Public Safety Specialist	\$148.00
Policy Specialist/Technical Writer	\$148.00
Public Safety Specialist II	\$162.00
Communications Specialist	\$176.00
Planner	\$185.00
Assistant Project Manager	\$186.00
Technology Specialist I	\$199.00
Project Manager	\$207.00
Consultant	\$212.00
Operations Specialist I	\$212.00
Technology Specialist II	\$212.00
Lead Policy Consultant	\$219.00
Operations Specialist II	\$225.00
Emergency Response Specialist	\$225.00
Sr. Technology Specialist	\$225.00
Sr. Project Manager	\$231.00
Sr. Consultant	\$238.00
Sr. Service Specialist	\$238.00
Program Manager	\$244.00
Forensics Analyst	\$251.00
Sr. Program Manager	\$274.00
Consulting Manager	\$274.00
Principal	\$284.00

Implementation Plan

Organizational Chart

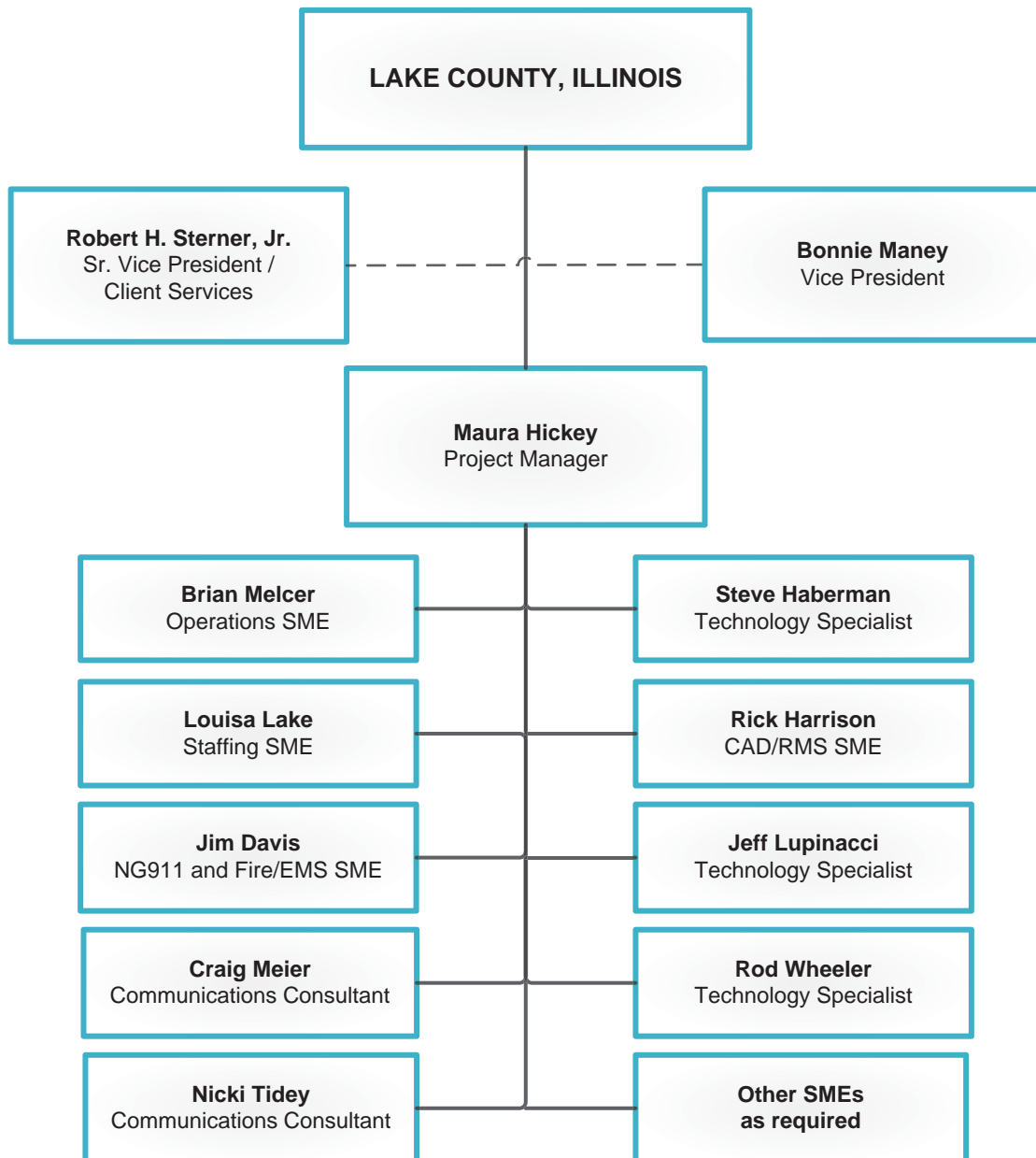


Figure 1: Proposed Project Team

Resumes

Resumes of the proposed project team are provided on the following page.

Robert H. Sterner, Jr.

Senior Vice President, Mission Critical Partners

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

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

Representative Experience

State Experience

- Illinois—NG911 Feasibility Study
- Kansas—800 MHz Radio System Study

Regional Experience

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

City/County Experience

- City of Philadelphia, PA—General Consulting
- Frederick County, MD—Planning and Implementation of NG911 system for Maryland Emergency Number Systems Board (ENSB)
- Cities of O'Fallon and Fairview Heights, IL—PSAP consolidation assessment
- Richmond, City of VA—PSAP assessment and Strategic Plan
- Orange County, VA—PSAP assessment
- Adams County, CO—PSAP assessment
- Hamilton County, OH—Communications Center Study
- Blair and York Counties, PA—CPE replacements
- Pennsylvania Land Mobile Radio Projects
 - Counties of Adams, Armstrong, Berks, Bucks, Indiana, Schuylkill, Union
- Carbon County, PA—Radio equipment maintenance procurement support
- York County, PA—Deputy County Administrator Director
 - Directed comprehensive upgrade of the county's public safety communications infrastructure (i.e. new emergency services center facility, P25-LMR, CPE, CAD)
- Pennsylvania Department of Community and Economic Development, Governor's Center for Local Government Services—Local Government Policy Specialist
- Pennsylvania Department of Labor and Industry—Served as Executive Assistant for Safety and Labor Management Relations and Division Chief, Bureau of PENNSAFE
- U.S. House of Representatives, Committee on Education and the Workforce—Oversight/Professional Staff



Industry Experience
25 years

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

Associations
National Emergency Number Association (NENA)

Association of Public Safety Communications Officials (APCO)

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.

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

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



Industry Experience

27 years

MCP Experience

3 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

Maura R. Hickey, ENP

Project Manager, Mission Critical Partners

Maura has extensive experience facilitating successful projects and team implementation techniques. A former PSAP Manager and Project Manager, Maura specializes in project analysis, coordination and implementation.



Representative Experience

City/County Experience

- Shelby County, TN 911 District, Memphis Police Department—Project Manager
 - Shelby County Sheriff and Shelby County Fire CAD request for proposal (RFP) development
 - Memphis Police Department CAD upgrade RFP development
 - Shelby County Sheriff and Shelby County Fire CAD implementation
 - Memphis Police Department CAD upgrade implementation
 - Backup PSAP renovation consulting
- Memphis Police Department, TN
 - Project Manager for Memphis Police Department Law Enforcement Event Video Documentation (LEEVD) System RFP development and procurement support
 - Radio system implementation
- City of Dallas, TX—Assistance with due diligence for emergency medical dispatch protocol solution
- City of Denton, TX—Organizational assessment; CAD and law records management system (RMS) specifications for RFP development
- Hays County, TX—Development of implementation plans for countywide 911 center collocation
- DuPage Emergency Telephone Service Board (ETSB), IL—PSAP consolidation and feasibility study
- Cities of Fairview Heights/O'Fallon, IL—Technical support for PSAP consolidation study
- Wake County/City of Raleigh, NC—Replacement of CAD and mobile data systems

Regional Experience

- North Central Texas Council of Governments (NCTCOG)
 - Feasibility study of a regional backup PSAP facility
 - NCTCOG COOP Table Top Exercise Evaluator

State Experience

- Nebraska—Statewide emergency telephone communications infrastructure assessment
- Tennessee Emergency Communications Board—Training and career path assessment and recommendations

Additional Experience

- PSAP management
- CAD administrator
- Record management system administrator
- Project management fundamentals
- Radio system administration

Industry Experience

20 years

MCP Experience

6 years

Education

B.S., School of Architecture,
University of Texas

Certifications

Emergency Number
Professional (ENP)

Texas Commission on Law
Enforcement Officer
Standards and Education
(TCLEOSE) Basic Instructor;
Advanced Telecommunicator

Associations

National Emergency Number
Association (NENA)

Brian R. Melcer, ENP

Program Manager, Mission Critical Partners

Brian Melcer started in the 911 industry in 1991 as a telecommunicator for Lawrence County. He previously held the roles of Director of Communications, Deputy Director of Public Safety and ultimately as Director of Public Safety. He served as the Director of Public Safety for 13 years, overseeing several transformational projects including the complete rewrite of the County's operational policies, training program, new hire recruitment program and quality assurance program. From 2013-2016, he oversaw a \$20 million capital upgrade program, replacing the County's telephone system with a regional shared NG911 ready call handling solution, replacing the County's analog radio system with a P25 Phase II trunked radio system, and constructing a new PSAP and EOC. In his tenure at Lawrence County, he also served as Lawrence County's voting delegate to the PA Region 13 Counter Terrorism Task Force, where he served as chair of the regional ESInet and WestCORE upgrade subcommittees. Brian is also an active member of PA NENA, where he served as President in 2015 during the Commonwealth of Pennsylvania's complete rewrite of its 911 legislation and funding program. He has significant experience in program review, budgeting and operational analysis, consolidation of systems at the local level as well as regionalization of shared resources. Brian also serves as a Deputy Fire Chief and is a certified Pennsylvania State Suppression Fire Instructor. Most importantly, Brian is passionate to serve as a client advocate and about how our industry's evolution will impact public safety operations.



Industry Experience
26 years

MCP Experience
1 year

Education
B.S., Human Resources
Geneva College,
Pennsylvania

Certifications
Emergency Number
Professional (ENP)

Advanced Emergency
Management Coordinator,
FF-I, FF-II, Fire Instructor I,
Hazardous Materials
Awareness/Operations,
Vehicle Rescue Technician,
Hazardous Materials
Technician

Associations
National Emergency Number
Association (NENA), PA Past
President

Association of Public Safety
Communications Officials
(APCO)

International Association of
Fire Chiefs (IAFC), Volunteer
& Combination Officers
Section (VCOS)

Pennsylvania Keystone
Chapter Fire Service
Instructors

Representative Experience

State/Regional Experience

- Pennsylvania Emergency Management Agency (PEMA)
 - NG911 planning
 - Rewrite of its NG911 legislation and funding program
- Pennsylvania Counties of Armstrong, Butler, Fayette, Greene, Indiana, Lawrence, Mercer, Somerset and Venango
 - Technical support for regional CAD and NG911 GIS system implementations
- Southwestern Pennsylvania Emergency Response Group (PA Region 13)
 - ESInet expansion and lifecycle management, enterprise client manager

City/County Experience

- Allegheny County, PA—911 technology and operational support of PSAP relocation
- Butler County, PA—Radio communications project for new P25 radio system
- Armstrong and Greene Counties, PA—IP selective router (IPSR) and ALI rehoming
- St. Clair County, IL—Consolidation Feasibility Assessment
- Washington, DC—Office of Unified Communications Technology and Facility Programming and Project Management
- Westmoreland County, PA—PSAP Continuity of Operations Plan (COOP)
- Lawrence County, PA—Director of Public Safety
 - Reorganization and consolidation of emergency management and 911 functions
 - Oversight of capital improvements for countywide P25 VHF Phase II radio system:
 - Construction of new 911 and emergency operations center
 - Construction of prime tower site
 - Led 12-county regional Airbus customer premises equipment (CPE) solution, served as WestCORE Committee Chair from inception to implementation phase
 - Supported procurement of a regional CAD solution with multiple counties
 - County delegate on PA Region 13 Task Force, served as ESInet chairperson
 - Implementation of county fire academy

Steven M. Haberman, ENP

Technology Specialist, Mission Critical Partners

Steve is a Technology Specialist that brings project management along with 911 center and Emergency Operations Center experience, previously serving as a shift commander and communications supervisor. Steve brings extensive experience with emergency communications and PSAP operations that ensures client success on the projects he supports. His expertise is in applying a holistic understanding of all aspects of public safety and leads his teams towards successful outcomes by providing project management and technical support.



Representative Experience

State Experience

- New Jersey Office of Homeland Security and Preparedness
 - Statewide FirstNet support for county and PSAP readiness
- Arizona Department of Administration
 - Statewide FirstNet support for County and PSAP readiness
 - Statewide Broadband Strategic Plan
- Pennsylvania Emergency Management Agency (PEMA)—Technical support
 - Statewide PSAP inventory of 69 PSAPs
 - Review and analysis for NG911 project
- Missouri Statewide Interoperability Network (MOSWIN)
 - Performed site audit surveys and coverage verification

City/County Experience

- Regional Shared Services PSAP Assessment—Project Manager for the following Pennsylvania counties:

– Allegheny	– Cambria	– Lawrence
– Armstrong	– Fayette	– Somerset
– Beaver	– Greene	– Venango
– Butler	– Indiana	– Washington
- Regional CAD project—Project Manager for the following Pennsylvania counties:
 - Armstrong, Greene, Fayette, Indiana and Somerset for CAD-to-CAD project
- Butler County, PA—Project Manager for radio communications assessment, tower relocation, and new P25 800 MHz radio system procurement and implementation
- Lawrence County, PA—Project Manager for countywide P25 VHF trunked radio system, broadband network project along with a new PSAP/EOC construction project
 - Procurement, vendor selection and implementation support
- Armstrong County, PA—Project Manager and technical support for countywide 800 MHz radio system, broadband network project and new EOC construction project
- City of Elyria, OH – Project manager for radio system upgrades and dispatch center relocation
- City of Parma, OH—Technical support for PSAP facility relocation
- Cities of Fairview Heights/O’Fallon, IL—Project Manager and technical support for consolidation and financial impact study for relocation—evolving to consolidated PSAP
- Allegheny County, PA—Enhanced 911, PSAP consolidation/relocation project support
- Moon Township, PA—Project Manager for police communications assessment
- Allegheny County, PA Department of Emergency Services
 - Mobile Command Post project design and support team
 - Radio interoperability project coordinator using Raytheon gateway solutions
 - Project Manager, Emergency Notification Systems
 - Southwest Regional Counter Terrorism Task Force, Communications Committee; Regional communications planning and exercise support

Industry Experience

25 years

MCP Experience

7 years

Education

B.S. Business Administration
–Management Information Systems, Indiana University of Pennsylvania

Certifications

Emergency Number Professional (ENP)

National Incident Management System/ Incident Command System (NIMS/ICS)-100, 200, 300, 400, 700, 800 courses

Pennsylvania Emergency Management Agency—PEMA Basic Certification

Data Processing Certificate

Associations

National Emergency Number Association (NENA)

Association of Public Safety Communications Officials (APCO)

Southwest Regional Terrorism Task Force, Communications Committee

Bower Hill VFD; Scott Township, Pennsylvania, Local EMA

Louisa Rand Lake, ENP

Public Safety Consultant, Mission Critical Partners

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

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

Representative Experience

Consultant Experience—Completed operational analyses of 911 communications centers, including staffing analyses and policies and procedures, quality assurance/quality control, training, supervision, call take and dispatch procedures, protocol usage, hiring and retention practices, salary reviews and consolidation initiatives.

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

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

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



Industry Experience

28 years

MCP Experience

6 years

Education

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

Certifications

Emergency Number Professional (ENP)

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

IAED EFD, EPD, EMD

Associations

National Emergency Number Association (NENA)

NENA Instructor

Awards

North Carolina NENA. President's Award, 2017

Richard B. Harrison, ENP

Technology Specialist, Mission Critical Partners

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



Representative Experience

State Experience

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

Regional Experience

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

City/County Experience

- Montgomery County, PA—Technology Project Management for law enforcement records management system (RMS)
- Hillsborough County, FL—Fire and Rescue Department CAD procurement
- Hamilton County, OH—Communications Center study
- Orange County, VA—Emergency communications consolidation assessment
- Richmond, VA—PSAP assessment and strategic plan development
- Adams County, CO—PSAP assessment
- Durham, NC—Police Department Headquarters Complex relocation
- Pasquotank County, NC—Radio system assessment and coverage testing
- Columbia/Montour County PA—PSAP consolidation
- Hanover NH—PSAP assessment and strategic plan development
- Cobb County GA—Technology Assessment and Strategic Plan
- Philadelphia PA—General Consulting and CAD procurement

Additional Experience

- Lancaster County, PA—Countywide Communications
 - Served as Operations Manager; Primary Supervisor; Assistant Supervisor; Dispatcher—Police, Fire and EMS
 - Oversaw all PSAP radio room supervisory staff including hiring and termination
 - Managed PSAP daily operations and development of policy and procedure
 - Planned and oversaw PSAP move to another location
 - Developed field communications vehicle and subsequent policies for response
 - Assisted in the development of three different CAD systems
 - Handled complete renovation of a main 911 center including procuring furniture and designing the room layout to best fit the needs of staff
 - Assisted with the rebuild of the County back-up center
 - Supported P25 radio system project from development of infrastructure to subscriber equipment to code plug development
 - Worked with EMS agencies to align with the Commission on Accreditation of Ambulance Service (CAAS) and to assist them with station locations and system status management

Industry Experience
37 years

MCP Experience
2 years

Certifications
Emergency Number
Professional (ENP)

Certified Pennsylvania 911
Supervisor

Emergency Management
Certification

Associations
National Emergency Number
Association (NENA)

Association of Public Safety
Communications Officials
(APCO)

South Central Task Force
Communications
Sub-Committee

Board Member Lancaster
County Fire Chiefs—Present
Treasurer

Lancaster City—County
Crime Stoppers

James E. Davis, ENP

Communications Consultant, Mission Critical Partners

Jim is a visionary leader and consultant who networks with others to share best practices and achieve project goals. His extensive background working in the public safety arena has sharpened his skills and given him excellent hands-on knowledge of mission-critical operations. He has held various positions in the 911 industry from public safety dispatcher, police officer to director of public safety.



Representative Experience

City/County Experience

- Pittsylvania, VA Public Safety
 - Coordinate communications needs of fire, rescue and law enforcement agencies in conjunction with Sheriff's Office
 - Recommend, develop, purchase and implement hardware requirements for E911 communications system, computer-aided dispatch system and microwave radio system
 - Development and implementation of dispatch procedures
 - County-wide E911 system, promotion of public education of the system
 - RFP development
 - Building of new facility
 - Created E911 Department
 - New radio deployment
 - Computer-aided dispatch (CAD), consoles, tower sites, postal conversions
 - Standard operating policies
 - 31 agencies converted to simul cast radio system
 - Wireless 911 Phase 1 calls
 - Plotting Phase 2 wireless calls
 - Moving from legacy equipment to NG911
 - Project funding, vendor selection, procurement laws and grant
 - Wireline, wireless and VoIP E911 calls
 - P25 IP based trunked 700 MHz radio system
 - Text to 911
- Pittsylvania County Fire/EMS
 - Preparing budget
 - EMS provider
- County Emergency Service Director
 - Coordinate more than 30 agencies in response to hurricanes Fran and Isabel
- Danville, VA
 - Public safety dispatcher
 - Police Officer, Lieutenant

Industry Experience

36 years

Education

Danville Community College
A.A.S. in Administration of Justice

Associations

National Emergency Number Association (NENA)

Association of Public Safety Communications Officials (APCO)

Virginia Emergency Management Association

Piedmont Regional Criminal Justice Training Academy

International Association of Emergency Managers

Certifications

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

Jeffrey Lupinacci, RCDD/DCDC, ENP

Technology Specialist, Mission Critical Partners

Jeff has extensive expertise in communications technologies and data center designs. He brings experience determining requirements and meeting customer expectations in diverse projects with industry certifications RCDD, the DCDC, and the ENP. Jeff is recognized as a hands-on telecommunications technology specialist working to ensure customer satisfaction, with years of demonstrated successful projects. His areas of specialization include:

- RCDD creating open system SCS designs, including media selection (fiber optic and copper), pathways, and spaces, firestopping, grounding, etc.
- DCDC providing design input for various systems comprising the PSAP and data center, including HVAC, power, grounding, security, SCS, networks, operations, etc.
- Consultation, needs assessment, and technology systems architecture
- Design, estimating, develop bid specifications and project drawings, RFPs, project management support, systems testing and commissioning of data centers and structured cabling systems (SCS)
- Configuration and implementation of various manufacturers voice and data networking
- WAN and LAN connectivity, wireless network infrastructure, including Wi-Fi, and DAS.
- Security physical and electronic access control, intrusion detection, and video surveillance and recording systems

Representative Experience

State/Regional Experience

- Pennsylvania Emergency Management Agency (PEMA)—New headquarters and EOC campus — Design of telecom, security, DAS and A/V systems cable infrastructure
- Southeastern Pennsylvania Regional Task Force—Design and implementation of regional, fiber optic based Emergency Services IP Network (ESInet) for the transport of emergency services traffic (voice, data, video)

City/County Experience

- Shelby/Memphis County, TN—Technology support for PSAP renovation, UPS upgrade and replacement, coordination of all technology systems with the architectural design team and across multiple installation contractors; Countywide study of logging recorder deployment and feasibility study for consolidation
- Durham, NC—Police Department Headquarters Complex design of 911 telecommunications infrastructure and spaces
- Allegheny County, PA—PSAP feasibility study and facility renovation design addressing SCS, power, security, console furniture and A/V system
- City of s—Analysis of current PSAP equipment deployment for consideration in consolidation study
- Rockingham County, NC—PSAP consolidation/new Facility—Participated in the programming, needs assessment and facility design covering security, telecommunications systems, SCS, redesign of existing county-wide fiber optic network, radio tower connectivity, 911 technology and operationalization
- Iredell County, NC—Emergency Communications Center

Additional Experience

- Produced telecommunications plans and as-built drawings in AutoCAD and Visio software. Production of construction specifications and construction support services
- Session initiation protocol (SIP) trunking and networking for corporate communications connectivity



Industry Experience

34 years

MCP Experience

5 years

Education

B.S. Industrial Technology, Electrical Systems, Central Connecticut State University

Certifications

Registered Communications Distribution Designer (RCDD)

Data Center Design Consultant (DCDC)

Emergency Number Professional (ENP)

Associations

Building Industry Consulting Service International (BICSI)

National Emergency Number Association (NENA)

Craig L. Meier, PMP, SSGB

Communications Consultant, Mission Critical Partners

Craig is a senior program manager, with project management professional and Six Sigma Green Belt certifications, experienced in delivering large complex P25 radio systems, mobile data, CAD, in-car video, E911 upgrades, non-emergency 311 systems and records management systems for government agencies. He has prior experience as a senior level government agency manager holding a director's position within a major metropolitan police department and has demonstrated the ability to effectively communicate with senior level management within public safety and government organizations. Craig also has experience with strategic planning, budget planning and business process re-engineering.



Representative Experience

Previous Experience

- Statewide Project Senior Program Manager
 - Project management for county/state agency project's when joining state radio system.
 - Responsibility for resource planning, scheduling, project management life-cycle, control of costs and revenue of project implementation.
 - Oversaw contract financials for a large \$300M statewide project and managed quality assurance for antenna system installations.
- Manager of Program Management
 - Supported deployment of projects for CAD, mobile data and records management.
 - Resource planning, scheduling, project management life-cycle, control of costs and revenue of CAD/RMS/Mobile Data projects.
- Senior Program Manager
 - Oversight of project recovery efforts for troubled P25 projects and large P25 radio system deployments in Virginia, Maryland and Pennsylvania.
 - Managed projects teams and upgrade operations for CAD/RMS/Mobile Data projects.
 - Successfully managed multiple public safety software project implementations for government organizations across the United States.
- Director, Communications Section (PSAP Director)
 - Managed city's emergency communications assets including: 911, 311, radio and CAD
 - Implemented performance measurement tracking for 911, 311 and dispatch and quality assurance measures for the City's 911 system.
 - Developed training related to use of the National Public Safety Planning Advisory Committee (NPSPAC) radio system for interoperability.
 - Coordinated all communications systems upgrades and responsible for all upgrade projects related to the PSAP.
- Manager, MIS Section
 - Managed the agency's enterprise IT infrastructure to include all LAN/WAN networks, mainframe, client/server environments, records management and mobile data systems.
 - Developed contingency procedures for emergency communications operations in the event of a crisis.
 - Developed strategy to provide greater redundancy of emergency radio and 911 systems.
 - Guest speaker on the topic of mobile data solutions at IACP in 2002 and 2003.

Industry Experience

37 years

MCP Experience

1 year

Education

Graduate Certificate in Cybersecurity Technology, University of Maryland, University College, Maryland

Master of Science, Information and Telecommunications System, John Hopkins University, Maryland

B.S., Business Management, University of Phoenix

Certifications

Project Management Professional (PMP)

Six Sigma Green Belt (SSGB)

Associations

Association of Public Safety Communications Officials (APCO)

APCO Cybersecurity Committee Member

Project Management Institute (PMI)

Fraternal Order of Police (FOP) Lodge 3

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

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

Industry Experience

35 years

MCP Experience

1 year

Education

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

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

Nicola C. Tidey, RPL, ENP

Communications Consultant, Mission Critical Partners

Nicola is an engaging objective professional with a progressive leadership style developed over a tenured and efficacious public safety career. She has a highly effective ability to develop relationships and interacting with internal and external stakeholders. Nicola has specialized in project management for 911 operations, with a proven track record of budgetary and capital improvement management and utilization of grant programs. She is a subject matter expert in occupational and process analysis using the DAUCUM method for 911 training standards at a national level.



Representative Experience

County Experience

- Orange County, VA
 - Consolidation of E911 and Sheriff's Office forming the Orange County emergency communications center
 - Implemented 911 related services and systems
 - Administrative and technical work directing E911 communications center
 - Managed public safety communications system
 - Planned organized and directed programs
 - Developed RFPs and negotiated contracts for communications system hardware, software and related materials and equipment
 - Liaison between emergency services agencies at federal, state and local levels.
- Culpeper County, VA
 - Developed, executed and evaluated training and evaluation programs for communications personnel
 - Implemented APCO EMD protocols
 - Implementation of operating policies and procedures
 - Directed center operations and services
 - Coordinated the maintenance of the quality assurance programs
 - Served as acting director in the absence of E911 Director
- Fauquier County, VA
 - Supervised day to day activities related to operations and efficiency of communications center
 - Communications Officer and Training Officer

Additional Experience

- Spearheaded efforts for a public safety consolidation and land mobile radio system implementation
 - Combining land mobile radio and broad band technology, while designing a new public safety facility and developing plans for NG911 customer premise equipment and computer-aided dispatch upgrades.
- Transformed poor performing agency into a highly successful, top performing 911 center with the ability to continually meet national standards for 911 call performance metrics while increasing retention rates to 90 percent.

Industry Experience

14 years

MCP Experience

1 year

Education

Bachelor of Science
Leadership and Management
Bluefield College, VA

Certifications

Registered Public Safety
Leader (RPL)

Emergency Number
Professional (ENP)

Associations

National Emergency Number
Association (NENA)

Virginia Association of Public
Safety Communications
Officials (VAAPCO), Past
President

Association of Public Safety
Communications Officials
(APCO),

Awards

Virginia Governors Award for
Emergency Medical Services
for Outstanding
Telecommunications
Dispatcher

Client References

The completed References form is provided on the following page.

911 CONSOLIDATION IMPLEMENTATION AND MIGRATION

JULY 2018

REFERENCES

List below other similar size clients for who you have provided similar services. Please include the email address for each reference.

Agency Name: City of Fairview Heights and O'Fallon, Illinois
Address 285 N. Seven Hills Road
City, State, Zip Code O'Fallon, IL 62269
Telephone Number 618-624-9516
E-Mail dostendorf@ofallon.org
Contact Person Darryl Ostendorf, Support Services Supervisor, Telecommunications Division
Dates of Service October 2015 to July 2017
of Employees 10 MCP staff supported this project of which 5 are on the proposed team for Lake Co.

Agency Name: St. Clair County Emergency Telephone Service Board, Illinois
Address 101 S. First Street, Suite B
City, State, Zip Code Belleville, IL 62220
Telephone Number 618-825-2164
E-Mail herbert.simmons@co.st-clair.il.us
Contact Person Herb Simmons, Executive Director
Dates of Service August 2017 to March 2018
of Employees 6 MCP staff supported this project of which 3 are on the proposed team for Lake Co.

Agency Name: Dare County, North Carolina
Address 962 Marshall C. Collins Drive, P.O. Box 757
City, State, Zip Code Manteo, NC 27954
Telephone Number 252-475-9351
E-Mail trey.piland@darenc.com
Contact Person Trey Piland, MPA, Communications Director, Dare County Sheriff's Office
Dates of Service March 2014 to present
of Employees 20 MCP staff supported this project of which 2 are on the proposed team for Lake Co.

Agency Name: Imperial Valley Emergency Communications Authority, California
Address 1078 Dogwood Road, Suite 101
City, State, Zip Code Heber, CA 92249
Telephone Number 442-265-6029
E-Mail markschmidt@co.imperial.ca.us
Contact Person Mark Schmidt, Emergency Communications Project Coordinator
Dates of Service November 2016 to November 2017
of Employees 9 MCP staff supported this project of which 1 is on the proposed team for Lake Co.

Relevant Project Experience



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 Service 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.

a

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 Service 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.



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.



DuPage Public Safety Communications, Illinois

Service Provided: Facility Assessment for Back-up Public Safety Answering Point

Contact: Brian Tegtmeier, ENP, Executive Director, DU-COMM, 630.260.7503;
btegtmeier@ducomm.org

Project Dates: December 2012 to April 2013

Challenge: DuPage Public Safety Communications (DU-COMM) is the largest consolidated 911 center in Illinois. In 2012, it processed more than one million calls and generated more than 550,000 CAD calls-for-service. In 2008, DU-COMM served 27 agencies. Today, it serves 39 agencies and is projected to add up to four more in the near future. This rapid expansion has stretched the operational and staffing capacities of DU-COMM's existing PSAP facility, severely limiting the organization's growth potential and its ability to meet the future needs of the communities it serves.

Solution: DU-COMM officials recognized the need for a back-up PSAP facility and reached out to Mission Critical Partners to help move the project forward.

MCP developed a multi-tiered plan designed to provide DU-COMM officials with an objective analysis of facility options. These options included maintaining the current facility, transitioning to an Active-Inactive PSAP model or adopting an Active-Active PSAP configuration. MCP's recommendations were based on a thorough process that included:

- Stakeholder meetings and ongoing communication with the DU-COMM leadership team, local elected officials, and representatives from more than 30 police, fire and emergency medical service agencies
- An independent assessment of previous studies related to a second facility
- A comprehensive review of DU-COMM's current operations, facilities and back-up strategies which identified inefficiencies and inadequacies related to CAD abilities, critical communication systems to police and fire agencies, alarm monitoring, and fire paging and station alerting
- Research on possible configurations to determine their respective benefits and shortcomings, including operational efficiencies and cost/benefit analyses

Key Result: Following its comprehensive review, MCP provided DU-COMM officials with a complete assessment overview, report of findings, alternate solutions and recommendations of a path forward for a back-up facility. MCP recommended that DU-COMM acquire an additional facility, equip the new facility to meet the same level of standards as the primary facility, renovate the existing primary center to support the Active-Active configuration, and implement the Active-Active configuration at both sites. DU-COMM has adopted this recommendation and efforts are underway to implement the recommendations with MCP's support.



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*

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

- David Schrader, Managing Partner, SCHRADERGROUP

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.



Dare County, North Carolina

(Dare, Tyrrell, Hyde counties)

Service Provided: Emergency Operations Center and Regional Operations Center Consolidation

Contact: Trey Piland, MPA, Communications Director, Dare County Sheriff's Office, 252.475.9351, trey.piland@darenc.com

Project Dates: March 2014 to Present

Challenge: Dare, Tyrrell, Hyde counties, North Carolina, (Counties) realized the need to develop a regional emergency communications center (RECC) and expand regionalized 911 services throughout the three-county region. The Counties needed to determine the technical, operational, governance and facility feasibility of entering into and implementing a regional emergency communications center project. In addition, the Counties anticipated that the RECC would be co-located with an emergency operations center (EOC) that would be utilized during disaster management functions. The resulting work product would provide sufficient content and quality to be used as a basis for a grant funding application to the North Carolina Enhanced 911 (E911) Board

Solution: Mission Critical Partners was retained to develop a feasibility study with specific review and recommendations for the technical, operational, governance and facility components, which are required to establish and implement a regionalized 911 emergency communications service. MCP made site visits to the two public PSAPs operating in the Counties. The site visits allowed MCP to interview stakeholders and create a sustainable solution set of recommendations that would integrate operations from the two Counties into the proposed RECC. The findings of these interviews were analyzed and a draft report was provided to the Counties for review and input. Based on collaborative efforts between MCP and the Counties a final report was prepared for submission to the North Carolina E911 Board.

SchraderGroup architects supported the project by providing Audio Visual consulting and design services for the design and construction coordination of the PSAP/EOC.

Key Result: The Counties were awarded a grant from the North Carolina E911 Board to implement the RECC program. MCP and the Counties are worked on Phase II of the project to administer the completion of and reporting of the grant; provide support for Dare County for RECC/EOC construction administration and integration of technology systems; assist to procure and implement grant funded technology; support the commissioning of facility infrastructure and technology systems; and oversee the transition and migration to the new RECC facility. The project has been completed and successfully cutover in May 2017. MCP continues to support and assist the Counties with post-cutover activities.



Burke County, North Carolina

Service Provided: 911 Communications Consolidation/Facility Consulting Services

Contact: Kenneth B. (Bryan) Steen, County Manager, Burke County, 828.764.9350;
bryan.steen@burkenc.org

Project Dates: May 2012 to April 2015

Challenge: In 2010, Burke County (County) retained Mission Critical Partners to develop a plan to evaluate the growing need of the County's public safety stakeholders and their emergency communications needs.

MCP provided the County 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.

In 2012, Burke County retained MCP as Program Manager to consolidate four PSAPs (an EOC PSAP, two municipal PSAPs and a PSAP based at the Burke County Sheriff's Office) into one integrated facility to improve the delivery of emergency services to its citizens and visitors.

Solution: MCP coordinated all activities related to a turn-key solution for the design, construction, migration and implementation of the consolidated PSAP facility. The primary services included:

- Technology integration and programming, including the selection of mission-critical technology and its seamless integration into the new PSAP building
- Conceptualization of a back-up PSAP that meets the NC 911 Board's operating standards and has the capacity to handle future County needs
- Development of all requests for proposals related to project equipment; land development and site preparation; geotechnical and environmental services; and architectural and engineering services
- Design of a new 10,000 sq. foot consolidated 911 PSAP facility and its technology
- Comprehensive staffing plans that maximize the efficiencies of shared services
- Ongoing stakeholder updates and communications
- Grant management and oversight

These activities complement services that MCP provided to Burke County in 2010 regarding the effectiveness of a PSAP consolidation. The findings from that study are guiding the consolidation effort.

Key Result: MCP and Burke County stakeholders together studied the viability and effectiveness of a PSAP consolidation. The findings from the study guided the consolidation effort. MCP worked closely with Burke County officials to analyze, evaluate, develop and implement the consolidation recommendations. The new 911 center cutover was completed in 2015. Burke County anticipates the labor and operational costs savings projected in the assessment will be realized and that service to all County citizens will be enhanced through the benefits that result from a well-executed consolidation initiative.



EL PASO-TELLER COUNTY 911 AUTHORITY

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.



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 to 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 develop 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.

Additional Illinois Experience



Illinois State Police, Office of the Statewide 911 Administrator

Service Provided: Next Generation 911 Feasibility Study, Procurement and System Implementation Support

Contact: Cindy Barbera-Brelle, State 911 Administrator, Illinois State Police, 217.782.3200, cindy.barbera-brelle@isp.state-il.us

Project Dates: December 2016 to Present

Challenge: The State of Illinois (State) desired expertise and consultative assistance to develop and implement a statewide NG911 network by July 1, 2020 as required by state legislation. Mission Critical Partners was hired to perform a comprehensive assessment of the State's current 911 capabilities and environment, and to identify the requirements for implementing a statewide NG911 system. MCP will support the system procurement and implementation.

Solution: The first step in the assessment process was to collect data through surveys distributed to every Emergency Telephone Services Board (ETSB) in the State, and through a series of town hall meetings held throughout the State during March 2017. MCP used this data, along with research from additional tasks performed by MCP, to compile a feasibility study. These additional tasks include:

- Assess the current state of readiness of the PSAPs for NG911. Gathering data on customer premises equipment (CPE), i.e., 911 telephony, emergency call logging/recording equipment, CAD equipment, and GIS equipment used in the State's PSAPs
- Assess the statutory and regulatory framework regarding NG911 service in the State, as well as current and potential funding sources
- Identify the federal, state and local entities whose support will be essential to implementing NG911 service in the state
- Develop cost and timeline estimates for implementing a statewide NG911 system
- Develop a request for proposals (RFP) for the procurement and implementation of a statewide NG911 system
- Provide support regarding vendor selection and contract negotiation
- Provide project management and oversight, including system implementation and acceptance testing
- Planning for the proposed NG911 implementation
- Program management of the NG911 implementation

The Feasibility Study will capture the results of the research, assess the current environment, and identify the steps necessary for accomplishing the State legislation of implementing a statewide NG911 network by July 2020.

Key Result: To date, MCP has completed research via surveys, town hall meetings, interviews, and legislative document review to establish an understanding of the current state of the 911 environment and infrastructure in Illinois and identify recommendations for moving forward. Stakeholders and participants in the town hall meetings helped develop a vision for NG911: to have a ubiquitous NG911 service and to provide each 911 caller with the same level of service for all residents and visitors in the State, regardless of location or device. This vision was set to help define success criteria for the implementation of a statewide NG911 network. In addition to the vision, guiding principles were developed to set benchmarks for achievement of the overall objective. As a result of this research, visioning, and evaluation, MCP has provided a Preliminary NG911 Feasibility Study Research draft report to the State.



Joint Legislative Committee

Illinois Chapter(s) of the National Emergency Number Association, and
the Association of Public Safety Communications Officials

Service Provided: Next Generation 911 Legislation for the State of Illinois



Contact: Patrick Lustig, Director, IL NENA and IL APCO Joint Legislative Committee,
618.457.5911, plustig@jc911.org

Project Dates: October 2011 to January 2012

Challenge: To enable the deployment of NG911 capability in the State of Illinois, the Illinois Chapter(s) of NENA (IL-NENA) and APCO (IL-APCO) (Committee), through its joint legislative committee, needed NG911 legislative language. The proposed language would complement existing wireline and wireless 911 legislation; identify funding and recognition for non-traditional emergency call delivery processing and address non-regulated network and services that would impact 911.

Solution: Mission Critical Partners worked with the Committee to understand the funding, regulatory and legislative constraints that affected the Illinois 911 community. MCP gathered research and performed an analysis of the current legislative regulatory and funding environment. Recommended additions and modifications to existing state statutes and rules to enable NG911 access via funding and technology were presented to the Committee. MCP developed a framework for NG911 legislation, then worked collaboratively with the Committee to develop NG911 legislative wording, which was in addition to or replaced the current State of Illinois statutes. The product was unique and tailored to the State. An example is the option to create multi-jurisdictional Network Operating Authorities to implement, operate and maintain the network, applications, and databases which comprise an NG911 system and will deliver increased effectiveness and efficiency through economies of scale and cost avoidance.

Key Result: Mission Critical Partners provided the Joint Legislative Committee with complete NG911 legislative language that will accommodate and support a successful migration to next generation emergency communications.

Exceptions to the RFP

MCP takes no exceptions to the terms and conditions of the County's RFP.

Price Proposal

The Proposal Price Sheet is provided on the following page.

911 CONSOLIDATION IMPLEMENTATION AND MIGRATION

PROPOSAL PRICE SHEET

JULY 2018

The price proposal shall include a total price as a fixed fee for all services delineated in this RFP. The proposer will consider all costs (labor, overhead, administration, profit, travel, etc.) associated with providing the services listed in this RFP, delineated whether provided in-person, telephone, v. Any hourly rates for services that may not be included shall be provided with the corresponding service and rate. All additional services beyond the initial scope of the project, identified by the Proposer as beneficial to the County, shall be delineated separately for the County to consider.

Please delineate services and price as proposed to meet the requirements of the RFP.

TASK A	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Data	62	\$11,656
TASK B	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Technology	92	\$17,296
TASK C	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Operations	92	\$17,296
TASK D	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Personnel	62	\$11,656
TASK E	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Financial Analysis	92	\$17,296
TASK F	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Legal	32	\$6,016
TASK G	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Governance and Transparency	92	\$17,296
TASK H	PROPOSED HRS TO COMPLETE	PROPOSED PRICE
Facility	92	\$17,296

Please delineate Position and any services that are options but not included in original scope of RFP.

Position Title	Hourly Rate
N/A	

Value Added 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.

Operations and Facilities Services



initiatives on time and on budget.

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

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

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

Facility and Technology Design and Integration

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

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

Lifecycle Management Services



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

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

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

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

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

Required Forms

The completed forms listed below are provided on the following pages:

1. Cover Sheet
2. Addendum Acknowledgement RFP #18133
3. Sustainability Statement

Lake County, Illinois
Request for Proposals # 18133
911 CONSOLIDATION IMPLEMENTATION AND MIGRATION

Lake County seeks to retain a qualified firm to provide a comprehensive implementation and migration plans, and a step by step guide to be used to consolidate public safety answering point/dispatch centers for the Lake County partner public safety agencies.

GENERAL REQUIREMENTS: Proposers are to submit sealed proposals, to be opened and evaluated in private. Submit one (1) marked Original, one (1) electronic unprotected copy on a USB flash drive, and one (1) redacted copy that can be used to comply with the Illinois Freedom of Information Act (FOIA). Please refer to the FOIA statute, 5 ILCS 140/1 *et seq.*, and specifically Section 7 therein, for an explanation of the information that may be redacted.

SUBMISSION LOCATION: Lake County Purchasing Division
18 N. County Street, 9th Floor
Waukegan, IL 60085-4350

SUBMISSION DATE & TIME: **August 16, 2018 by no later than 2:00 p.m. local time**
Proposals received after the time specified will not be opened.

CONTACT / QUESTIONS: **All contact and questions regarding the Request for Proposal shall be with the Purchasing Division.** Should the proposer require additional information about this RFP, please submit questions on our website at <http://lakecountypurchasingportal.com> by selecting the RFP number and addendum link. Questions may also be submitted via email to purchasing@lakecountyil.gov. All questions shall be submitted no less than seven (7) days prior to the RFP opening date.

CONTENTS: The following sections, including this cover sheet, shall be considered integral of this solicitation.

- *Cover Sheet
- *General Terms and Conditions
- *General Information
- *Scope of Work
- *Submittals
- *Evaluation Criteria
- *Addendum Acknowledgement
- *Proposal Price Sheet
- *General Information Sheet
- *References
- *Sustainability Statement

If your RFP includes any exceptions, proposers must insert an "X" in the following box indicating a submission with exceptions and provide separately a submission with noted exceptions.

Mission Critical Partners takes no exceptions.

NOTE TO PROPOSERS: Any and all exceptions to these specifications MUST be clearly and completely indicated in the Proposer's response to the RFP. Failure to do so may lead the County to declare any such term non-negotiable. Proposer's desire to take exception to a non-negotiable term will not disqualify it from consideration for award



Addendum Acknowledgement RFP #18133

The undersigned acknowledges receipt of the following addendum(s):

ADDENDUM #	SIGNATURE
No Addendums	

I have examined and carefully prepared the submittal documentation in detail before submitting my response to Lake County.

Submittal Number: 18133

Company Name: Mission Critical Partners, LLC

Authorized Representative: _____

Authorized Representative: *Signature*
John L. Spearly, Vice President & Director of
Print Administration Services

Date: August 15, 2018

It is the vendor's responsibility to check for addendums, posted on the website at <http://lakecountypurchasingportal.com> prior to the submittal due date. No notification will be sent when addendums are posted unless there is an addendum within three business days of the submittal due date.

If the submittal has already been received by Lake County, vendors are required to acknowledge receipt of addendum via email to purchasing@lakecountyil.gov prior to the due date.

Submittals that do not acknowledge addendums may be rejected.

All responses are to be submitted in a sealed envelope. Envelopes are to be clearly marked with required submittal information.

The County of Lake is committed to green and sustainable practices and good environmental stewardship. Consequently, we are asking Proposers to provide a Statement of Sustainability to ensure our Proposers are also incorporating sustainability into their firms' practices.

INSTRUCTIONS

On the following Sustainability Statement form, provide a clear description of your firm's sustainable practices, policies, or procedures. These practices may include, but may not be limited to, the following categories and examples:

Waste Minimization within your office or facilities, such as a recycling programs, double-sided copying, electronic internal communications (i.e. memos), use of recycled-content materials and reusable cups, limiting printing, electronic document management, instituting green purchasing policies, using green cleaning supplies and practices, or reducing packaging in materials you procure or supply.

Energy Efficiency within your office, facilities, or firm, such as lighting retrofits, photo-sensor switches for lighting, effective use of daytime lighting, using Energy Star rated appliances or equipment, using an alternative fuel or having efficient fleet policies, an anti-idling policy, or indoor temperature management (i.e. turning the thermostat up in the summer and down in the winter).

Water Efficiency within the office, facilities, or firm, such as faucet or fixture retrofits, switching from individual bottled water to office water coolers or drinking fountains, and installing drought-tolerant landscaping.

Staff encouraged to adopt sustainable practices and supported by your firm through public transit benefits, bicycle accommodations, telecommuting options, support for green seminar attendance, becoming US Green Building Council LEED accredited, or creating an internal "green team."

Education of your staff about green practices, education of your business peers about your green accomplishments, education of your community by your sustainability, or notice of any environmental awards your firm has achieved.

CONTINUE TO NEXT PAGE

SUSTAINABILITY STATEMENT

Attach additional sheets if necessary.

Waste Minimization

See attached sheet.

Energy Efficiency

Water Efficiency

Staff

When applicable, MCP's transportation policy allows for employees to use remote conferencing in lieu of travel.

Education

Sustainability Statement continued:

Waste Minimization

When allowed and where possible, MCP can submit all documentation and project related materials electronically to eliminate the use of shipping material.

If paper copies are required by our clients, MCP has submitted hard copies double-sided, printed on recycled paper with 50% or more post-consumer content. When possible, MCP will opt for reusable materials such as three-ringed binders, binder clips, paper clips or staples to secure documents and, if possible, will not use any non-recyclable and/or non-reusable materials such as: spiral binding, vinyl sleeves, plastic dividers, plastic report covers, etc. Additionally, as required, MCP will always attempt to use products such as envelopes, CD's, packaging, boxes and other shipping materials that contain recycled content. Materials are often submitted in a form that allows for the easy removal and recycling of paper materials.