

Proposal

Consolidation Implementation Plan Development

January 10, 2023

Franklin County Joint Emergency Telephone System Board, Illinois



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Introduction Letter

January 10, 2023

Amos Abbott
911 Director
Franklin County 911
9-1-1 Administrative Office
907 W. Washington St.
Benton, IL 62812

Re: Consolidation Implementation Plan Development

Dear Mr. Abbott:

Mission Critical Partners, LLC (MCP) appreciates the opportunity to provide this proposal to Franklin County (County) and the Franklin County Joint Emergency Telephone System Board (FCJETS) for the development of a consolidation implementation plan.

The County and the FCJETS stakeholders agree that a unified emergency communications center could benefit the community as a whole. This goal can be achieved by developing a reusable yet scalable, customizable consolidation implementation plan with as little disruption to service as possible.

MCP is prepared to serve the FCJETS by assisting with achieving optimal delivery of emergency communications services. If you have any questions regarding the information submitted, please contact me at 312.533.1039, or via email at CotyCooper@MissionCriticalPartners.com

On behalf of our entire team, we stand behind the Franklin County Joint Emergency Telephone System Board to serve as your partner and your advocate.

Sincerely,

Mission Critical Partners, LLC



Coty C. Cooper
Client Services Director, Midwest Region

Your Mission Matters

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

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

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

By the Numbers



Since 2009, MCP has supported 3,200+ projects for 1,300+ public-sector and critical communications agencies



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



Our staff consists of 200+ subject-matter experts, each with an average of 25 years of experience, dedicated to supporting our clients and their missions



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



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



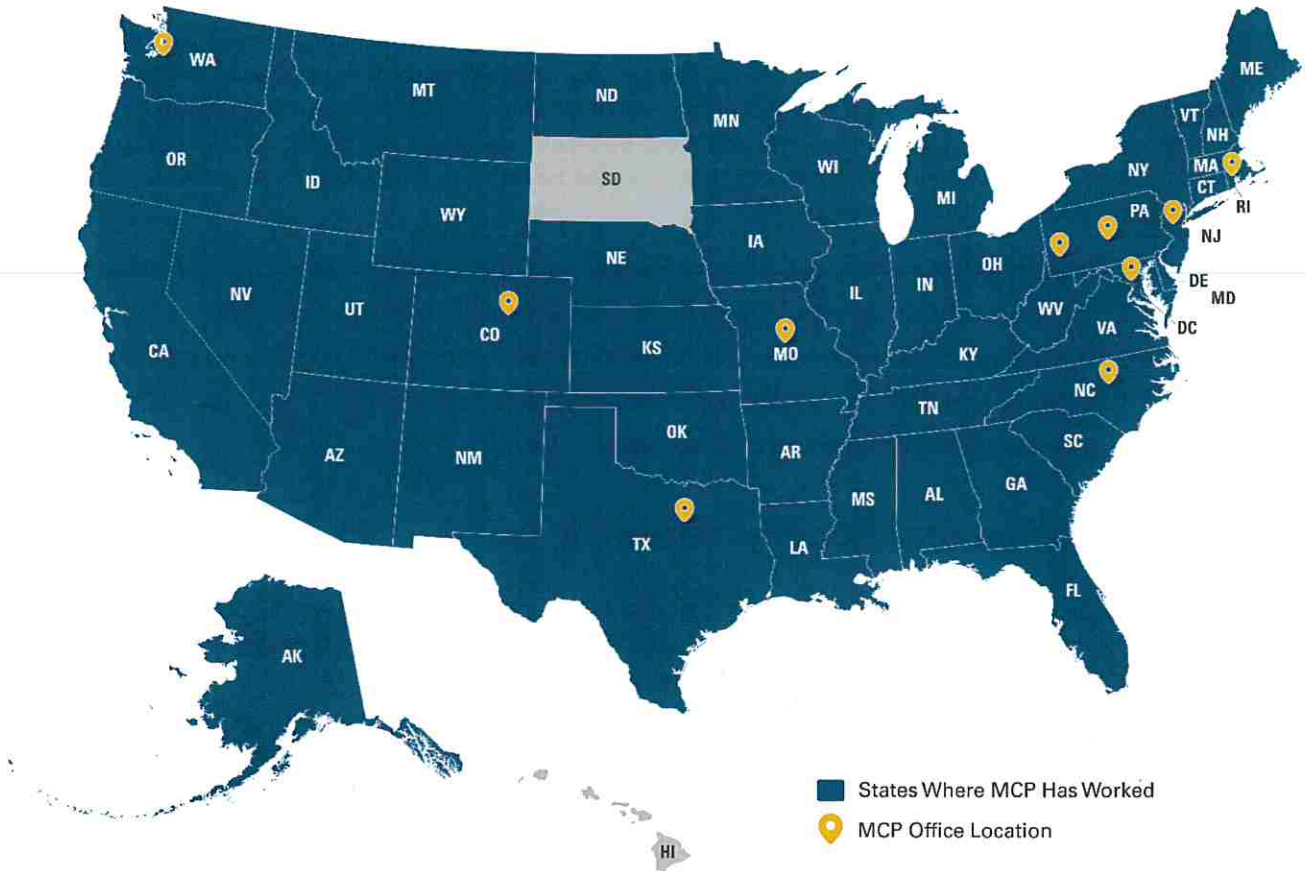
BECAUSE
THE MISSION
MATTERS



Nationwide Expertise, Local Insight

Turning Client Goals into Reality

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



Corporate Headquarters

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

Mission Critical Partners Branch Offices

Denver, Colorado Silver Spring, Maryland Jefferson City, Missouri

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

Providence, Rhode Island Southlake, Texas Seattle, Washington

Rethinking the Emergency Services Delivery Model

Government officials today are exploring innovative ways to eliminate duplicate services and foster regional collaboration without impacting the delivery of a quality emergency response to the community. Current economic realities require that public-sector organizations consider whether a shared services model—related to facilities, workforce, networks, and/or technology—will create operational efficiencies.

Mission Critical Partners works closely with government leaders to determine whether a shared services model is ideal for their community. Working collaboratively with our clients, we evaluate the opportunity that can be gained through consolidation, collocation, facility, and technology sharing and/or organizational change. Our approach is impartial and even-handed, taking into consideration the sense of ownership each community has over its respective emergency service organization. We begin every shared service initiative with an objective assessment. To promote a comprehensive, seamless transition, we provide transition and change-management assistance. MCP helps with the obstacles and opportunities surrounding shared services and consolidation. Working alongside our clients, we help them:

- Understand what efficiencies can be gained while maintaining or exceeding service delivery
- Manage the difficulties of transitioning the workforce to a shared services model
- Experience a smooth transition of emergency operations and staff to shared facilities/technologies
- Engage stakeholders to alleviate the anxiety that comes with change
- Understand where cost efficiencies may exist

Consolidation and Facility Services

MCP applies our experience and knowledge to see that our clients are operating and functioning according to industry standards and best practices. We bring experience across all facility and operational components related experience pertinent to consolidation efforts, including:

Consolidation and Facility Services	
<ul style="list-style-type: none"> • Hazard vulnerability assessment • Staffing study and review • Backup public safety answering point (PSAP) analysis • Call-processing analysis • Strategic planning • Technology migration, design, procurement, cutover, and integration • Renovation and console upgrade support • Conceptual site analysis • Facility feasibility study/PSAP assessment 	<ul style="list-style-type: none"> • Project management support • Facility design and construction administration • Operational compensation study • Cost analysis • Program document and schematic design • Future space requirement needs analysis, programming, space needs workshop • PSAP quality assurance program • Concept floor plan development

MCP’s methodology validates that the Franklin County Joint Emergency Telephone System Board has all relevant findings and will establish a recommendation path that identifies action items for you to pursue.


We're Committed to Putting our Clients First

Partnering with a firm that brings an independent, objective perspective to every engagement is a top priority of our clients. We stand behind our commitment to always put the fundamental interests of our clients first.

From our inception, vendor-neutrality is a value that underpins every aspect of what we do. Our goal is to determine the most favorable solution for our clients based on their unique requirements, budget, governance structure, operations, and existing technologies. We provide a holistic perspective regarding the entire mission-critical communications ecosystem, free of bias or favoritism to any specific product or service provider. Our recommendations always are based solely on the value and the benefit provided to the client.

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

Board of Directors



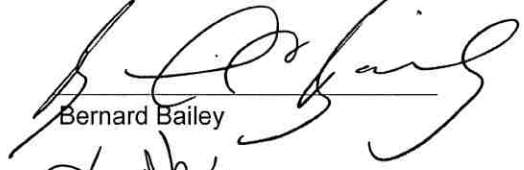
R. Kevin Murray



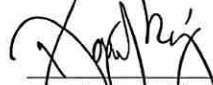
Robert Chefitz



E. Perot Bissell



Bernard Bailey



Darrin J. Reilly



Nola Joyce



Statement of Services

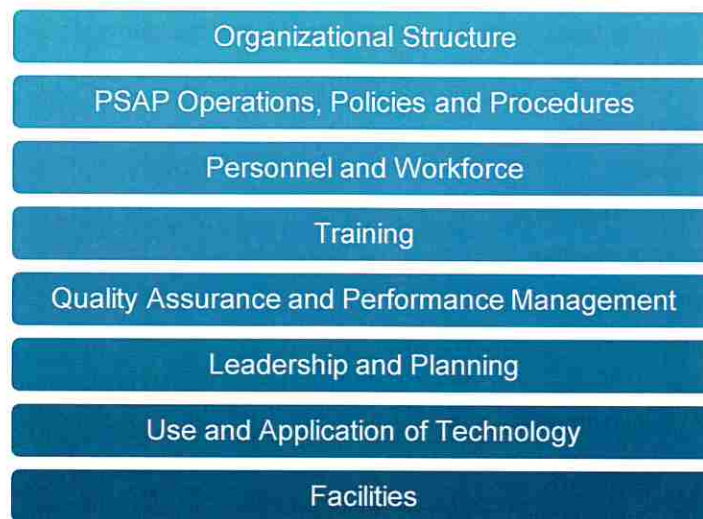
Project Understanding

Mission Critical Partners (MCP) understands that the Franklin County Joint Emergency Telephone System Board (FCJETSBS) seeks to improve 911 services within the county. Based on the direction established by the FCJETSBS, MCP is providing a scope of work (SOW) to support the development of a consolidation implementation plan for the three emergency communication centers (ECC) consisting of the primary public safety answering point (PSAP), Franklin County Sheriff's Office (FCSO) and the two emergency communications dispatch centers of West City and Central Dispatch.

MCP completed a consolidation feasibility study, which was delivered to FCJETSBS on August 14, 2022. The study included benchmarked data, information, and key recommendations that support the full consolidation of the three ECCs. Supported by the findings included in the final study, MCP will work with the local project manager (PM) and stakeholders to create a consolidation implementation plan and subsequently provide support for the execution of that plan. MCP's expertise spans the entire emergency communications ecosystem, thus enabling us to provide an implementation plan that is based on a 360-degree perspective of each ECC's capabilities and how the once independent entities will work together to deliver life-safety communications services in the future consolidated environment. This experience accompanied by the knowledge acquired developing the feasibility study, we will have sufficient information to support the development of a practical, executable plan. MCP approaches the consolidation process with the intent of achieving a successful and seamless integration of multiple independent organizations into a cohesive and efficient consolidated entity.

As such, MCP will support the project leaders with the development of a plan specifically designed to establish the FCJETSBS as the host of emergency dispatch operations.

Data collected and reviewed during the consolidation feasibility study noted above included an assessment of the ECCs' effectiveness across eight factors with specific attention to the relationship between the areas in the diagram below. This picture was then compared with the effectiveness from a holistic perspective if the agencies were to come together in some form of a future consolidated environment.



The feasibility study intended to measure each factor's impact on operational excellence, provide the business case for consolidation, and then identify planning elements and recommendations to lay the foundation for a

strategy focused on consolidating to optimize operational efficiencies to improve emergency response outcomes.

As a team composed of former PSAP professionals, public safety officials, and consultants who have supported similar initiatives, we understand the challenges the stakeholders will face regarding the changes that will come as a result of this effort. We recognize that plans must be thorough and flexible enough to meet the current and future needs of each of the three agencies while, most importantly, improving emergency response outcomes.

Project Approach

No one element stands alone in defining a path forward. Every system or subsystem is influenced and impacted by operational processes, management approaches, and performance of other systems and subsystems, as well as policy, governance, and fiscal factors. During the development of the plan, MCP will work with staff to prioritize the consolidation elements. To promote project success, MCP suggests that the plan:

- Outlines the tasks and subtasks required
 - Including a project schedule and resources needed to achieve a successful consolidation
- Addresses the elements researched during the benchmarking phase

The plan will be developed in such a way that it mitigates, to the extent possible, potential risks to the FCJETSBS's public safety services during the final migration. The goal is to achieve a smooth and effective migration. The details will layout, as applicable, a general schedule for:

- Facility migration
- Operations migration
- Systems implementation
- Training
- Workforce integration

Responsibilities are developed using a migration matrix, and assignments are made for the migration team and the stakeholders required to participate, including:

- Elected officials
- PSAP staff
- Emergency responders
- Vendors/contractors
- Systems support providers
- Information Technology (IT) staff
- Geographic Information System (GIS)/computer-aided dispatch (CAD)/records management system (RMS) administrators
- Radio services

MCP's approach to consolidation implementation planning is designed to well-position the FCJETSBS and participating agencies to make decisions that mitigate risk and minimize the costs of consolidating while maintaining the highest level of service delivery for field responders and the citizens they serve.



On the following pages, MCP has outlined our four-phased approach and solution for the FCJETSBS to support the enhancement of its public safety services – ***because your mission matters***. Phase 5 is conditional and is only to be executed upon scoping, pricing, and receiving a contract amendment from the FCJETSBS.

Scope of Work

Phase 1: Project Initiation



Project Initiation Meeting

MCP's PM will facilitate and conduct a project initiation meeting with the project team and stakeholder representatives to:

- Re-establish mutual acquaintance and introduce any new team members
- Clarify roles
- Review and align the desired outcomes and deliverables
- Gain a mutual understanding of your future vision for consolidation and what success looks like



Deliverables:

- Updated project schedule
- Coordination of bi-weekly project status calls



Phase 2: Data Discovery Benchmarking and Decision-Making Workshops

Given the amount of data gathering, benchmarking, findings, and recommendations included in the consolidation feasibility study, the amount of time spent in this phase will be significantly reduced. The primary goal of Phase 2 is to validate the information and data compiled during the feasibility study to support the benchmarking required for the implementation plan development.

Decision-Making Workshops

MCP staff will assess the information previously gathered and develop a schedule to conduct a series of decision-making workshops with key stakeholders to discuss the planning session findings and make decisions on key elements of the plan needed to achieve the desired future state, including:

Consolidation Implementation Plan Key Elements	
<ul style="list-style-type: none"> • Project Decision Support • Project Objectives • Project Assumptions and Constraints 	<ul style="list-style-type: none"> • Project Communications • Risk Management • High-Level Timeline/Implementation Checklist
Decision Points and Key Milestones	
<ul style="list-style-type: none"> • Organization <ul style="list-style-type: none"> - Organizational Structure - Workforce - Human Resource Integration 	<ul style="list-style-type: none"> • Facilities <ul style="list-style-type: none"> - Facilities Programming - Hazards and Vulnerabilities Analysis
<ul style="list-style-type: none"> • Operations <ul style="list-style-type: none"> - Operational Components - Policies and Procedures - Quality Assurance - Back-up and Continuity of Operations 	<ul style="list-style-type: none"> • Technology <ul style="list-style-type: none"> - Mission Critical Systems - Additional Systems - IT Support
<ul style="list-style-type: none"> • Training 	<ul style="list-style-type: none"> • Transition and Migration

MCP anticipates the workshops will be conducted on-site for up to two days and will require participation by stakeholders with authority to make decisions on behalf of the FCJETSJ.



Deliverables:

- Data and information validation review call
- Completion of decision-making workshops

Phase 3: Draft Consolidation Implementation Plan



As a result of the planning sessions and workshops, MCP anticipates having the foundational information needed for the development of the consolidation implementation plan. The plan will articulate a set of actionable steps to execute the recommendations made by MCP and agreed to by the stakeholders during the decision-making workshops. The actionable steps will be designed in phases.

The plan will provide estimated durations for each task. Offering estimated durations will provide agency stakeholders with an understanding and an estimated baseline for this endeavor. The plan will also provide an appropriate sequence for the actionable steps. The sequence will define constraints and an order to follow for execution.

Incorporated into the plan, MCP will create a consolidation toolkit customized for and focused on agency stakeholders. The toolkit will contain supporting material designed to aid in implementation. The final deliverable will include two implementation aids:

- A slide deck in an editable format to provide an overview of the consolidation project, timeline, major milestones from the implementation plan, and frequently asked questions (FAQs). The slide deck can be used and modified to assist in communicating the objectives of realizing regional efficiencies.
- An Employee Integration Crosswalk (EIC) template that captures human-resource-related items that require decisions to be made or validated during the execution of the plan. The EIC is designed to capture a complete picture of issues that are of concern to transitioning staff during implementation.
- A Gantt chart in an editable format that shows the progression of tasks across an overall timeline for the project.
- One-page talking points in an editable format that captures key project facts to share with stakeholders and staff.

The PM executing the plan can use the EIC template as a starting point to compare line-by-line a complete set of human resource-related benefits such as pay and benefits.

The plan will be delivered through electronic transmission in a draft form for review by the stakeholders. MCP will work with the agency representatives to compile all returned comments in a single package for MCP to review and incorporate as appropriate.



Deliverables:

- Client preliminary recommendations briefing via video conferencing platform
- Review of draft plan outline via video conferencing platform
- Review of the draft plan via video conferencing platform

Phase 4: Final Consolidation Implementation Plan and Presentation



Following the draft review, MCP will incorporate stakeholder comments as appropriate and generate a final FCJETSBS Consolidation Implementation Plan. The final document will be delivered to designated FCJETSBS personnel. This process is detailed in “Project Methodology” later in this proposal.



Deliverables:

- Consolidation implementation plan, which will include:
 - Implementation of project plan in a Gantt chart format with project constraints and estimated tasks durations
 - Editable overview PowerPoint for use in education sessions on the topic of consolidation efficacies
 - EIC template in editable format
 - One-page project talking points

Expectations and Assumptions

Based on the current MCP understanding of what is to be accomplished, the SOW identified is based upon the following expectations.

- A step-by-step review of the SOW will be conducted during the Phase 1 kickoff meeting. Any updates or changes from the SOW outlined in the proposal will be documented for mutual agreement and to allow for clarification of expectations to be addressed in the deliverables. In the event, the requested changes increase the level of effort originally agreed upon, if the parties agree the changes cannot be absorbed in the original pricing, MCP will provide the FCJETSBS with pricing for those changes.
- MCP will conduct a remote 2-hour session to validate data and information included in the feasibility study to validate the accuracy and determine if anything has changed since the report was finalized.
- The MCP team proposes to be on-site for up to two days to conduct implementation decision-making workshops.
- To maximize participation and ease of scheduling, MCP will require the FCJETSBS to:
 - Provide a list of stakeholders/agencies to be interviewed and participate in planning and workshop sessions
 - Provide contact information for each agency
 - Schedule the stakeholder planning and workshop sessions
 - Secure an appropriate venue
 - Disseminate the meeting invitations
- Conduce bi-weekly, remote 30-minute project status calls with MCP’s PM through the original project schedule end date.

- MCP will submit an initial draft plan in electronic (PDF) format to be delivered to the FCJETSBS for review.
 - Two 2-hour remote draft plan review sessions with MCP's PM and applicable subject matter experts (SMEs).
- MCP uses a risk management matrix to identify and monitor risks that can impact scope, schedule, budget, and deliverables quality. As soon as risks to the project are identified, MCP will initiate discussions with the FCJETSBS to establish if a change order is required and develop the content if so determined.

Phase 5: Plan Implementation Support (Optional)



The final phase is support for the implementation of the FCJETSBS Consolidation Implementation Plan. Initiation of Phase 5 is conditional and is only to be executed upon scoping, pricing, and receiving a contract amendment from the FCJETSBS.

If approved, before Phase 5 initiation, scope changes based on the content of the plan will be made and presented to the FCJETSBS along with pricing for approval.

During implementation, MCP will work with the agencies' stakeholders so that tasks are performed as specified and timelines and budgets are managed appropriately.

Similar to the initial kickoff, MCP will conduct a phase kickoff to align the previous work with the objectives and expectations of the implementation plan.

During implementation support, MCP will provide our expertise as requested to coordinate the successful merger of the FCJETSBS's participating ECCs into a single facility as desired by the participating agencies. This effort may include implementation management, technical support, and vendor oversight, if applicable, of related tasks to support the timely and effective integration.

The following are some of the specific tasks and areas of support MCP may provide during this phase:

- General operational consolidation implementation consultation
 - Joint consolidation team (JCT) decision support
 - Governance development support
 - Policy and procedure review support
 - Training and quality assurance (QA) support
 - Operational components development
 - Non-core functions considerations development
 - Collective bargaining agreement (CBA) navigation
 - Decision support for workflow process for warrant and validations process
 - Continuity of operations plan (COOP) update support
 - Follow-up on operational component decisions (protocol usage, training, etc.)
 - Operational transition planning and cutover to the consolidated center support
- Project management oversight of:

- Schedule monitoring and updating; providing and maintaining the risk matrix
- Participate in project update meetings for users throughout the duration of the project participating in regular project meetings and reviewing monthly status reports for stakeholders
- Action item tracking
- Schedule coordination, installation, and integration support between vendors and the participating agencies, if applicable
- Evaluating operational demarcation points regarding any discrepancies
- Reviewing final punch list and providing open-item resolution support

Upon the successful merger, several administrative tasks are required to officially close the project. MCP will conduct a final project closeout with the agencies. This closeout validates that final documentation is captured and provided to the agencies, along with updating the agencies with relevant technical considerations. Deliverables for this scope if completed would be the successful implementation of the FCJETSBS Consolidation Implementation Plan and final closeout documents.

Project Methodology

Project Management Framework

The Project Management Institute (PMI) framework has been used to develop our response to meeting your needs.

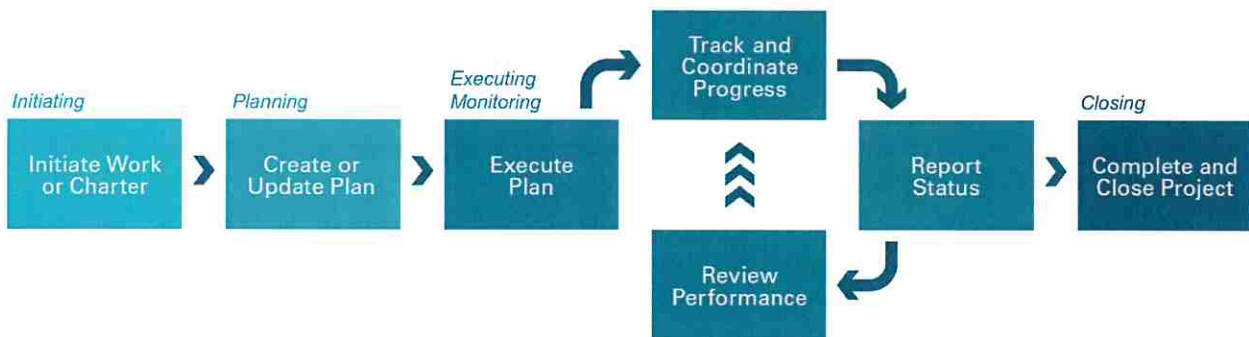


Figure 1: PMI Framework

This industry standard is used by the PM to promote a successful outcome and alignment with the stakeholder expectations through the project lifecycle.

The PMI framework breaks the lifecycle down into four stages: Initiating, Planning, Executing/Monitoring, and Closing. These stages are illustrated in the above graphic.

Initiating and Planning

Upon project initiation or kickoff, MCP will verify needs and expected outcomes to confirm scope, approach, and timing. After initiating the project and working closely with your team, MCP will develop a customized approach for your agency and stakeholders that drives the project from planning through completion. Depending on project complexity, this approach will be documented in a project work plan; a shorter, smaller plan may be developed based on the accepted scope of work. This scope/work plan will be submitted and reviewed for the FCJETSBS's approval before the project execution. Subsections may include:

- Risk identification and response plan
- Communications plan for status and progress
- Resource needs and allocation plan
- Deliverable acceptance plan

Executing and Monitoring

MCP will execute the scope/work plan as documented and update you on progress, performance, and concerns if any. We will conduct routine project reviews to validate plan alignment for client satisfaction and quality management. The project reviews will focus on:

- Scope (including requirements and quality control)
- Schedule (including planned versus actual)
- Budget (including planned versus actual)
- Deliverable and artifact reviews
- Ongoing risk reduction
- Ongoing issue resolution
- Readiness and transition for changes

These reviews and regular project updates will directly impact our continued execution, helping us mitigate potential risks and increase efficiency/performance.

This approach to execution and monitoring results in an opportunity for overall greater success.

Closing

As the project ends, we will coordinate with your team to ensure that agreed-upon deliverables have been submitted and accepted and that you are ready to take your next step post-project. We also will maintain contact as desired through a designated point of contact if additional services are requested or available in the future.

Additionally, MCP practices two exercises as a form of self-check:

- Internally, we conduct a “Lessons Learned” to revisit and gauge our performance and project outcomes, allowing MCP to continuously improve as we continue providing services based on internal observations.
- Externally, we perform “Client Satisfaction Outreach,” which involves directly asking our clients post-closeout to evaluate our performance and their satisfaction. We use this information to reflect on how our clients perceive our work and consider opportunities for improvement we may not have noticed otherwise.

Tools

In alignment with the complexity of the project, MCP will manage and track project resources, assignments, and costs and will maintain the schedule using a combination of manual and automated industry-recognized tools.

Deltek VantagePoint	Egnyte	Microsoft Project	Online Communications
<ul style="list-style-type: none"> • Integrated, enterprise planning tool • Creates and resource-loads a project plan • Assists with continuity between tasks and tracks project financials 	<ul style="list-style-type: none"> • Secure, cloud-based file-sharing platform • Allows centralized file access based on stakeholder needs 	<ul style="list-style-type: none"> • PMI-based dashboard outlining all project processes • Tailored to meet the goals of individual projects 	<ul style="list-style-type: none"> • Video and instant messaging tool • Improves communication and technology compatibility • Platforms include Microsoft Teams, GoToMeeting and Zoom

Figure 2: MCP's Project Management Tools

Using these tools, the PM will be able to:

- Support efficient use of staff and subject-matter expert resources
- Mitigate against staff being assigned more hours in each period than could be reasonably applied
- Monitor and compare hours planned or needed to complete a task against the hours assigned

This allows the PM to assign time and tasks in a balanced and reasonable fashion to identify pending shortfalls and rebalance staff assignments to accommodate and address the potential shortfall, if needed, and communicate changes in regular project meetings to align with your requirements and expectations.

Quality Assurance and Quality Control

Our PM is responsible for the quality assurance and quality control (QA/QC) process for deliverables, including scheduling, formal delivery, and follow-up to meet your expectations.

Table 1: MCP's QA/QC Process

Stage	Description
Peer Review	<ul style="list-style-type: none"> • Validate content (this is reviewed by select project team members and other SMEs relative to the content) • Align the deliverable with the project's scope of work • Leverage industry standards and best practices, the depth of knowledge of the reviewers, and information obtained from other similar projects
Peer Review Edits	<ul style="list-style-type: none"> • Validate the comments received via peer review • Incorporate applicable changes into the deliverable
Quality Assurance	<ul style="list-style-type: none"> • Comprehensive deliverable review is conducted by MCP staff with industry knowledge and experience, as well as specific expertise in editorial content review • The objective of QA is to validate that:

Stage	Description
	<ul style="list-style-type: none"> - The deliverable is comprehensive and thorough - The deliverable meets the defined acceptance criteria - Text, tables, and graphics are accurate - Text flows logically and is grammatically correct
Quality Control	<ul style="list-style-type: none"> • Once QA edits have been reviewed by the PM and incorporated, the deliverable moves into the final stage: QC • During QC, document support specialists further scrutinize the deliverable to validate that: <ul style="list-style-type: none"> - The deliverable is accurate and consistent regarding usage and content flow - The appearance of the deliverable aligns with MCP and client standards

Deliverables are vetted thoroughly before delivery. In the event a deliverable does not meet your expectations, MCP will meet with you to review any identified deficiencies, then document and, more importantly, correct them to your satisfaction, to the extent they do not contradict or violate established rules, regulations, statutes, standards, or a combination thereof.

Project Team

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

MCP's Specialized Professionals	
<ul style="list-style-type: none"> • Former executive directors and public safety managers • Emergency Number Professionals (ENPs) • Consolidation and technology specialists 	<ul style="list-style-type: none"> • Communication training officers • Higher education adjunct faculty (in-person and remote) • NG911 specialists

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

Organizational Chart

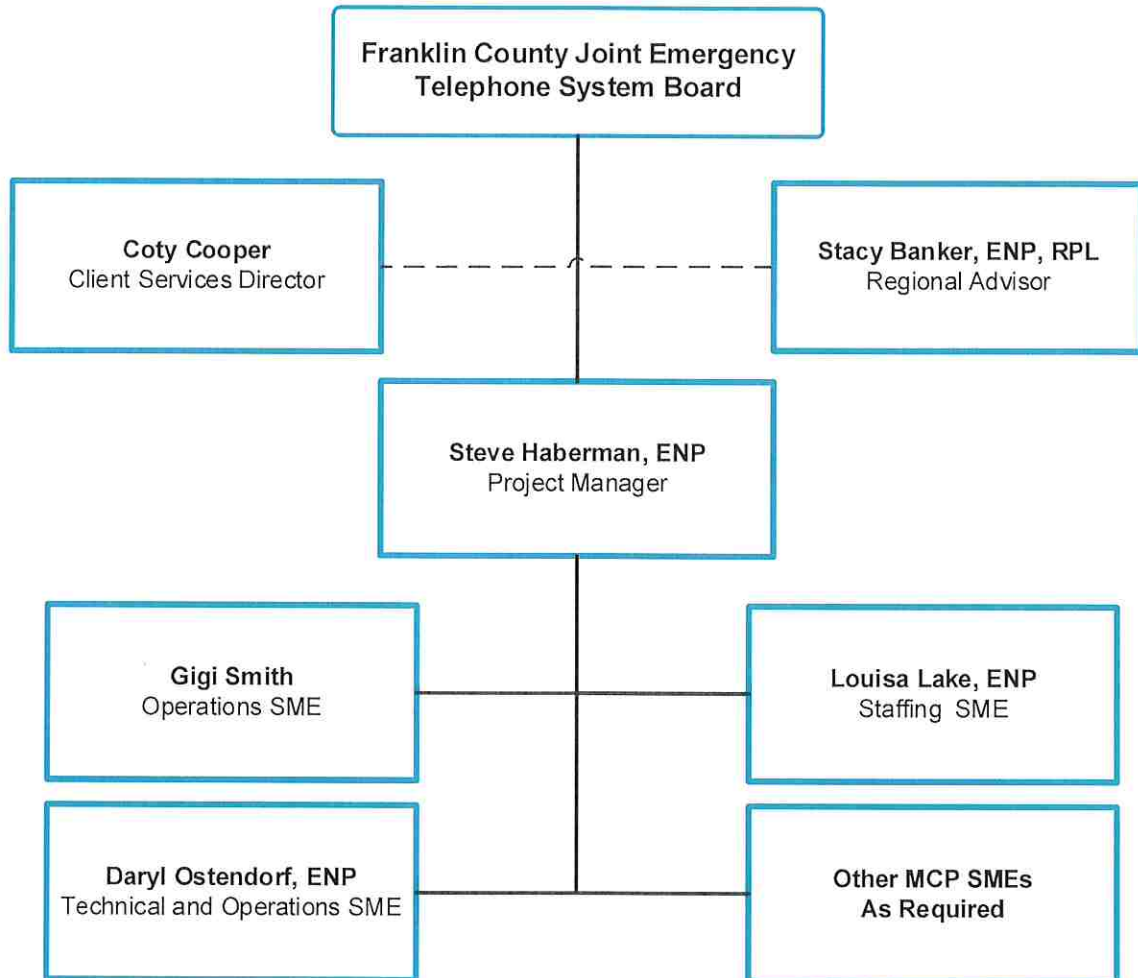


Figure 3: Project Team

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

Resumes

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

Coty C. Cooper

Client Services Director, Midwest Region, Mission Critical Partners

Coty is a business development and client manager who delivers high customer satisfaction by exceeding expectations for our clients. He establishes strong, collaborative partnerships and enables teams to work efficiently and independently. Coty brings extensive public safety industry expertise to state and local government agencies to support their communities and possesses a background in all facets of public safety communications. Coty's experience encompasses LMR and wireless communications systems, 911 and next-generation standards, CAD and records management system (RMS), public safety facilities and emergency communications operations. His tenure involves project development, procurement and contract negotiations, vendor management and multi-agency relations. He brings extensive experience in understanding and representing customers' needs to ensure that vendor services and solutions procured are delivered as designed on time and on budget.

Representative Experience

City/County/Regional Experience

- State of Missouri 911 Service Board—Statewide NG911 feasibility study
- Missouri Highway Patrol—Strategic Plan for NG 911 secondary PSAP environment
- Illinois State Police—Implementation of statewide NG911 program
- Naperville, IL—Service manager to evaluate current radio system using MCP's Model for Advancing Public Safety® (MAPS®), and provide recommendations for stabilizing, improving or replacing the system
- West Central Joint Emergency Telephone Systems Board (ETSB), IL—Assessment of public safety LMR communications systems, including needs assessments and procurement services
- Franklin County, IL—Assessment of consolidating three PSAPs to include data gathering, analysis and recommendations
- Downriver Mutual Aid, MI—Client manager on a project to evaluate the feasibility study of consolidating 14 PSAPs to improve emergency response outcomes
- Perry County/Perryville, City of, MO—Client manager for a facility/space programming design of an emergency communications center (ECC) and EOC
- St. Louis, MO—Assistance with a complex technology migration from a multi-emergency communication center environment to a single consolidated center for Police, Fire and Emergency Management functions
- Warren County, OH—Assessment of a telecommunications public safety network
- Hamilton County, OH—Staffing study and workflow optimization analysis
- Cincinnati, OH—Assessment of a telecommunications public safety network
- Cuyahoga County, OH—Emergency communications and PSAP assessment
- Sedgwick County, KS—Client manager on a CAD implementation project, assisting with proposal evaluation, contract negotiations and implementation oversight

Additional Experience

- Negotiated, supported and implemented public safety projects within various regions, including the City of Chicago and the Golden Gate Transportation District in California
- Consulted with customers in Illinois, Indiana, Ohio and Missouri on Next Generation 911 Core Services (NGCS) standards and implementation of IP selective routing
- Consulted and teamed with over 30 county and city public safety agencies to align, consolidate and achieve grant funding and state contract to integrate over 60 Police and Fire departments into the Illinois statewide Starcom21 700/800 MHz Motorola network



Industry Experience

22 years

Education

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

Associations

National Emergency
Number Association
(NENA)

Association of Public-
Safety Communications
Officials (APCO)

Stacy Banker, ENP, RPL

Operations Domain Leader, Mission Critical Partners

Stacy is a public safety professional with broad project management and subject-matter expertise in public safety emergency communications. She has extensive experience in all facets of PSAP operations, technologies and facilities. Stacy's focus areas include: operations, facilities, technologies, standards and best practices, training, staffing and workforce, standard operating procedures and policies, protocols and call guides, key performance indicators and benchmarking, continuity of operations (COOP) planning, shared services and consolidation.

Representative Experience

Federal Experience

- Department of Homeland Security/Federal Emergency Management Agency (DHS/FEMA) Chemical Stockpile Emergency Preparedness Program (CSEPP)—SME support for facilities, technology, infrastructure, operations and sustainability

State/Regional Experience

- Maryland Emergency Number Systems Board (ENSB), Training and Exercise Subcommittee—Supports the training subcommittee in developing minimum training requirements for public safety telecommunicators
- 9-1-1 Association of Central Oklahoma Governments—Supports an operational efficiency study involving 21 PSAPs in the region
- Nebraska Public Service Commission, Operations Working Group—Supports the working group in various public safety initiatives, including COOP planning
- Nebraska Public Service Commission, Training Working Group—Supports the working group in developing statewide minimum training requirements
- California, San Diego State University—Supported consolidation study of two campus PSAPs
- Illinois—Served as an executive leader in several consolidated PSAPs that all involved significant redevelopment initiatives related to technologies, facilities and operations

City/County Experience

- Pitkin County, CO—Served as project manager for PSAP assessment and strategic visioning session
- City of Rockwall, TX—Supported and managed a resiliency study for the city's multi-jurisdictional consolidated PSAP and infrastructure
- City of Charlotte, NC—Supported a consolidation feasibility study and comprehensive financial analysis
- Adair, Carter and Delaware counties, OK—Served as project manager and supported multiple consolidation feasibility studies
- Boone County, MO—Serves as project manager for a workforce optimization study
- Perry County, MO—Serves as project manager for a consolidation implementation plan for the consolidation of county and city PSAPs and supported new facility programming
- El Paso-Teller County 9-1-1 Authority, CO—Supported a multi-jurisdictional consolidation feasibility study

Additional Experience

- Managed national standards and best practices initiatives for APCO International
- Authored and contributed to numerous publications related to emergency communications



Industry Experience

34 years

Education

MBA with a focus on Public Administration, Keller Graduate School of Management, IL

MPA, Columbia Southern University, AL

Certifications

Registered Public Safety Leader (RPL)

Emergency Number Professional (ENP)

Center Management Certification Program (CMCP)

National Incident Management System (NIMS)

Associations

Association of Public-Safety Communications Officials (APCO)

National Emergency Number Association (NENA)



Steven M. Haberman, ENP

Senior Technology Specialist, Mission Critical Partners

Steve is a senior technology specialist that brings project management, 911 center, and EOC experience, having previously served as a shift commander and communications supervisor. Steve's extensive experience with emergency communications and PSAP operations ensures client success on the projects he supports. His expertise is in applying a holistic understanding of all aspects of public safety, and he leads his teams toward successful outcomes by providing project management and technical support.

Representative Experience

State/Regional Experience

- New Jersey Office of Homeland Security and Preparedness—Statewide FirstNet support for county first responder and PSAP readiness
- Arizona Department of Administration
 - Statewide FirstNet support for county first responders and PSAP readiness
 - Statewide Broadband Strategic Plan
- Michigan Department of Management, Technology and Budget—Statewide FirstNet support for county first responder and PSAP readiness
- Pennsylvania Emergency Management Agency (PEMA)—Technical support for statewide PSAP inventory of 69 PSAPs
- San Diego State University Police Department/California State University San Marcos—PSAP consolidation feasibility assessment

City/County Experience

- City of Boston, MA—Police Department operations assessment
- 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, and broadband network project, along with a new PSAP/EOC construction project
 - Procurement, vendor selection and implementation support
- Cambria County, PA—Radio assessment, procurement and implementation support
- Columbiana County, OH—PSAP consolidation feasibility assessment
- Princeton University, NJ—PSAP assessment and data integration project
- Lorain County, OH—P25 radio assessment and Fire Station Alerting project
- Lake County, IL—PSAP consolidation assessment and facility implementation planning
- Cities of Fairview Heights/O'Fallon, IL—Project manager and technical support for consolidation and financial impact study for relocation evolving into a consolidated PSAP
- St. Clair County, IL—Emergency Telephone System Board assessment
- Winnebago County, IL—PSAP consolidation assessment
- City of Elyria, OH—Project manager for radio system upgrades and dispatch center relocation
- City of Parma, OH—Technical support for PSAP relocation
- Allegheny County, PA—Enhanced 911, PSAP consolidation/relocation project support
- 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

33 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

PEMA Basic Certification

Criminal Justice Information Services Security Awareness Training Level 4

Associations

National Emergency Number Association (NENA)

Southwest Regional Terrorism Task Force, Communications Committee

Georggina (Gigi) Smith

Project Manager, Mission Critical Partners

Gigi is a public safety professional with broad subject matter and project management expertise in public safety emergency communications. She has extensive experience in all facets of PSAP operations, technologies, and facilities. As a former Peace Officer Standards and Training certified dispatcher in an ACE Accredited Center, she was certified in emergency fire dispatch (EFD), emergency police dispatch (EPD), and emergency medical dispatch (EMD) and was an EMD instructor. Gigi's expertise focus areas include call taker, dispatcher, dispatch supervisor/manager, trainer and public speaker. She has held various positions with multiple boards and councils as both member and chair. Her well-rounded knowledge enables her to meet or exceed the client's expectations. With excellent verbal and written communication skills, Gigi is self-motivated, organized, and efficient; works in a strategic manner and is aware of time-sensitive opportunities.

Representative Experience

State Experience

- Florida Department of Management Services—Remote instructor for 911 telecommunicator training regarding stress management, handling of crises and quality assurance and quality improvement programs

City/County Experience

- Carter County, OK—Facilities and operations SME for a PSAP consolidation study
- Downriver Mutual Aid, MI—Operations and training SME, including quality assurance and performance management, for PSAP consolidation feasibility study
- Boone County, MO—Staffing and PSAP evaluation, focus group interviews, training, retention, leadership and planning for the County's Office of Emergency Management
- Franklin County, IL—Support for project management, governance and organizational structure, leadership and planning; assistance with operations, policies and procedures, training and quality assurance
- Hamblen County, TN—Operations SME performing interviews, data gathering and analysis for a compensation study
- Nez Perce County/City of Lewiston, ID—Training, employee integration crosswalk and recruitment of director
- Modesto City, CA—Telecommunicator health and wellness SME providing project management support for a PSAP assessment

Additional Experience

- Planned, managed, staffed and efficiently operated the largest 911 center in the state
- Served as a liaison and point of contact between the emergency communications center and executive director, deputy director, managers, supervisors, and police and fire agencies
- Collaborated with peer members to review, prepare and administer policies and procedures through initiative, reports, statistics and coordination
- Communicated through various resources, scheduling meetings and/or work sessions, giving assignments, providing timelines and arranging logistics
- Prepared and confidently presented reports to various groups, audiences, and/or committees, such as the Police User's Group, Board of Operations and Board of Trustees



Industry Experience

35 years

Certifications

Center Manager
Certification Program

Certificate of
Achievement – FEMA

Integrated Emergency
Management Course-
Earthquake

Peace Officer Standards
and Training, Instructor

National Incident
Management System
(NIMS) 100, 200, 300,
400, 700, 800

Associations

Association of Public-
Safety Communications
Officials International
(APCO), Past President,
2013–2014

Utah APCO, Past
President

International Academies
of Emergency Dispatch
(IAED)

National Emergency
Number Association
(NENA)

Louisa Rand Lake, ENP

Public Safety Consultant, Mission Critical Partners

Louisa is a public safety consultant and technical editor, having transitioned after many years and multiple roles in a PSAP. Louisa has extensive experience in communications center operations, policies and procedures, staffing, quality assurance/quality control, protocol usage and training. Louisa is a NENA instructor for communications center staffing and policy development. Her areas of specialization include:

- PSAP operational assessments to assure standards and best practices alignment
- Staffing studies
- Assessment of policies and procedures to determine any deficiencies
- PSAP accreditation through the Commission on Accreditation for Law Enforcement Agencies (CALEA)
- Grant application writing

Representative Experience

Consultant Experience

Completed operational analyses of 911 communications centers, including staffing 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.

State/City/County Experience

- Maryland—Statewide Staffing Study
- North Carolina—Franklin, Mitchell, Richmond, Yancey, Wayne and Martin counties, and the City of Charlotte
- Delaware County, OK
- Contra Costa County, CA
- Horry County, SC
- Boston, MA
- Frederick County, VA
- Prince George's County, MD
- St. Mary's County, MD
- Harford County, MD
- Alexandria, VA
- Pueblo County, CO
- Williamson County, TX

Technical Editor

Edited reports, documents, correspondence, and presentations; performed quality assurance/quality control on reports and projects

Federal/State/City/County Experience

- Federal Emergency Management Agency (FEMA), Chemical Stockpile Emergency Preparedness Program (CSEPP)
- National Highway Traffic Safety Administration (NHTSA) National 911 Program
- National Association of State 911 Administrators
- Nebraska
- Arizona
- Tennessee Emergency Communications Board



Industry Experience

32 years

Education

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

Certifications

Emergency Number Professional (ENP)

Incident Command System (ICS) 100, 200, 300, 400, 700, 800

International Academies of Emergency Dispatch (IAED)

- Emergency Fire Dispatch (EFD)
- Emergency Police Dispatch (EPD)
- Emergency Medical Dispatch (EMD)

Associations

National Emergency Number Association (NENA)

NENA Instructor

Daryl P. Ostendorf, ENP

Public Safety Consultant

Daryl is a public safety consultant with years of progressive experience serving as a trainer/tester, telecommunicator, radio system manager, and supervisor. In 2016 he became the Illinois National Emergency Number Association (NENA) Region VI Director. In addition, he co-chaired the Illinois Telecommunicator Standards and Certification Committee, a joint venture with the Illinois Association of Public-Safety Communications Officials (APCO) to bring legislation and standardized training to all Telecommunicators in Illinois. Daryl continues to play an active role in improving 911 services. He is the North Central Region Director of NENA: The 911 Association representing Illinois, Indiana, Iowa, Kansas, Michigan, Minnesota, Missouri, Nebraska, North Dakota, Ohio, South Dakota, and Wisconsin, the island nations of the Southern Ocean, and the nations on the continent of Africa.



Representative Experience

City/County Experience

- O'Fallon, IL Police Department—Support Services Supervisor
 - Provide technical and operational input for the creation of Standard Operating Procedures and prepare and maintain Incident reports
 - Maintain FCC licensing and compliance, MCC7500 console configurations, and open communications with command staff and departments served.
 - Perform special reviews for calls for service, monitor and review priority dispatch ProQA, 24/7/365 systems maintenance availability
- Village of New Athens, IL—Trustee
 - Public Safety Committee Chair, member of Cemetery, Grants, Marina, Ordinance Review, Park, Personnel, Public Building
- Belleville, IL St. Clair County Emergency Telephone Systems Board—Radio Manager
 - Monitor radio system for faults and take corrective actions as needed, coordinate upgrades and routine maintenance, verify tower site access and work completion
 - Maintain FCC licensing and compliance, console databases, configuration files and programming, end-user (radio) programming files databases
 - Provide technical and operational input for the creation of standard operating procedures (radio and 911)
- Swansea, IL Police Department—Telecommunicator
 - Proficient in using a four-line telephone system, eight-line 911 system, Law Enforcement Agencies Data System (LEADS) 2000 computer terminal, teletype (TTY) machine, five frequency radio console, emergency medical dispatch (EMD) pre-arrival instructions, Access, Outlook, and Word
- Sparta, IL MedStar Ambulance—Telecommunicator/Trainer
 - Proficient in using a twelve-line telephone system, 911 system, TTY machine, seven frequency radio console, EMD pre-arrival instructions, CAD system, Pro-QA, and in-house computer system

Trainer/Tester Experience

- Responsible for TTY training for 911 PSAPs on a semi-annual basis and responsible for bi-monthly TTY testing to assure Americans with Disabilities Act (ADA) compliance for the following counties:
 - Jackson County, IL 911
 - Williamson County, IL 911
 - Franklin County, IL 911
 - Randolph County, IL 911
 - Pulaski County, IL 911
 - White County, IL 911

Industry Experience

17 years

Education

B.S., Business Administration, Pennsylvania Lindenwood University, St. Charles, MO

Certifications

Emergency Number Professional (ENP)

Associations

North Central Region Director, National NENA

StarCom21 Motorola User Group (original member) Schaumburg, IL

ADA Committee Member (former), National NENA

Interoperable Communications Committee (former), STARRS St. Louis, Mo

Region 6 Director, Illinois NENA

Vice-Chairman Regional Conformance Review Committee Region 13

Co-Chair Illinois Telecommunicator Standards and Certification Committee



Pricing

Professional services outlined in the scope of work will be provided for a **total fee of \$44,999.28**. The fee is inclusive of labor and expenses.

Mission Critical Partners proposes to deliver services on a per-hour basis based on GSA Schedule 70, Contract #GS-35F-0410X, with meals and lodging defined at Federal per diem rates. MCP recognizes that it is responsible for costs related to travel, housing, transportation, per diems, communications devices, and computer equipment.

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

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 Franklin County Joint Emergency Telephone System Board.

Based on the current MCP understanding of what is to be accomplished, the pricing identified represents an estimate of the work anticipated for the project to be successful. MCP's priority is for this project to be successful for Franklin County Joint Emergency Telephone System Board.

Pricing Assumptions

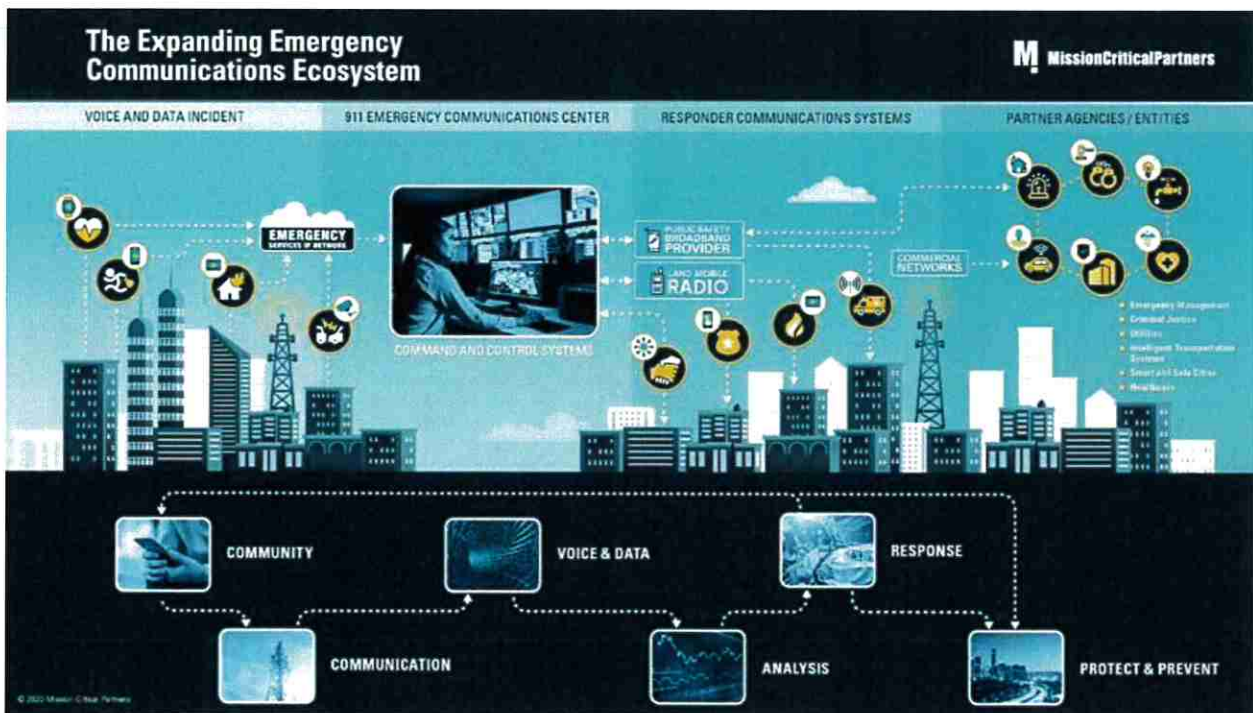
- After 120 days from the submittal date, MCP reserves the right to revisit the scope and pricing with the Franklin County Joint Emergency Telephone System Board to address any potential changes that may have occurred since the submittal that could impact project delivery.
- To be more responsive to Franklin County Joint Emergency Telephone System Board's needs, MCP respectfully reserves the right to move professional fees and expenses between phases, as needed, to complete the scope of work, as long as the total amount billed to the Franklin County Joint Emergency Telephone System Board does not exceed the contract amount.

Appendix A: The Public Safety Ecosystem and MCP Service Offerings

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

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

The new public safety ecosystem will interconnect on many levels to enable the smooth flow of critical and relevant data to provide emergency responders with the best information to perform their duties.



MCP can provide the public safety, criminal justice, data integration, network and information technology services required to help agencies start thinking of the ecosystem as a single entity, taking into consideration how each piece will interconnect and interact with the others. With MCP's support, agencies will transition from siloed communication environments to realizing significant improvements in emergency-response outcomes.

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



Consulting and Advisory Services

Network and 911 Services

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

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

Operations and Facilities Services

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

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



Managed Services

SecureHalo Cybersecurity Solutions and Network and IT Services

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

Wireless Communications Services

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

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

Justice, Management, and Technology Services

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

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

Data Integration and Analytics

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