

STATE OF TEXAS §
 §
COUNTY OF COLLIN §

AGREEMENT FOR CONSULTING SERVICES

This Agreement for Consulting Services (“Agreement”) is made by and between the City of Allen, Texas (“City”) and Mission Critical Partners, Inc., a Pennsylvania corporation, (“Consultant”) (each a “Party” and collectively the “Parties”), acting by and through their authorized representatives.

RECITALS:

WHEREAS, the City desires to engage the services of the Consultant as an independent Contractor, and not as an employee, to provide the services described in Exhibit “A” (the “Scope of Services”) to assist the City with services related to the procurement of a public safety system (the “Project”); and

WHEREAS, the Consultant desires to render services for the City on the terms and conditions set forth in this Agreement;

NOW THEREFORE, in consideration of the mutual covenants set forth herein, and other valuable consideration, the sufficiency and receipt of which are hereby acknowledged, the Parties agree as follows:

Article I
Term

1.1 This Agreement shall commence on the last date of execution hereof (“Effective Date”) and continue until completion of the services, unless sooner terminated as provided herein.

1.2 Either Party may terminate this Agreement by giving thirty (30) days prior written notice to the other Party. In the event of such termination the Consultant shall deliver to City all finished and unfinished documents, data, studies, surveys, drawings, maps, models, reports, photographs or other items prepared by the Consultant in connection with this Agreement. Consultant shall be entitled to compensation for any services completed to the reasonable satisfaction of the City in accordance with this Agreement prior to such termination.

Article II
Contract Documents

2.1 This Agreement consists of the following items:

A. This Agreement;

- B. City of Allen Request for Qualifications Solicitation No. 2016-9-185 “Consultant Services for Public Safety Software” (“City RFQ Solicitation No. 2016-9-185”) (attached as Exhibit “A”); and all addenda thereto; and
- C. Consultant’s Response to City RFQ Solicitation No. 2016-9-185 (attached as Exhibit “B”).
- D. Consultant’s Scope of Work Clarification to City RFQ Solicitation No. 2016-9-185 (attached as Exhibit “C”)

2.2 In the event there exists a conflict in interpretation, the documents shall control in the order listed above. These documents shall be referred to collectively as “Contract Documents”.

Article III Scope of Service

3.1 The Consultant shall perform the services in connection with the Project as set forth in Exhibits “A”, “B” and “C”.

3.2 The City shall, prior to commencement of services, provide the Consultant with the information set forth in the Scope of Work, attached as Exhibit “A”; and, City RFQ Solicitation No. 2016-9-185, attached as Exhibit “B”, if any.

3.3 The Parties acknowledge and agree that any and all opinions provided by the Consultant in connection with the Scope of Services represent the professional judgment of the Consultant, in accordance with the standard of care applicable by law to the services performed hereunder.

Article IV Schedule of Work

The Consultant agrees to commence services upon written direction from the City and to complete the required services in accordance with a work schedule established by the mutual agreement of both the City and Consultant (the “Work Schedule”). Any work performed or expensed incurred by Consultant prior to Consultant’s receipt of a written Notice to Proceed from the City shall be entirely at Consultant’s own risk.

Article V Compensation and Method of Payment

5.1 Consultant shall be compensated for the services performed under this Agreement in an amount not to exceed Ninety-Four Thousand Six Hundred and Twenty-Three Dollars (\$94,623.00). Consultant’s pricing is set forth on page 3 of the MCP Scope of Work Clarification as attached in Exhibit “C”.

5.2 Unless otherwise provided in the Scope of Services, the Consultant shall be responsible for all expenses related to the services provided pursuant to this Agreement including, but not limited to, travel, copying and facsimile charges, telephone, internet and email charges.

5.3 The City shall pay the Consultant within thirty (30) days of receipt of a proper invoice provided there are no errors or discrepancies and that all the work noted on the invoice has been completed. Any errors, discrepancies or the invoicing of work not completed may result in a delay in payment.

Article VI Project Manager

The Parties agree that Richard Gaston (“Gaston”) shall serve as Project Manager for the Term of this Agreement. Consultant may replace Gaston only upon the City’s prior written authorization for such replacement.

Article VII Devotion of Time; Personnel; and Equipment

7.1 The Consultant shall devote such time as reasonably necessary for the satisfactory performance of the services under this Agreement. Should the City require additional services not included under this Agreement, the Consultant shall make reasonable effort to provide such additional services within the time schedule without decreasing the effectiveness of the performance of services required under this Agreement, and shall be compensated for such additional services on a time and materials basis, in accordance with Consultant’s standard hourly rate schedule, or as otherwise agreed between the Parties.

7.2 To the extent reasonably necessary for the Consultant to perform the services under this Agreement, the Consultant shall be authorized to engage the services of any agents, assistants, persons, or corporations that the Consultant may deem proper to aid or assist in the performance of the services under this Agreement. The Consultant shall provide written notice to and obtain written approval from the City prior to engaging services not referenced in the Scope of Services. The cost of such personnel and assistance shall be included as part of the total compensation to be paid Consultant hereunder, and shall not otherwise be reimbursed by the City unless otherwise provided herein.

7.3 The Consultant shall furnish the facilities, equipment and personnel necessary to perform the services required under this Agreement unless otherwise provided herein.

Article VIII

Insurance

Consultant shall provide and maintain for the duration of this Agreement, and for the benefit of the City (naming the City and its officers, agents and employees as additional insureds), insurance coverage in full force and effect as set forth in Exhibit "B" attached hereto.

Article IX Miscellaneous

9.1 Entire Agreement. This Agreement constitutes the sole and only agreement between the Parties and supersedes any prior understandings written or oral agreements between the Parties with respect to this subject matter.

9.2 Assignment. The Consultant may not assign this Agreement without the prior written consent of City. In the event of an assignment by the Consultant to which the City has consented, the assignee shall agree in writing with the City to personally assume, perform, and be bound by all the covenants, and obligations contained in this Agreement.

9.3 Successors and Assigns. Subject to the provisions regarding assignment, this Agreement shall be binding on and inure to the benefit of the Parties to it and their respective heirs, executors, administrators, legal representatives, successors and assigns.

9.4 Governing Law. The laws of the State of Texas shall govern this Agreement without regard to any conflict of law rules; and venue for any action concerning this Agreement shall be in the State District Court of Collin County, Texas. The Parties agree to submit to the personal and subject matter jurisdiction of said court.

9.5 Amendments. This Agreement may be amended by the mutual written agreement of the Parties.

9.6 Severability. In the event any one or more of the provisions contained in this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provisions, and the Agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been contained in it.

9.7 Independent Contractor. It is understood and agreed by and between the Parties that the Consultant, in satisfying the conditions of this Agreement, is acting independently, and that the City assumes no responsibility or liabilities to any third party in connection with these actions. All services to be performed by Consultant pursuant to this Agreement shall be in the capacity of an independent Contractor, and not as an agent or employee of the City. Consultant shall supervise the performance of its services and shall be entitled to control the manner and means by which its services are to be performed, subject to the terms of this Agreement.

9.8 Notice. Any notice required or permitted to be delivered hereunder may be sent by first class mail, courier, or by confirmed telefax or facsimile to the address specified below, or to such other Party or address as either Party may designate in writing, and shall be deemed received three (3) days after delivery or on the day actually received if sent by courier or otherwise hand delivered:

If intended for City:

Attn: Peter H. Vargas
City Manager
City of Allen, Texas
305 Century Parkway
Allen, Texas 75013
214.509.4118 - fax

With Copy to:

Peter G. Smith
Nichols, Jackson, Dillard, Hager & Smith, L.L.P.
1800 Ross Tower
500 North Akard Street
Dallas, Texas 75201
214.965.9900 – telephone
214.965.0010 – fax

If intended for Consultant:

Attn: David F. Jones, ENP
Senior Vice President/Principal
Mission Critical Partners, Inc.
502 N. Carroll Ave., Suite 120
Southlake, TX 76092
817.213.6919 – telephone

9.9 Indemnification. **CONSULTANT DOES HEREBY COVENANT AND CONTRACT TO WAIVE ANY AND ALL CLAIMS, RELEASE, INDEMNIFY, AND HOLD HARMLESS THE CITY, ITS CITY COUNCIL, OFFICERS, EMPLOYEES, AND AGENTS, FROM AND AGAINST ALL LIABILITY, CAUSES OF ACTION, CITATIONS, CLAIMS, COSTS, DAMAGES, DEMANDS, EXPENSES, FINES, JUDGMENTS, LOSSES, PENALTIES OR SUITS, CAUSED BY OR RESULTING FROM THE NEGLIGENCE, INTENTIONAL TORT, INTELLECTUAL PROPERTY INFRINGEMENT, OR FAILURE TO PAY A SUBCONTRACTOR OR SUPPLIER COMMITTED BY CONSULTANT, ITS AGENT, ITS CONSULTANT UNDER CONTRACT, OR ANY OTHER ENTITY OVER WHICH THE CONSULTANT EXERCISES CONTROL SUBJECT TO THE LIMITATIONS IN TEXAS LOCAL GOVERNMENT CODE § 271.904 AND TEXAS CIVIL PRACTICE AND REMEDIES CODE, § 130.002 (B).**

INDEMNIFIED ITEMS SHALL INCLUDE REASONABLE ATTORNEYS' FEES AND COSTS, COURT COSTS, AND SETTLEMENT COSTS IN PROPORTION TO THE CONSULTANT'S LIABILITY.

THE CONSULTANT'S OBLIGATIONS UNDER THIS SECTION SHALL NOT BE LIMITED TO THE LIMITS OF COVERAGE OF INSURANCE MAINTAINED OR

REQUIRED TO BE MAINTAINED BY CONSULTANT UNDER THIS AGREEMENT. THIS PROVISION SHALL SURVIVE THE TERMINATION OF THIS AGREEMENT.

9.10 Conflicts of Interests. Consultant represents that no official or employee of the City has any direct or indirect pecuniary interest in this Agreement.

9.11 Force Majeure. No Party will be liable for any default or delay in the performance of its obligations under this Agreement if and to the extent such default or delay is caused, directly or indirectly, by fire, flood, earthquake, elements of nature or acts of God, riots, civil disorders, acts of terrorism or any similar cause beyond the reasonable control of such Party, provided that the non-performing Party is without fault in causing such default or delay. The non-performing Party agrees to use commercially reasonable efforts to recommence performance as soon as possible.

9.12 Counterparts. This Agreement may be executed by the Parties hereto in separate counterparts, each of which when so executed and delivered shall be an original, but all such counterparts shall together constitute one and the same instrument. Each counterpart may consist of any number of copies hereof each signed by less than all, but together signed by all of the Parties hereto.

9.13 Exhibits. The exhibits attached hereto are incorporated herein and made a part hereof for all purposes.

(Signature Page to Follow)

EXECUTED this _____ day of _____, 2017.

CITY OF ALLEN, TEXAS

By: _____
Peter H. Vargas, City Manger

Approved as to form:

By: _____
Peter G. Smith, City Attorney
(12-29-2016/82443)

EXECUTED this _____ day of _____, 2017.

MISSION CRITICAL PARTNERS, INC.

By: _____
David F. Jones, ENP
Senior Vice President/Principal

EXHIBIT “A”

**CITY OF ALLEN REQUEST FOR QUALIFICATIONS
SOLICITATION NO. 2016-9-185
CONSULTANT SERVICES FOR PUBLIC SAFETY SOFTWARE**

EXHIBIT “B”

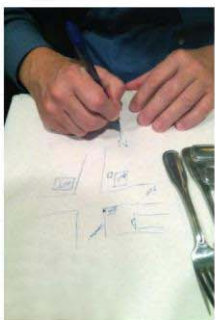
**CONSULTANT’S RESPONSE TO CITY RFQ
SOLICITATION NO. 2016-9-185**



MissionCriticalPartners

Your Life Safety Mission Is Our Passion

REQUEST FOR QUALIFICATIONS



Request for Qualifications No. 2016-9-185 for Consultant Services for Public Safety Software

SUBMITTED NOVEMBER 9, 2016 TO:
City of Allen, Texas



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TRANSMITTAL LETTER

November 9, 2016

Debra Morris, CPPO, Purchasing Manager
City of Allen Purchasing Division
305 Century Parkway
Allen, TX 75013

Re: RFQ No. 2016-9-185 – Consultant Services for Public Safety Software

Dear Ms. Morris,

Mission Critical Partners, Inc. (MCP) appreciates the opportunity to provide this proposal for public safety software consulting services for the City of Allen, Texas (City). The MCP team serves as an independent agent with considerable experience in local government management roles, and extensive experience in performing public safety consulting services for state, local, and federal government entities.

As required, we are submitting the proposal in the following formats: One (1) electronic copy submitted via the City of Allen eBid system.

I am the principal point of contact and authorized representative for this proposal response. My contact information follows:

David F. Jones, Senior Vice President/Principal
502 N. Carroll Avenue, Suite 120
Southlake, TX 76092

Cell: 864-809-9911
Office: 817-213-6919
Email: DavidJones@mcp911.com

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

Sincerely,

MISSION CRITICAL PARTNERS, INC.

David F. Jones, ENP
Senior Vice President/Principal

MissionCriticalPartners

502 N. Carroll Avenue, Suite 120 | Southlake, TX 76092 | 888.8.MCP.911 or 888.862.7911 | www.MCP911.com



A. FIRM EXPERIENCE

COMPANY HISTORY AND OVERVIEW

Mission Critical Partners (MCP) is committed to delivering top quality technical and operational consulting services to help managers overcome mission critical challenges and has been providing proposal development assistance and Records Management System (RMS) services since inception.



A corporation founded on December 29, 2008 under the laws of the Commonwealth of Pennsylvania, and beginning business operations on February 2, 2009, Mission Critical Partners' staff brings more than 30 years of experience in public safety communications. Our award-winning team consists of former public safety managers, project management professionals (PMPs), and technology, forensic and policy specialists. Mission Critical Partners' principals have each invested more than three decades in the 9-1-1 industry and continue to serve in key leadership roles in all the major industry organizations, such as National Emergency Number Association (NENA), Association of Public-Safety Communications Officials-International (APCO), and Industry Council for Emergency Response Technologies (iCERT); and as advisors to key federal and state governmental bodies. Our goal is to support our life safety communications clients through improved policy, systems and processes **because the mission matters.**

As former clients ourselves, we add value by understanding how policy, financing, governance, operations, and technology must converge to holistically solve complex issues. We are committed to listening, being responsive, consistent, accountable, objective and visionary. We work with our clients to develop a sound approach by seeking to understand the challenge, analyzing the data and information available and developing a durable resolution. We provide unbiased recommendations and are independent of vendors providing mission critical products.

1. Firm name, address, phone number, and date established;

Founded on December 29, 2008, Mission Critical Partners serves municipal, county, state and federal clients across North America with offices in the following locations:

Corporate Headquarters

690 Gray's Woods Blvd., Port Matilda, PA 16870
Phone: 888-862-7911 / Fax: 814-217-6807
Website: www.mcp911.com

Branch Offices

502 N. Carroll Avenue, Suite 120, Southlake, TX 76092
4801 Glenwood Avenue, Suite 200, Raleigh, NC 27612
105 Bradford Road, Suite 400, Wexford, PA 15090
2578 Interstate Drive, Suite 106, Harrisburg, PA 17110



2. Address and location of the local responsible office;

502 N. Carrol Avenue, Suite 120, Southlake, Texas 76092

3. Name of office principals, their experience and professional qualifications;

Mission Critical Partners' experience with 9-1-1, Computer Aided Dispatch (CAD), RMS and interoperable communication technologies goes beyond a simple "working knowledge" level of understanding. Our experts are working every day to implement new technology solutions for our clients across the nation. We are conducting planning, system design, reviewing vendor proposals, assisting with implementation and ensuring that systems meet or exceed client requirements. Our technologists and consultants stay abreast of current offerings and changes within the community, and we share this knowledge and insight with our clients.

MCP has identified the key office principals that we plan to assign to this important project. Each of these team members brings a unique skill set and depth of experience in mission critical automated 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.

Leonard Kowalski, MBA, PMP, brings more than 30 years of engineering, operations, automated systems/IT and project management experience to the team. Len has led government and commercial projects specializing in the application of information technology to business and public safety operations. His background includes a MBA from Carnegie Mellon University, building on a bachelor's degree in Civil Engineering Technology and rounded out with certification as a Project Management Professional (PMP.)

David F. Jones, ENP is a Senior Vice President with Mission Critical Partners, Inc. and is based in the Dallas/Fort Worth area. David provides executive-level consultative services and expertise on matters related to Next Generation 9-1-1, government affairs, public policy, and legislation. He is an internationally known subject matter expert on 9-1-1, Next Generation 9-1-1 (NG9-1-1), and emergency services. David was among the first in the nation to be certified as an Emergency Number Professional (ENP) and has more than 30 years of experience in the public sector having administered, directed, managed, and operated emergency service agencies and 9-1-1 departments.

Sidney McConahy, ENP, PMP has been actively involved with emergency services for the past 25 years. While in Mifflin County, Pennsylvania, he was instrumental in creating a partial-paid EMS service from a total volunteer service, which continues to set a standard for pre-hospital care. He established a centralized countywide 9-1-1 communication center from four individual centers, as well as establishing a common countywide radio system for interoperability capabilities. Sid led the County into the age of computer-aided dispatch, which involved the readdress of the county from a rural address system to an assigned street address system and served as the County Deputy EMA Coordinator and Acting Coordinator.



Richard Gaston, CEM has over 30 years of public safety experience spanning law enforcement, fire protection, emergency medical services, and emergency management. Richard has maintained accreditation as a Certified Emergency Manager (CEM) through the International Association of Emergency Managers since 1994 and has served in executive leadership positions in public safety agencies at both the county and municipal level. As a consultant, he has managed or supported a variety of projects for clients at the federal, state, local, and regional level.

Maura Hickey, ENP, brings extensive experience in facilitating successful project/team implementation techniques. As a former PSAP Manager and Project Manager with over 20 years in the Public Safety Communications field, Maura has a proven ability in project analysis, project coordination and project implementation.

Marc Berryman, ENP is a widely recognized expert in the development, utilization and application of GIS and relational database systems into 9-1-1 and public safety systems. He has worked as a GIS consultant for several Fortune 100 companies, and has been involved in management and coordination of projects ranging from regional mapping and data sharing, wireless Phase II implementation to maintaining the GIS data for the Greater Harris County 9-1-1 Emergency Network and the Houston Emergency Center's CAD systems in Texas.

Robert Horne, ENP brings more than 20 years of program management experience in Geospatial Information Systems (GIS) with a focus on public safety, law enforcement and intelligence. He led and managed multi-million dollar implementations of GIS technology at the federal, state and local level; and is familiar with the process of integrating these systems and data into emergency operations centers, fire and police command centers and fusion centers.

Bob Scott, PMP brings over 30 years of emergency communications experience, having served Pennsylvania State Police (PSP) for 26 years. In that capacity, he had the opportunity to serve as a project manager for many large public safety technology projects and was privileged to leverage that experience into a successful career as a public safety consultant/project manager. For 5 years in the private sector, Bob has led and been a senior technical resource on a large number of public safety CAD/mobile data and records management systems projects, as well as PSAP and operations assessment initiatives.

Rob Sterner brings 14 years of public administration and public safety experience together with 7 years of executive level consulting experience. As a county project director he managed a \$68-million-dollar upgrade to the entire public safety infrastructure in York County, PA, which included a CAD/Mobile and RMS implementation. Additionally, as a consultant his experience includes 5 additional CAD/RMS assessments, procurements, and implementations of multiple systems.

Andrew Mesaros, ENP, CM brings more than 25 years of Information Technology experience focused on Public Safety client needs in automated systems application and system specification, procurement document development, and implementation oversight of mission critical computer based systems and networks. His experience includes over 20 CAD/RMS projects.



Rick Harrison, ENP brings more than 35 years of telecommunications experience in the public safety sector. His accomplishments include managing projects such as a CAD system development that resulted in the development of a national CAD product, initiating a text-to-911 program, and implementation of a P25 radio project. Rick has served as PSAP Operations Manager, Primary Supervisor, Assistant Supervisor and Dispatcher for Police, Fire and EMS.

Additional staff experience and qualifications as requested by the RFQ can be found in the Resume section provided later in MCP's qualifications.

4. Describe your firm's experience in providing like services including the number of years your firm has actively provided such services;

For over seven years, Mission Critical Partners has served as the industry leader in Public Safety Consulting supporting many Federal state and large county and city level projects across the country including the national 9-1-1 Program Office and the States of Texas, Nebraska, Kansas, Pennsylvania, Minnesota, and Virginia. Our team has unmatched depth and experience working with public safety agencies as a full service public safety consulting firm, offering *records management systems and mobile data system* assessment and design, requirements definition and specification development, contract negotiation, vendor selection and project implementation.

Furthermore, Mission Critical Partners has played a vital role in supporting NG9-1-1 at the national level through its work with the U.S. Department of Transportation's National 911 Program. Founded by Congress in 2004, the National 911 Program was created to provide a national focus for 911 services in the United States. At the national level, MCP has developed minimum training standards for telecommunicators, identified NG9-1-1 cybersecurity standards and develop 911 focused infrastructure risk assessment, developed "interstate playbook" to assist multiple states in ensuring state-to-state communications and data interoperability. Additionally, MCP monitored and reviewed 911 technical and operational standards, performed gap analyses of national and international 911 technical and operational standards and produced bi-monthly webinars to highlight the success of NG9-1-1 early adopters.

Mission Critical Partner's support for the National 911 program demonstrates our national perspective on Public Safety and E911/NG9-1-1 issues, specifically around technology, operations, policy/governance, and funding.

5. Vendor shall have a minimum of FIVE (5) years' experience

Beginning business operations on February 2, 2009, Mission Critical Partners has over seven years' experience in delivering public safety consulting services.



6. Provide a complete and current listing of all industry certifications, accreditations and affiliations your firm holds;

Mission Critical Partners' staff serve in key roles in all the major industry organizations, such as National Emergency Number Association (NENA), Association of Public-Safety Communications Officials-International (APCO), and Industry Council for Emergency Response Technologies (iCERT); and as advisors to key federal and state governmental bodies.

MCP currently has 33 NENA-certified ENPs having knowledge and practical skills in public safety planning and implementation. MCP also has 10 Project Management Institute (PMI)-certified PMPs.

7. Describe whether your firm has ever undergone an investigation by an outside agency pursuant to the filing of claims and describe the outcome of the investigation including ramifications to your firm or your firm's client cities.

Mission Critical Partners, Inc. has never been investigated by an outside agency.

FINANCIAL STATUS

Mission Critical Partners is a private corporation. We do not publish our financial statements outside the firm's ownership and are not bound to public disclosure requirements. Our financial statements are prepared using generally accepted accounting principles and reviewed by the Baker Tilly Virchow Krause, LLP. MCP affirmatively declares that there are no judgments, pending or expected litigation, or any other actual or potential financial reversals that could materially affect the viability or stability of Mission Critical Partners, Inc. or our ability to successfully perform the specified work.

B. FIRM SERVICES

1. Similar project-related services of the respondent to major work category identified in this RFQ;

Mission Critical Partners is the industry leader in Public Safety Consulting supporting many state and large county and city level projects across the country. The MCP team has unmatched depth and experience working with public safety agencies, offering **CAD, mobile data, records management and jail management system** assessment and design, requirements definition and specification development. Our experience includes identifying requirements and design specifications for interfaces to **record management solutions** such as the Firehouse products currently in use by City of Allen stakeholders. The MCP team specializes in vendor selection processes that are rigorous, but fair, and, further, specialize in serving as a trusted advisor to our clients during contract negotiations after vendor selection. We have skilled public safety practitioners that work side-by-side with our clients to test the systems during project implementation and ensure the system functions as designed after go-live.



Our goal is to work in partnership with the City team to conduct a detailed assessment and develop vendor neutral, performance based specifications that ensure that the systems procured offer technologically advanced functionality on a hardware/network infrastructure that provides high availability for these mission critical systems. MCP understands that this will be a major procurement and expense for the City and it is critically important that the procured systems are flexible enough to meet all current and future needs. The importance of this project to your mission is very clear to the MCP team, as our personnel have procured and deployed many of these systems as emergency communications professionals and as trusted consultant partners with our clients. Further, we will be with the City to ensure that this procurement is managed professionally, is the right system for the City and will serve emergency communications personnel, emergency responders and your citizens for years to come.

The MCP team has vast experience in implementing complex and multi-discipline technology systems for agencies across the country, having worked with large (Tier 1) vendors, mid-size and small vendors alike. We are proposing a very experienced project team from project management, CAD/Mobile Data/RMS/Jail Management subject matter experts and senior 9-1-1 operations subject matter experts. This balance is very important for the City's project because we can better identify your staff and field personnel requirements and then seamlessly translate them into technical specifications. The experience of our personnel in the field, behind the console, procuring and deploying systems and sitting at the table with public safety vendors provides the MCP team a unique advantage. We bring our proven record of success to the City and ensure that your project yields a cost effective solution within budget and on schedule.

As outlined in the project experience and reference sheets provided later in this statement of qualifications, MCP has extensive experience in all the key areas outlined in the City's RFQ.

Computer Aided Dispatch and Mobile Data Systems (MDS)

Mission Critical Partners personnel have developed specifications, written RFPs, conducted vendor evaluations, negotiated contracts and implemented dozens of CAD/MDS systems. From agencies as large as the City of Chicago to smaller dispatch operations such as Lancaster County, South Carolina, MCP personnel have a long history of delivering professional services with a track record of success, whether as public safety practitioners or consultants. MCP's seasoned professionals are familiar with all current CAD/MDS platforms being offered across the country and we have insight into vendor pricing, contract negotiation strategy and software capabilities unlike any of our competitors.

Law Enforcement Records

Mission Critical Partners has exceptional qualifications in law enforcement records and has several law enforcement professionals on staff. Most recently, MCP personnel worked with the County of Charleston, South Carolina, and the Pennsylvania State Police in procuring records management systems that included robust evidence and property management components.



Jail Management System

Mission Critical Partners personnel have extensive experience in developing specifications and RFPs that address our clients jail and inmate management system (JMS) needs. Most recently, MCP has successfully used these specifications to develop a RFP for the County of Charleston, South Carolina.

Fire and Emergency Medical Records

Mission Critical Partners has procured and implemented multiple systems that have interfaced with systems seamlessly. Most recently, MCP staff has written interface specifications and procured a CAD system that interfaced with fire records management and Electronic Patient Care Report (ePCR) for a consolidated emergency communication center in St. Charles, Illinois.

Geospatial/Geographic Information Systems (GIS)

Several individuals on the Mission Critical Partners staff specialize in GIS design, development and implementation. Our personnel have successfully deployed mapping solutions in both CAD and mobile data environments.

Computer Information Systems and Data Administration

Mission Critical Partners prides itself on developing robust information systems that meet the most stringent backup and recovery capabilities of our clients. 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 have adequate redundancy and resiliency to operate efficiently without failure.

2. Experience with the full range of responsibilities contemplated for this category;

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

The following is a brief overview of all Mission Critical Partners' offerings.

Operations and Facilities Practice Team

Mission Critical Partners brings more than 30 years of experience in planning, designing and integrating mission critical technology and operations into new and renovated facilities. We are passionate about creating environments, processes and systems with our clients; enabling them to excel at their life safety mission.



Our Operations Facilities Practice team applies hands-on experience with PSAPs, emergency operations centers (EOCs), network operations centers, security and call centers to develop a solution that best fits the client's needs **because the mission matters**. We are familiar with the requirements of mission critical facility architectural and engineering design and 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 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. MCP works closely with the client to develop the technology solutions, migration schedule and operations floor layout.



Shared Services and Consolidation

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

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

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

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

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Facility and Technology Design and Integration

Mission Critical Partners is familiar with 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. MCP works closely with the client to develop the technology solutions, migration schedule and operations floor layout that best meets their needs now and in the future.

Our team has a profound care for our clients, an indefatigable work ethic, and a proven record of success; we utilize industry leading intellectual capital to provide highly responsive, customized, solutions and strategies for our clients.

Network 9-1-1 Services

Mission Critical Partners staff has extensive experience with planning, designing, procuring, negotiating and implementing all Next Generation 9-1-1 (NG9-1-1) call delivery and processing elements. The public safety answering point (PSAP) environment will continually evolve with new technologies, processes and expectations. Mission Critical Partners' goal is to help our clients implement resilient and effective future-focused solutions that will enhance emergency response and result in better outcomes for public safety **because the mission matters.**



The MCP approach includes funding models, system life-cycle analysis, objectives, incident processing approach, network resources, and governance opportunities, in order to establish a thorough understanding of the unique PSAP environment.

Mission Critical Partners develops a plan for incident processing in the PSAP, incident dispatch and data management. MCP develops a comprehensive Master Plan for the agency or region and a conceptual design to NG9-1-1 deployment. The Master Plan considers all options and establishes timely deployment by incrementally upgrading technology and recommending policy, funding and governance modifications. Projects include, but are not limited to, master planning, design and procurement support of a wide variety of communications networks, including Internet Protocol (IP) based networks, such as Emergency Services Internet (ESInet).



Radio Wireless Services

Mission Critical Partners has a staff of highly qualified radio experts with varied backgrounds ranging from technicians in large municipal radio systems to persons holding electrical engineering degrees. However, all of our staff have one thing in common – first-hand knowledge and experience as public safety users of two-way radios. This unique combination of experience and education brings you a team dedicated to the success of your project.



Our team approaches your project with only one task in mind – your success. This is accomplished through our unique approach that determines your operational needs and designs a radio network around your needs and budget. Many agencies have operational 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**. Mission Critical Partners' staff works tirelessly to provide the guidance necessary for our clients to obtain the most capable, reliable and affordable communications systems, custom designed for their needs and budgets. Projects include, but are not limited to, operational and technical assessments, procurement support, Federal Communications Commission (FCC) licensing, performance acceptance testing and FirstNet support.

Executive Consulting Services

MCP partners with clients to develop customized technical and operational solutions for life safety communications **because the mission matters**. Our staff has extensive experience serving in public sector and public safety management roles and applies that depth of real-world knowledge to advocating for our clients. Through our first-hand experience, we have earned the reputation for being accountable, prudent, persistent, progressive and reliable problem solvers.

Mission Critical Partners provides 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. In developing a strategic plan, MCP incorporates master planning, organizational structuring, hiring assistance, fiscal planning, operations and technology and policy solutions. By seeking to understand and assembling a strategy that serves as a guide, Mission Critical Partners is able to execute a comprehensive, tactical approach that addresses all elements 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 evaluate the unique challenges that stand in the way of achieving success. Mission Critical Partners mitigates 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, Mission Critical Partners works 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.

Lifecycle Management Services

Mission Critical Partners helps our client's manage and protect their communications systems and facilities long after the project closes. Our holistic approach to managed services ensures that clients realize maximum value from their 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 client's goals, not their vendors, by applying a technology-independent approach.

With Mission Critical Partner's 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 them drive return from their investments while reducing their operating expenses.

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

- Network management services
- Building and site management services
- Data management services

STAFFING

3. Pertinent related professional experience of the firm and the potential persons who could be assigned to the work (potential project managers and support staff);

Mission Critical Partners recognizes that as a consulting firm, our corporate capabilities are directly dependent on the capabilities and experience of our staff. MCP has assembled one of the most experienced and knowledgeable teams in the country. A synopsis of the resumes highlighting the requested qualifications are provided below.

Mission Critical Partners' experience with RMS and public safety software goes beyond a simple "working knowledge" level of understanding. Our experts are working every day to improve and implement new technology solutions for our clients across the nation. Our technologists and operations consultants stay abreast of current offerings and changes within the community, and we share this knowledge and insight with our clients.



MCP has identified the key team members from our staff that we plan to assign to this important project. Each of these team members brings a unique skill set and depth of experience in RMS, 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.

Additionally, the MCP Team includes **more than 85 subject matter experts** across all disciplines involved in this project. 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

RESUMES

Resumes highlighting the qualifications of the Mission Critical Partners team can be found on the following pages.



Leonard F. Kowalski, MBA, PMP
Senior Program Manager

Len brings more than 30 years of engineering, operations, automated systems/IT and project management experience to the team. Len has led government and commercial projects specializing in the application of information technology to business and public safety operations. He managed operations and technical delivery for a business unit start-up including growth to a 150 person staff. His background includes an MBA from Carnegie Mellon University, building on a Civil Engineering bachelor's degree and rounded out with certification as a Project Management Professional (PMP.)

Len's professional experience began with five years of civil engineering analytical and field construction work in the nuclear utility market. Obtaining an MBA, he focused on operations and project management, particularly of data and automated systems. For the last 25+ years he has committed to public safety and emergency preparedness. Len developed a data management system to track airfield safety inspections at major airports (e.g., SFO, JFK, EWR and LGA). His operations background was applied in developing plans and programs for nuclear utility emergency response and the Chemical Stockpile Emergency Preparedness Program (CSEPP). Len oversaw operations of a company division's growth from 3 to a 150 person staff. He continued to address data and applications implementation for CAD and records management. He managed a wireless wide-area network (WWAN) implementation connecting six counties in North Central Pennsylvania and integrated that network into the statewide public safety radio network. He led a federal services group guiding the implementation of regional WANs as well as support for National Guard Bureau integrated communications for its Homeland Defense/Civil Support mission.

Professional Experience

- Charleston County SC enterprise Public Safety Systems requirements definition and procurement support, including Jail Management (JMS), Records Management (RMS), Field-Based Reporting (FBR) and Computer Aided Dispatch (CAD) systems
- Program Management for Emergency Communications support of the CSEPP project for the Army and FEMA
- Union County NJ 9-1-1 PSAP consolidation assessment, planning and implementation including Customer Premise Equipment (CPE) and radio console procurement
- Facility programming for new Pennsylvania Emergency Management Agency (PEMA) headquarters and EOC
- Washington Metro Area Transit Auth. (WMATA) Police Communications Center facility design and transition planning
- PA Region 13 Terrorism Task Force Fusion Center ConOps Planning
- PA Region 13 Communications Planning and Hazard Vulnerability Assessment
- Erie County, PA – CAD implementation and mobile data deployment analysis and project management
- Forensic analysis of services and technology infrastructure for mission critical systems
- Intelligent Transportation Systems planning and integration
- 9-1-1 systems and facilities consulting and integration
- 9-1-1 systems consulting and integration management for radio and public safety data management services
- Computer Aided Dispatch (CAD) / Records Management System (RMS) requirements definition, procurement and implementation, including projects in Pennsylvania, Tennessee, New York, Florida, and North and South Carolina.
- Transportation study of rock fuel delivery methods – risk analysis and recommendations

Education

BS, University of Pittsburgh at Johnstown, 1978, Civil Engineering Technology
MBA, Carnegie Mellon University, 1985, Industrial Administration / Operations

Certifications

- PMP, Project Management Professional

Affiliations

- National Emergency Number Association (NENA)
- Association of Public-Safety Communications Officials International (APCO)
- Project Management Institute (PMI)

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David F. Jones, ENP

Senior Vice President and Principal

David is a Senior Vice President with Mission Critical Partners, Inc. and is based in the Dallas/Fort Worth area. David provides executive-level consultative services and expertise on matters related to Next Generation 9-1-1, government affairs, public policy, and legislation. He is an internationally known subject matter expert on 9-1-1, Next Generation 9-1-1 (NG9-1-1), and emergency services. He has advocated for emergency services-related issues throughout North America, as well as in India, Brazil and Iceland. While serving as president of the National Emergency Number Association (NENA), he testified before the United States Senate Commerce Committee on issues pertaining to Enhanced 9-1-1 (E9-1-1) and next generation telecommunications networks. David was among the first in the nation to be certified as an Emergency Number Professional (ENP) and has more than 30 years of experience in the public sector having administered, directed, managed, and operated emergency service agencies and 9-1-1 departments.

Professional Experience

Executive-level consultative services and program management experience with the following clients:

- Texas Commission on State Emergency Communications (CSEC)—Emergency Services IP Network (ESInet) facilitation and plan
- East Central Texas Council of Governments—Regional feasibility study
- State of Arizona—9-1-1 managed services technology review
- North Central Texas Council of Governments (NCTCOG), Texas—9-1-1 master planning, geographic information system (GIS) assessment, NG9-1-1 implementation, public safety answering point (PSAP) feasibility study, 9-1-1 database management, project management support
- Lubbock Emergency Communication District, Texas—9-1-1 consulting
- Calhoun County/Talladega County, Alabama—Radio system governance and related legislation
- State of Colorado 9-1-1 Resource Center—NG9-1-1 system review
- State of Minnesota, Department of Public Safety, Emergency Communications Networks—Statewide 9-1-1 implementation, public safety technology support, procurement support
- DuPage Public Safety Communications (DU-COMM), Suburban Chicago—PSAP operations
- Terrell, Texas—Radio assessment
- Tarrant County 9-1-1 District, Texas—Customer premise equipment (CPE), equipment review and implementation, Regional Interoperability Communications Committee (RICC) Study
- Charleston County Government, South Carolina—Public safety system review, ESInet
- Shelby County 9-1-1 District, Tennessee
 - Memphis Police Department—Computer-aided dispatch (CAD) consulting, automatic vehicle location (AVL) procurement assistance, radio procurement
- Tennessee Emergency Communications Board—Technology consulting
- State of Nebraska Public Safety Commission—NG9-1-1 study, professional general consulting
- Houston Galveston Area Council of Government (HGAC)—NG9-1-1 assessment

Education

Bachelor of Arts – Political Science, Wichita State University

Certifications and Affiliations

- Emergency Number Professional (ENP)
- National Emergency Number Association (NENA)
 - President, 2005–2006
 - NENA Executive Board 2001–2007
- Association of Public-Safety Communications Officials (APCO)
- iCERT Policy Committee

Awards

- “Order of the Palmetto”* award presented by the Governor of South Carolina, in October 2005,
- The highest civilian award in the State, presented for “...efforts to improve emergency services and communications in the community of Spartanburg and throughout the state of South Carolina”



Sidney M. McConahy, ENP, PMP
Senior Project Manager

Sid is a Senior Project Manager with Mission Critical Partners, Inc. He has been actively involved with emergency services for the past 25 years. While in Mifflin County, Pennsylvania, he was instrumental in creating a partial-paid EMS service from a total volunteer service, which continues to set a standard for pre-hospital care. He established a centralized countywide 9-1-1 communication center from four individual centers, as well as establishing a common countywide radio system for interoperability capabilities. Sid led the County into the age of computer-aided dispatch, which involved the readdress of the county from a rural address system to an assigned street address system; served as the County Deputy EMA Coordinator and Acting Coordinator; and helped in the pro-active consolidation of two fire companies into one organization to achieve operational efficiency.

Professional Experience

- Pennsylvania Emergency Management Agency (PEMA) – State EOC programming, planning, system integration, procurement and implementation
- Cumberland County Pennsylvania – Project Manager for migration planning, commissioning of systems and operations for new Countywide PSAP and EOC, transition planning
- Mifflin County, Pennsylvania – Solicit, review and implementation of a CAD System
- Perry County, Pennsylvania – Project Manager supporting, implementation of a CAD System, wireline/wireless plan submission assistance; procurement and implementation support and general consulting
- Fulton County, Pennsylvania – Project Manager, supporting implementation of a CAD System facility assessment, procurement and implementation assistance; general consulting
- Morris County, New Jersey – Engineering design services for countywide public safety complex (telecommunications/security/technology and facility integration)
- Bedford County, Pennsylvania – Facility transition, procurement and implementation support, consulting
- State of Maine – Statewide review of protocol use/effectiveness of quality assurance, certification systems
- Armstrong County, Pennsylvania – Feasibility study planning services
- State of Pennsylvania – Wireless PSAP assessment, regional 9-1-1 deployment manager, statewide technical audit
- Franklin County, Pennsylvania – Wireline/wireless plan submission assistance; 400 MHz trunked radio system implementation
- State of Maryland & State of Missouri – Next Generation PSAP assessment
- Adams County, Pennsylvania – Project Manager, 800 MHz trunked radio system development, procurement and implementation
- Crawford County, Pennsylvania – PSAP assessment, facility evaluations for future PSAP
- Bradford County, Pennsylvania – EMA/9-1-1 Executive Director hiring assistance
- Juniata County, Pennsylvania – General consulting; site-specific wireless accuracy testing services, design and procurement support; project management and implementation support
- Union County, Pennsylvania – General consulting
- Wayne County, Pennsylvania – 9-1-1 network assessment and recommendations
-

Education

Mifflin-Juniata Vocational School, Lewistown, Pennsylvania, Electronics
Associate, Harrisburg Area Community College, Harrisburg, Pennsylvania, 1999, Paramedic

Certifications

- Emergency Number Professional (ENP)
- FEMA Emergency Program Manager
- Certified Firefighter I – Commonwealth of PA
- Project Management Professional (PMP)
- FEMA ICS 100, 700, 800

Affiliations

- National Emergency Number Association (NENA)
- Associated Public Safety Communications Officials (APCO)
- Keystone Emergency Management Association (KEMA)
- Member, NENA-ENP Study Group

Awards

- 1996 PA State Jaycees Outstanding Firefighter
- 1996 Mifflin County Jaycees Outstanding Firefighter
- 1990 Fame Fire Company Earl J. McMillian Award
- 1989 Fame Fire Company John C. Snyder Award

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Richard P. Gaston, CEM

Project Manager

Richard is a Project Manager for Mission Critical Partners. He offers over 25 years of practical public safety experience spanning law enforcement, fire protection, emergency medical services, emergency management, and business continuity management. Richard has managed public safety agencies at the county and municipal level including serving as the Chief Fire Marshal for Travis County (Austin) TX. He was directly involved in supporting the mass-care operations in Houston in response to Hurricane Katrina. He also participated in directing the evacuation of the Houston region in response to Hurricane Rita. He has managed significant client projects involving security and vulnerability assessments, emergency planning, training, and exercise programs. Richard has maintained accreditation as a Certified Emergency Manager (CEM) through the International Association of Emergency Managers since 1994.

Project Experience

- US Coast Guard, Sector Delaware Bay; Business Continuity Specialist – Coordinated the development of the Strategic Risk Management Plan (SRMP), that identified risks, gaps, vulnerabilities, and inter-dependencies between the public and private sector maritime organizations
- US Coast Guard, Sectors Lake Michigan and Lower Mississippi River; Business Continuity Specialist
Led the development of the Trade Resumption and Resiliency Plan (TRRP) that defined the roles, responsibilities, and interdependencies necessary to maintain essential port operations and to recover from terrorist attacks or natural disasters
- U. S. Health and Human Services, National Institutes of Health (NIH) Threat and Risk Assessment Team
Served on the team responsible for the assessing security systems, policies and procedures of the National Emerging Infectious Disease laboratory in Boston, MA
- NIH Transportation Vulnerability Assessment Team – Served as a member of the team responsible for assessing the risks associated with the transportation of laboratory personnel from Fort Detrick, MD potentially exposed to infectious agents
- Harris County, Texas, Emergency Operations Plan; Project Manager – Managed the revision of the county Emergency Operations Plan to address deficiencies identified during the region's response to Hurricane Katrina evacuee sheltering and Hurricane Rita evacuation efforts
- Harris County, Texas, Urban Area Security Initiative (UASI) Regional Response Plan; Project Manager
Managed the project team responsible for designing and drafting a regional emergency response and resource coordination plan for Houston UASI jurisdictions
- Portland, Oregon UASI Regional Response Plan; Project Manager – Managed the project team responsible for designing and drafting a regional emergency response and resource coordination plan for Portland UASI jurisdictions
- Houston Ship Channel Security Assessment; Project Manager – Directed the team responsible for conducting security and vulnerability assessments of the 35-mile ship channel to identify security gaps and deficiencies
- State of New York Department of Health; Project Manager – Directed the design, delivery, and assessment of the state-wide Strategic National Stockpile planning, training, and exercise program
- State of Oregon Department of Health and Human Services; Project Manager – Directed the design and delivery of the state's Strategic National Stockpile (SNS) training and exercise program
- State of Alabama Department of Public Health; Project Manager – Directed the design and delivery of the state's SNS training and exercise program
- State of New Mexico Department of Agriculture; Project Manager and Exercise Director – Directed the design and delivery of multi-day full-scale exercise program that involved over 110 participants from federal, state and local agencies

Education

B.S., Emergency Administration and Planning, University of North Texas, 1992

Certifications

- Certified Emergency Manager (CEM)
- Certified Functional Continuity Professional (CFCP)
- Master Peace Officer and Law Enforcement Instructor
- Firefighter, Fire Service Instructor, Fire Investigator
- Emergency Medical Technician, EMS Instructor
- Hazardous Materials Technician
- National Incident Management System (NIMS) Instructor

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Maura R. Hickey, ENP
Project Manager

Maura is a Project Manager with Mission Critical Partners, Inc. With over 20 years in the Public Safety Communications field, she brings extensive experience in facilitating successful project/team implementation techniques. As a former PSAP Manager and Project Manager, Maura has a proven ability in project analysis, project coordination and project implementation.

Professional Experience

- State of Nebraska – Statewide Emergency Telephone Communications Infrastructure Assessment
- Shelby County, TN 9-1-1 District
 - Memphis Police Department CAD RFP development
 - Shelby County Sheriff and Shelby County Fire CAD RFP development
 - Memphis Police Department CAD upgrade implementation
 - Shelby County Sheriff and Shelby County fire CAD implementation
- North Central Texas Council of Governments (NCTCOG)
 - Managed implementation of various NG911 projects. Noted for the successful implementation of NCTCOG geo-diverse multi-node system consisting of 140 positions with advanced data and call handling applications
 - Feasibility study of a regional backup PSAP facility
 - NCTCOG COOP Table Top Exercise Evaluator
- Memphis Police Department Law Enforcement Event Video Documentation System
 - Memphis Police Department LEEVD RFP Development
- DuPage ETSB Consolidation Study
 - Consolidation Study Assessment and Recommendations
- State of Tennessee Emergency Communications Board
 - Training and Career Path Assessment and Recommendations
- Hays County Collocation Assistance
 - Development of Implementation Plans for countywide 911 center collocation

Related Experience

- Montreal, Quebec –Project Manager
 - Managed the successful delivery of project requirements per RFP/contracts
 - Negotiated contract requirements versus customer objectives
- DeSoto, Texas – Southwest Regional Communications Center, Communications Manager
 - Managed state-of-the-art PSAP consisting of 27 direct report employees
 - CAD/RMS/MDT system administrator
 - Managed the training program, scheduling, mentoring and developing of supervisors
- City of Arlington, Texas – Communications Supervisor - Training Coordinator
 - Managed the Public Safety Basic Academy which trained new 9-1-1 operators/dispatchers
 - Functioned as liaison to PD/Fire/EMS departments on operations, procedures and policies

Specialized Training and Experience

- Computer Aided Dispatch (CAD) Administrator
- Project Management Fundamentals
- Record Management System (RMS) Administrator
- Radio System Administration
- PSAP Management

Education

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

Certifications

- National Emergency Number Association (NENA)
- Emergency Number Professional (ENP)
- Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE)
 - Basic Instructor; Advanced Telecommunicator

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Marc E. Berryman, ENP
Senior Project Manager

Marc is a Senior Project Manager for Mission Critical Partners, Inc. He is a widely recognized expert in the development, utilization and application of GIS and relational database systems into 9-1-1 and public safety systems. He has served as a GIS consultant for over 20 years and has been involved in management and coordination of projects ranging from regional mapping and data sharing, wireless Phase II implementation to maintaining the GIS data for the Greater Harris County 9-1-1 Emergency Network and the Houston Emergency Center's CAD systems in Texas. Marc possesses the ability to communicate with both management and technical staff enabling successful partnerships with local, regional, and national agencies.

Professional Experience

- Texas Commission on State Emergency Communications (CSEC), Austin, TX – Facilitation, plan development and implementation of state-level ESInet and NG9-1-1 services
- Houston Galveston Area Council of Government's (HGAC), Houston, TX – NG9-1-1 assessment, GIS strategic planning, performance metrics and objectives including SOP development
- North Central Texas Council of Governments (NCTCOG), Arlington, TX – Master Planning, GIS Assessment, NG9-1-1 implementation, 9-1-1 database management, project management support, public safety data development, processes, procedures, SOPs and best practices
- Central Texas Council of Governments (CTCOG), Belton, TX – 9-1-1 and NG9-1-1 Regional Governance, metrics and SOP development for improving database data quality, integrity and measuring success
- State of Minnesota, Department of Public Safety, Emergency Communications Networks, Minneapolis, MN – Statewide 9-1-1 implementation, Public Safety technology support, GIS statewide database development
- Virginia Information Technology Agency (VITA) – NG9-1-1 planning and support
- DuPage Public Safety Communications (DU-COMM), Chicago – PSAP operations support
- Pennsylvania Emergency Management Agency (PEMA) – Statewide NG9-1-1 strategy
- State of Kansas 9-1-1 Coordinating Council – NG9-1-1 Pilot Project Strategy, Strategic Plan and Statewide GIS Standards development
- Brazos Valley Council of Governments (BVCOG), TX – 9-1-1 data strategic planning
- Heart of Texas Council of Governments (HOTCOG), TX – Governance, metrics and SOP development for database data quality, integrity and assurance and recommended best practices
- Jefferson County Emergency Communications Association (JCECA), CO – Regionalization and resource sharing study of participating public safety entities to streamline cost and improve levels of service

Project Experience

- Houston, Texas – Greater Harris County 911 Emergency Communication District; GIS Manager/GIS Engineer
 - Integrated Houston Police and Fire departments' CAD systems into one integrated CAD system
 - Led Texas Statewide 9-1-1 Geodatabase schema development
- City of Houston, Texas – Developed and implemented migration of CAD data into enterprise-wide GIS system
- Texas Dept. of Information Resources (DIR), Texas State GIS Coordinator
 - Led Texas Statewide Geographic Information Systems Implementation Plan
 - Led proof of concept for sharing local, regional, state and federal information and data
 - Led development of the Wetlands Resources Database project

Education

M.S., Geographic Information Systems, Texas State University
B.S., Geology, Eastern Kentucky University

Certifications

- Emergency Number Professional (ENP)

Affiliations

- NENA Strategic Advisor, Development Steering Committee; NENA Leadership Committee; NENA Certified Instructor
- Chair – GIS Data Model for NG9-1-1 Working Group

Publications

- "NENA Addressing Systems: A Training Guide for 9-1-1," Arlington, VA NENA



Robert Horne, ENP

Communications Consultant

As a Communications Consultant with Mission Critical Partners, Inc., Robert brings more than 20 years of program management experience in Geospatial Information Systems (GIS) with a focus on public safety, law enforcement and intelligence. He led and managed multi-million dollar implementations of GIS technology at the federal, state and local level; and is familiar with the process of integrating these systems and data into emergency operations centers, fire and police command centers and fusion centers.

Professional Experience

- Responsible for performing strategic consulting tasks for local government clients, including information gathering, needs analysis, applications definition, implementation planning, data modeling and business process reengineering / standard operating procedures development
- Perform project/program management and apply extensive knowledge of quality assurance, ESRI, Microsoft, AutoDesk, and imaging software products, database design and development, and system architecture
- Supervised multiple teams of GIS analysts and interns using ESRI software
- Responsible for hardware, software and services budget including procurement and contract development and review
- Responsible for creating and maintaining GIS programs in Florida, Tennessee and Washington, DC
- Served as network administrator and systems administrator for two mid-sized local governments

Project Experience

- State of Missouri – National public safety broadband network planning activities
- State of Michigan – National public safety broadband network planning activities
- State of Arizona – National public safety broadband network planning activities
- State of New Hampshire – National public safety broadband network planning activities
- Washington, DC – Washington Regional Threat Analysis Center (WRTAC)
 - Created and managed first ever geospatial intelligence program in DC
 - Provided FOUO and Classified analysis of law enforcement, health and homeland security data
- Washington, DC – Homeland Security and Emergency Management Agency (HSEMA)
 - Developed GIS for EMA program in 2002 and managed team of 18 analysts through 2014
- National Capital Region (NCR) Urban Area Security Initiative (UASI) Council of Governments (COG)
 - Developed and managed the NCR Geospatial Data Exchange (GDX) for real time emergency geospatial data sharing across the region
- Franklin, TN – Intelligent Traffic Management Center
 - Developed planning data and design specs for bus rapid transit system
- Eastern United States – GIS needs analysis and implementation planning
 - Pennsylvania Emergency Management Agency (PEMA)
 - North Central Texas Council of Governments (NCTCOG)
 - Virginia Information Technologies Agency (VITA)
 - New York City Parks and Planning GIS
 - City of Raleigh, NC
 - Stafford County, VA
 - Washington, DC - DDOT, HSEMA, Fusion Center
 - Horry County, SC
 - Franklin, TN
 - Ocoee, FL

Education

Bachelor of Science, Computer Science, Business Information Systems, Columbia Southern University

Certifications

- FEMA Emergency Management Institute Certified Emergency Operations Center Manager
- Disaster Recovery Operations (G385) "Train the Trainer" Certification, State of Florida

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Robert J. Scott, PMP
Project Manager

Bob is a Project Manager with Mission Critical Partners, Inc. (MCP). He brings over 30 years of emergency communications experience to MCP. Having served Pennsylvania State Police (PSP) for 26 years, he had the opportunity to serve as a project manager for many large public safety technology projects and was privileged to leverage that experience into a successful career as a public safety consultant/project manager. For nearly 5 years in the private sector, Bob has led and been a senior technical resource on a large number of public safety projects including public safety radio systems, computer aided dispatch (CAD)/mobile data and records management systems, as well as PSAP consolidation initiatives.

Professional Experience

- Adams County PA – 800 MHz Public Safety Radio System
 - Negotiated three separate contracts with Motorola, Alcatel-Lucent and JG Contracting
 - Served as project manager in oversight and acquisition of 19 co-locate and raw land tower sites
 - Developed countywide training and rollout plan
 - Conducted radio coverage testing and participated in system go-live in October 2015
- Tri-Com Central Dispatch, St. Charles, IL – CAD/Mobile Data Procurement
 - Served as project manager and conducted a comprehensive CAD/Mobile Data systems assessment
 - Prepared a detailed request for proposal (RFP) identifying client's system and operational requirements
 - Conducted rigorous evaluation leading to vendor selection
 - Served as chief negotiator on behalf of client throughout contract negotiations
- Ontario County NY – 700 MHz Public Safety Radio System
 - Served as project manager in deployment of radio interoperability layer augmenting 700 MHz system
 - Managed acquisition of two new radio sites to extend coverage into the City of Geneva
 - Oversight of frequency licensing and data gathering for grant documentation
- Pennsylvania State Police – Records Management, Computer Aided Dispatch/Mobile Data Systems Project
 - Served as project manager for PSP's RMS/CAD/Mobile Data System Project
 - Prepared comprehensive set of functional requirements and developed RFP for publication
 - Managed a rigorous vendor evaluation which led to vendor selection
- City of Chicago – CAD/Mobile Data System Assessment and RFP Development
 - Working with the prime contractor, conducted a comprehensive assessment of Chicago's CAD environment, dispatch operations and mobile computer environment
 - Authored RFP outline and wrote significant portion of RFP content
 - Authored associated project documents providing guidance on the City's Professional Services Agreement, as well as a mobile hardware procurement and deployment strategy
- State of Ohio – Statewide E911 PSAP Consolidation Assessment
 - Served as lead technical writer for E911 PSAP Consolidation Assessment Report
 - Conducted numerous PSAP site visits interviewing PSAP directors and dispatch staff
 - Conducted stakeholder presentations at town hall meetings throughout Ohio
- State of Connecticut – Statewide PSAP Consolidation Feasibility Study
 - Served as lead technical writer for PSAP Consolidation Feasibility Study
 - Conduct PSAP site visits throughout Connecticut interviewing PSAP directors and dispatch staff
 - Presented final report and PowerPoint presentation to statewide audience of 250 stakeholders
- Lancaster County SC – PSAP Consolidation/Staffing Analysis and CAD/Mobile Data System Procurement
 - Conducted assessment of consolidation of emergency dispatching within Lancaster County and prepared a staffing analysis for new consolidated center
 - Directed functional requirements gathering and authored CAD/Mobile Data RFP for publication
 - Completed comprehensive vendor evaluation and selection
 - Served as chief contractor negotiator on behalf of Lancaster County

Education/Training

Pennsylvania State Police Academy, 1985
BS, Criminal Justice – University of Scranton, 1983

Certifications

Project Management Professional Certification, 2011

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Robert H. Sterner, Jr.

Vice President of Business Development

Rob is Vice President of Business Development with Mission Critical Partners, Inc. As a former County Director, 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's technology services to assist clients in state and county government markets. Rob is a proven communicator who maintains direct contact with public safety clients to resolve project issues. Rob has also served as a key staff member in the U.S. House of Representatives and Pennsylvania Senate.

Relevant Project Experience

- Provided oversight of client satisfaction of deliverables and service for complex public safety projects
 - ESInet Project (10 counties and cities) – Northeastern Pennsylvania
 - Customer premises equipment (CPE) replacements – Blair and York counties, PA
 - Land Mobile Radio (LMR) Projects
 - Adams County, PA
 - Armstrong County, PA
 - Berks County, PA
 - Bucks County, PA
 - Indiana County, PA
 - Schuylkill County, PA
 - Union County, PA
- York County, PA
 - Project/Fiscal Services Manager
 - Served as Deputy County Administrator
 - Provided oversight of County budget process
 - Project management of all capital projects
 - Oversight of grant coordination, purchasing and the Center for Traffic Safety
 - Director, Emergency Services Center Project
 - Directed Comprehensive upgrade of the County's Public Safety Communications infrastructure (New Emergency Services Center Facility, 24 site P25-LMR, CPE, Computer Aided Dispatch)
 - Served as Liaison between the County and municipal governments for public safety

Professional Experience

- Pennsylvania DCED, Governor's Center for Local Government Services
 - Local Government Policy Specialist
- Pennsylvania Department of Labor and Industry
 - Executive Assistant for Safety and Labor Management Relations
 - Division Chief, Bureau of PENNSAFE
- U.S. House of Representatives, Committee on Education and the Workforce
 - Oversight/Professional Staff
- Senate of Pennsylvania
 - Legislative Assistant
- United States Army Reserve
 - Nuclear Biological and Chemical Warfare Non-Commissioned Officer

Education

Bachelor of the Arts, Government/Public Administration Concentration, York College of Pennsylvania

Affiliations

- National Emergency Number Association (NENA)
- Association of Public-Safety Communications Officials (APCO)



Andrew T. Mesaros, ENP, CM
Technology Specialist

As a Technology Specialist with Mission Critical Partners, Inc., Andrew brings more than 25 years of Information Technology experience focused on Public Safety client needs in Computer Aided Dispatch (CAD) application and system specification, procurement document development, procurement, and implementation oversight of mission critical computer based systems and networks.

Professional Experience

- Technical Specialist for City, County and State emergency call centers in the documentation, procurement and implementation of computer based emergency vehicle dispatching, 9-1-1 telephone, voice recording and radio systems
- Managed clients ranging from single position to a multi-site statewide telephone network
- Developed Request for Proposals
- Conducted business needs assessments generating agency specific system specifications
- Managed system procurement and implementation
- Cost analysis
- Contract negotiation and management
- Vendor oversight
- Documentation and report writing

Related Experience

- Shelby County, TN 911 District – CAD RFP development, procurement, support and implementation oversight for Memphis Police Department, Shelby County Sheriff and Shelby County Fire Departments
- City of Memphis, TN Police Department – Body Worn Camera, In-Car Video and AVL solution RFP development and procurement support
- County of Charleston, SC – Procurement support in finalizing RFP for Public Safety Systems
- Nash County, NC – Center Functionality Assessment
- Rockingham County, NC – RMS Consolidation oversight
- City of Columbus, OH – Information Technology Account Manager, Department of Technology
 - Managed the technology requirements and performed technology related purchasing
 - Supervised technical staff supporting IT needs for the Department of Public Safety
 - Responsible for budget development and purchasing approval
 - Developed and maintained Service Level Agreements and Statements of Work
 - Client relationship and project management
- City of Columbus, OH – Information System Manager, Department of Public Safety
 - Provided operation and support for E9-1-1 call taking and emergency vehicle dispatching application, workstations, servers and peripherals for the Police and Fire Communications Center
 - Responsible for CAD system application and hardware implementation, support and maintenance
 - Developed, installed and maintained a UNIX/Oracle based LAN Data Warehouse
 - Responsible for project management, technical team supervision and report writing

Education

- University of Pittsburgh, PA
- M.S. Telecommunications
 - B.S. Computer Science
 - B.S. Biophysics and Microbiology

Certifications

- Emergency Number Professional (ENP)
- Certified Manager (CM)

Affiliations

- National Emergency Number Association (NENA)
- Institute of Certified Professional Managers (ICPM)
- Highland Volunteer Fire Department – Pro-board certified Firefighter and Association Secretary

MissionCriticalPartners



Richard B. Harrison, ENP

Technology Specialist

As a Technology Specialist with Mission Critical Partners, Inc., Richard brings more than 35 years of telecommunications experience in the public safety sector. His accomplishments include managing projects such as a computer-aided dispatch (CAD) system development that resulted in a national product, initiating a text-to-911 program, and implementation of a Project 25 (P25) radio project.

Professional Experience

- Pennsylvania Emergency Management Agency (PEMA) – Supported data gathering and reporting for statewide PSAP Assessment
- Lancaster County-Wide Communications, Lancaster, Pennsylvania
 - 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 public safety answering point (PSAP) move to another location
 - Knowledgeable with Family and Medical Leave Act (FMLA), Americans with Disabilities Act (ADA) and Human Resources (HR) procedures
 - Oversaw the public relations/education division and filled in when necessary at events
 - Developed Field Communications vehicle and subsequent policies for response
 - Assisted in the development of three different CAD systems
 - Assisted in the delivery of a texting program to 9-1-1 through Crime Stoppers initiated prior to text-to-9-1-1 being implemented
 - Handled complete renovation of a main 9-1-1 center including procuring furniture and designing the room layout to best fit the needs of staff
 - Fulfilled numerous speaking engagements at Township Commissioner and Borough Council meetings with emphasis on educating attendees on emergency service/ 9-1-1 issues
 - Assisted with the rebuild of a back-up center which is a complete functional center
 - Worked extensively on a P25 radio project from development of infrastructure to subscriber equipment to code plug development

Awards/Accomplishments

- Emergency Number Professional (ENP)
- Certified Pennsylvania 9-1-1 Supervisor
- Emergency Health Services Federation Star of Life Award
- Emergency Management Certification
- Eden Fire Company Life Membership

Education

York College, Pennsylvania, Criminal Justice studies,
Numerous supervision, management and dispatch training courses

Affiliations

- Association of Public Safety Communications Officials (APCO) Member
- National Emergency Number Association (NENA) Member
- South Central Task Force Communications Sub-Committee Member
- NAEMD member – advanced certification
- Board Member Lancaster County Fire Chiefs – Present Treasurer
- Lancaster City/County Crime Stoppers



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- 1. Performance on prior projects (please provide project description along with project cost, completion date, names of proposed team members involved in the project, name of the client, contact person, phone number for contact person)***

Examples of Mission Critical Partner's prior project performance can be found on the following pages.

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CLIENT: City of Highland Village, Texas

SERVICES PROVIDED: Radio, Technology, and Facility Assessment

PROJECT COST: \$150,085

TEAM MEMBERS: David Jones
Maura Hickey
Richard Gaston

PROJECT DATES: March 2015 to Present

CLIENT CONTACT: Michael Leavitt, City Manager
972-899-5131
mleavitt@highlandvillage.org



CHALLENGE: The City of Highland Village (City) contracts with a neighboring municipality for the provision of radio services on an 800 MHz trunked system. Highland Village police and fire personnel experienced numerous issues related to system coverage within the City, which included a computer aided dispatch (CAD) system nearing end of life and a public safety communication center in need of a refresh to include replacement and expansion of console workstations and security enhancements.

SOLUTION: Mission Critical Partners, Inc. (MCP) was retained to conduct a complete assessment of the public safety communications system, beginning with a study to identify the radio system user needs and requirements. The process included conducting user interviews to obtain input on gaps and deficiencies and an assessment of coverage offered by existing systems and a conceptual City system. In addition, MCP worked with City staff to define the needs for a replacement CAD system and upgraded public safety communications Center.

KEY RESULT: MCP produced a report that included five options to improve radio coverage within the City. City public safety officials elected to build a new municipal 800 MHz radio system that would be linked to the Denton County Motorola core. MCP is supporting the implementation of a new 800 MHz radio system, acquisition and implementation of a new CAD system, and the replacement of console workstations and security enhancements to harden the communications center. The process included obtaining four 700 MHz frequencies through the FCC; working to define the technical requirements and cost associated with the implementation of a six channel 800 MHz Phase 2 ASR site.

MCP worked closely with City staff to define the needs of a new CAD system that yielded a list of over 1,600 CAD technical requirements. MCP is working with the selected CAD vendor to assure that the proposed system meets or exceeds the City's requirements. Contract award is anticipated to occur in December of 2015. Implementation should take approximately seven months and be completed by August 2016.

MCP conducted an assessment of the public safety communications center that is located within and managed by the Police Department. MCP is supporting the reconfiguration of the communication center that includes the replacement of dispatch console furniture, the expansion of operator positions, and physical security enhancements.



CLIENT:	Tarrant County 9-1-1 Emergency Assistance District, Texas
SERVICES PROVIDED:	9-1-1 Customer Premises Equipment Procurement and Consulting
PROJECT COST:	\$1,329,606.75
PROJECT DATES:	June 2012 to Present
TEAM MEMBERS:	Maura Hickey David Jones
CLIENT CONTACT:	Greg Petrey, Executive Director 817-820-1188 GPetrey@tc911.org



CHALLENGE: The 9-1-1 District of Tarrant County (District) planned migration to new 9-1-1 Customer Premise Equipment (CPE) that will meet today's need, migrate to next generation network methodologies and leverage state-of-the-art technology to achieve cost effective deployment, maximum sustainability and improved functionality for each PSAP in District. The implementation period was estimated to be two to three years. In order to accomplish this, the District was in need of a qualified firm to oversee the qualifications, acquisition and contract negotiations of a vendor that will perform the service within budgetary timelines.

SOLUTION: The District retained Mission Critical Partners, Inc. (MCP) to develop a Request for Proposal (RFP) for the acquisition and contract negotiations for 9-1-1 Customer Premises Equipment and Services. MCP's support for the district included:

- Providing technical assistance in developing and drafting a RFP for the procurement of an optimal NG9-1-1 system including all required components.
- Conducting "Due Diligence" – a fact finding through vendor meetings data gathering and assisted in developing a conceptual solution design to support the procurement requirements.
- Ensuring specifications included all legally mandated scopes of service, such as provisions for special needs populations.
- Providing management support during the bid solicitation. MCP will support the County in contract negotiations, ensure the proposed vendor solution meets the technical requirements of the RFP and act as a technical resource to the District.

KEY RESULT: MCP utilized the information gathered during Due Diligence to define all technical (CPE and network) requirements and develop a conceptual solution design to support the requirements for procurement.

The Tarrant County 9-1-1 District issued an RFP to solicit bids for the 9-1-1 Customer Premises Equipment and Services in September 2012. MCP worked closely with the District to review the bid responses and to select a qualified vendor.



CLIENT: City of Dallas, Texas

SERVICES PROVIDED: Support of Next Generation 9-1-1 (NG9-1-1) System and Related Call-taking System Implementation

PROJECT COST: \$212,728

PROJECT DATES: March 2015 to Present

TEAM MEMBERS: Marc Berryman
Maura Hickey
Robert Horne
David Jones

CLIENT CONTACT: Shawnda Brandon, 9-1-1 IT Manager
Communication and Information Services Department
214-671-9513
shawnda.brandon@dallascityhall.com



CHALLENGE: The City of Dallas (City) is the third-largest city in the state of Texas with a population exceeding 1.3 million, and is part of the Dallas-Fort Worth metropolitan area, which is the nation's fourth largest. The City desired to implement a Next Generation 9-1-1 (NG9-1-1) system as well as related call-handling technology. The City anticipates that implementation of the new NG9-1-1 system will enhance its handling of all 9-1-1 calls—wireless, wireline and voice over Internet Protocol (IP)—and enable the delivery of voice, text, video and images from emergency callers to its public safety answering point (PSAP).

SOLUTION: Mission Critical Partners, Inc. (MCP) was retained to support the City in this effort. MCP provided support in the following tasks:

- Planning of the proposed NG9-1-1 and call-taking systems
- Development of a request for competitive sealed proposal

KEY RESULT: To date, Mission Critical Partners has conducted an assessment of the City's 9-1-1 environment and has identified options and made recommendations regarding a new call-handling system (aka customer premises equipment), and performed an assessment of the City's call-taking and dispatching operations, which involved numerous interviews with personnel representing various stakeholder groups.

CLIENT: North Central Texas Council of Governments

SERVICES PROVIDED: Comprehensive Next Generation 9-1-1 Services

PROJECT COST: \$1,732,205

PROJECT DATES: August 2009 to Present

TEAM MEMBERS: Marc Berryman
Maura Hickey
David Jones

CLIENT CONTACT: Christy Williams, ENP
9-1-1 Program Manager
817-695-9204
cwilliams@nctcog.org



“More than a consultant, I consider MCP my partner in public safety. I value the contribution they make to my team and appreciate the wide variety of experience that I get from their staff. MCP understands the needs and goals of my agency and they provide us with tools to help achieve excellence. They are making the transition to new technology and operations a bit easier to forge as we move into the Next Generation of 9-1-1.”

—Christy Williams, 9-1-1 Program Manager

CHALLENGE: In August 2009, the 9-1-1 Program of the 16-county North Central Texas Council of Governments (NCTCOG) embarked on a long-term strategic initiative to plan, fund and manage NG9-1-1 services. During the initial phases, Mission Critical Partners, Inc. (MCP) worked closely with the team to provide thorough due diligence; a conceptual IP NG9-1-1 network design; and the development, distribution and evaluation of i3 Functionality and IP Network Facilities Request for Proposals.

The Council is currently engaged in the third phase of the project. This phase is focused on improving network/Customer Premise Equipment redundancy, supporting state-level NG9-1-1 projects, strategic planning and implementing NG9-1-1 functionality to serve NCTCOG’s jurisdiction.

SOLUTION: To help NCTCOG achieve Phase III objectives, MCP has again been retained by the Council and is working with them to:

- Develop and manage a multi-year strategic plan encompassing all 9-1-1 Program departments
- Document and manage the procurement and implementation of new 9-1-1 call handling equipment
- Create a transition plan to guide the efforts for implementation of NG9-1-1 i3 features and functionality
- Manage the implementation of i3 Features and Functions of NG9-1-1
- Establish and manage a regional consortium to implement NENA’s Next Generation technology vision
- Identify opportunities to share costs and resources related to technical network projects

KEY RESULT: Since the project’s inception, MCP managed the design and implementation of the local IP network, including all related procurement efforts; completed the initial regional consortium by-laws and management documents; and developed a process to guide on-going support of the multi-year 9-1-1 Program Master Plan to guide long-term efforts. The team continues to work closely with NCTCOG to help them meet additional project objectives in the transition to NG9-1-1.

CLIENT:	City of Denton, Texas
SERVICES PROVIDED:	Emergency Call Processing and Communication Center Staffing Analysis and Recommendations
PROJECT COST:	\$99,996
PROJECT DATES:	June 2015 to Present
TEAM MEMBERS:	Richard Gaston Rick Harrison Maura Hickey David Jones Andy Mesaros Bob Scott
CLIENT CONTACT:	Robin Paulsgrove, Fire Chief 940-349-8830 Robin.Paulsgrove@cityofdenton.com



CHALLENGE: As part of its ongoing efforts to improve the efficiency of managing emergency calls for law, fire and emergency medical services, the City of Denton (City) required and in-depth assessment of 911 Center operations, technologies and staffing.

SOLUTION: Mission Critical Partners Inc. (MCP) observed Public Safety Answering Point (PSAP) operations and reviewed relevant processes and procedures at the Denton Police Department's 911 Center. After conducting a series of user level and command staff stakeholder meetings, MCP provided strategic recommendations to:

1. Increase overall PSAP staffing levels, employee retention and minimum shift compliments.
2. Re-assign technical support and other non-mission critical tasks to qualified agency personnel outside the PSAP.
3. Repurpose the existing floor space while the City researches options for a new PSAP location
4. Prioritize PSAP management activities toward improving standard operating procedures, training, recruitment and quality assurance.

KEY RESULT: The project is being addressed in several phases. The City is working to update procedures, increase staff and review the existing governance and management structure of the PSAP. Mission Critical Partners continues to work with public safety officials on initiatives to acquire new technology and identify a suitable and sustainable location for emergency communications.

CLIENT: Hays County, Texas

SERVICES PROVIDED: PSAP Collocation Assessment/
CAD Procurement

PROJECT COST: \$191,440

PROJECT DATES: June 2010 to May 2015

TEAM MEMBERS: Richard Gaston
Maura Hickey
David Jones
Andy Mesaros

CLIENT CONTACT: Commissioner Will Conley
512-847-3159
will.conley@co.hays.tx.us



CHALLENGE: Conduct a public safety answering point (PSAP) assessment for the collocation of four Hays County PSAPs: Hays County Sheriff's Office, San Marcos Police Department, Kyle Police Department and Texas State University Police Department.

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

As a result of the decision to move forward, the second phase of the project called for MCP to conduct a programming study, which assessed the proposed facility's spatial and technology needs; a site assessment that helped determine whether to build a new facility or retrofit an existing one; and an analysis of the computer aided dispatch (CAD) capabilities of the four agencies and their future needs, to aid in the future migration to the sharing of a single CAD system. Finally, MCP provided cost analysis to help the agencies prepare for a bond referendum that will be held this fall.

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

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

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

— David Jones, Program Manager,
Mission Critical Partners



CLIENT:	Shelby County Emergency Communications District, Memphis, Tennessee
SERVICES PROVIDED:	Shelby County Emergency Communications District/Memphis Police Communications Staffing Analysis / Computer Aided Dispatch (CAD) System Procurements for the Memphis Police Department, Shelby County Sheriff and Fire Department
PROJECT COST:	\$875,000
PROJECT DATES:	May 2012 to Present
TEAM MEMBERS:	Marc Berryman Maura Hickey Andy Mesaros David Jones
CLIENT CONTACT:	Raymond Chiozza, Executive Director 901-380-3900 rchiozza@shelbycounty911.org



CHALLENGE: As part of its ongoing efforts to strengthen county-wide public safety services, the Shelby County Emergency Communications District (SCECD) plans to fund two CAD systems; one for the Memphis Police Department (PD) and one for the Shelby County Sheriff and Fire Departments. In addition to the CAD systems; SCECD realized the nuances of Shelby County 9-1-1 providing the delivery of calls to the Public Safety Answering Points (PSAPs) and the responsibility of answering those calls by the agencies charged with staffing the PSAPs.

SOLUTION: Mission Critical Partners, Inc. (MCP) is working with SCECD to coordinate the CAD procurement process. After conducting a series of user level and command staff stakeholder meetings to determine system needs, MCP will develop the technical requirements for the CAD Request for Proposal (RFPs). As its next step, MCP, in partnership with the government municipalities will develop and carry out strategies to:

- Identify potential respondents and ensure distribution of the RFPs
- Support the evaluation process, including the creation of scoring tools and other technical services
- Manage the interview process for finalists, including on-site visits for reference purposes
- Support the Scope of Work development and acceptance plan documentation for the selected CAD provider
- Develop the implementation plan to deploy the selected CAD systems

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

KEY RESULT: With the release of the RFPs, the CAD system procurement process continues to move forward. In addition, MCP will work with the municipalities to ensure the CAD provider carries out the contracts as specified. Additional PSAP consulting services are also being provided to the municipalities as needed.

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

~ Raymond Chiozza, Director Shelby County Tennessee 9-1-1 District



CLIENT: County of Charleston, South Carolina

SERVICES PROVIDED: Executive Consulting, Procurement Support/
Request for Proposal Assistance for
Public Safety Systems

PROJECT COST: \$319,070

PROJECT DATES: October 2012 to March 2015

TEAM MEMBERS: Len Kowalski
David Jones
Andy Mesaros

CLIENT CONTACT: Jim Lake, Director
Charleston County Consolidated 9-1-1 Center
843-929-3700
jlake@charlestoncounty.org



“MCP gave us the objective analysis we needed to develop a clear and concise RFP for a very technical project. As a result, we expect fewer vendor questions and more proposed solutions that address our specific needs.”

—Lori Lambert, Project Officer
Charleston County Consolidated 9-1-1 Center

CHALLENGE: The County of Charleston intends to release a Request for Proposal (RFP) for a comprehensive Public Safety System. The system, designed to provide the highest level of data interoperability between law enforcement agencies, is scheduled to include a Records Management System, Jail Management System, Civil Process, Internal Affairs, Field Based Reporting, and National Crime Information Center and Computer Aided Dispatch interfaces. The technical complexity of the project requires a logical and efficient RFP that clearly reflects the County's strategic goals. It must also provide a framework for the County to quickly and objectively evaluate a vendor's ability to meet the County's operational and functional targets.

SOLUTION: Mission Critical Partners (MCP) was retained to work with County representatives to finalize a solicitation document for the competitive procurement of public safety applications, hardware, training and support. MCP conducted a series of personal meetings with County stakeholders to identify key project objectives, confirm the required system functionalities, and gain a full understanding of the existing system. In addition, MCP reviewed all materials prepared to date, including the solicitation document, to ensure that documents clearly communicate the operational features and functionality of this complex project.

These and other tasks are designed to help the County re-format and re-organize its solicitation document so that it is more understandable to the vendor community. This will help streamline the procurement process, enhance system performance and achieve cost efficiency by increasing the likelihood that vendors will propose measurable solutions that can be objectively evaluated.

KEY RESULT: Mission Critical Partners worked in partnership with Charleston County and an RFP was released to the vendor community. Project milestones were established and completed on time and on budget.



CLIENT:	Wake County, North Carolina
SERVICES PROVIDED:	Computer Aided Dispatch (CAD) and Mobile Data Systems
PROJECT COST:	\$336,094
PROJECT DATES:	January 2016 to Present
TEAM MEMBERS:	Sid McConahy Andy Mesaros Maura Hickey
CLIENT CONTACT:	John Higgins, Deputy Chief Information Officer 919-664-5575 john.higgins@wakegov.com



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

- 10 law enforcement
- 19 fire
- 4 EMS functioning as one system
- 1 crime scene and investigations unit
- 7 public utilities agencies.

Additionally, there are four other state, city and county public safety support agencies that utilize the CAD system. The system supports approximately 250 full CAD workstations with terminals in 3 remote PSAP's. There are also many agencies that utilize the Premier Mobile Data client, with a current count of approximately 2000 users.

SOLUTION: Mission Critical Partners, Inc. (MCP) was retained to assist with the development of a Request for Proposal (RFP) for a CAD system that will meet the needs of the RWECC now and into the future. MCP will provide support in evaluating vendor's responses once the RFP is released and then assist with installation oversight of the selected CAD solution.

KEY RESULT: The project was kicked-off in February. MCP is currently holding stakeholder interviews to determine systems needs and assessing the current system. Based upon the assessment and stakeholder interviews, MCP will produce the technical specifications report which documents the methods, analysis, findings, and system specification recommendations. The specifications listed in this document will be used in the Technical Specification section of the RFP. This report will describe the methodologies used to develop the specifications, preliminary project and implementation schedules, acceptance testing strategies related to RWECC's CAD solution objectives.



CLIENT: Northern Virginia Hospital Alliance
Northern Virginia Emergency Response System

SERVICES PROVIDED: National Capital Region
Computer Aided Dispatch-to-Computer Aided
Dispatch (CAD2CAD) Strategic Plan

PROJECT COST: \$118,317

PROJECT DATES: December 2015 to May 2016

TEAM MEMBERS: Andy Mesaros
Bob Scott
Rob Sterner

CLIENT CONTACT: Kristin Nickerson, Acting Program Director
Northern Virginia Emergency Response System
888-557-8073 ext. 214
Kristin.nickerson@nvers.org



CHALLENGE: Real-time, effective interoperable data sharing is essential in the 9-1-1 and first responder communities. Dispatch agencies across the nation have worked to establish CAD2CAD interoperability, but most have not been as successful as the National Capital Region (NCR) effort. For nearly six years, Northern Virginia fire departments within the NCR have benefited from the NCR Computer Aided Dispatch-to-Computer Aided Dispatch (CAD2CAD) Data Exchange Hub (DEH), which is used to automate what was once a manual telephone process to coordinate effective mutual aid response.

In just a few years, the DEH has helped process more than 55,000 mutual aid fire incidents, decreasing first responder response time by nearly 90 seconds for every response, with a system uptime of nearly 99.8 percent. Usage of the DEH has become second nature for the 9-1-1 professionals in Fairfax and Arlington counties, the City of Alexandria, and the Metropolitan Washington Airports Authority (MWAA). Other local jurisdictions in the NCR have expressed significant interest in joining the NCR CAD2CAD effort, especially as new CAD systems are implemented. The complexity of the region, coupled with the need to formalize governance issues to enhance system effectiveness, revealed the need for a strategic plan that reviewed the existing CAD2CAD governance structure, technology, operations, funding, and policy issues.

SOLUTION: Mission Critical Partners (MCP) was retained to develop a strategic plan that could also serve as a roadmap for the NCR CAD2CAD program. Mission Critical Partners had recently concluded a study of the NCR for Next Generation 9-1-1 (NG9-1-1) readiness, which helped identify several opportunities for improved coordination and planning in policy and governance practices. This recent experience has strengthened our understanding of the interoperable challenges that exist in the region, while helping guide the region toward a roadmap of solutions planned for tomorrow.

KEY RESULT: MCP's subject matter experts initiated the project in late December 2015, gathering stakeholder input from across the region. The team's expertise coupled with stakeholder input and requirements guided and informed the strategic plan development. The plan was completed in May 2016.

CLIENT:	Centre County, Pennsylvania
SERVICES PROVIDED:	Countywide Computer Aided Dispatch (CAD) System Procurement Support
PROJECT COST:	\$30,000
PROJECT DATES:	September 2014 to March 2015
TEAM MEMBERS:	Sid McConahy
CLIENT CONTACT:	Dale Neff, 9-1-1 Director 814-355-6800 dineff@centrecountypa.gov



CHALLENGE: The Centre County, Pennsylvania (County) public safety answering point (PSAP) was advised by its current computer-aided dispatch (CAD) system vendor, Tiburon, Inc., that the Tiburon IQ CAD version 3.7 systems being utilized by the County would reach end of life in December 2014. The County sought assistance from a professional consulting firm to evaluate potential solutions for the needed replacement that would meet the needs of both the County and its partners.

SOLUTION: Mission Critical Partners, Inc. (MCP) was selected by the County to assist in evaluating potential solutions for the needed CAD system replacement and to assist County staff in evaluating and recommending a replacement system that would meet the needs of the County and the public safety agencies for which it provides 9-1-1 dispatching services. MCP worked closely with multiple vendors and stakeholders to meet solution expectations that were in line with the County's budget. MCP's support to the County included:

- Conducted meetings and interviews with key stakeholders
- Assessed capability needs and desires
- Conducted site visits with current users of potential CAD systems
- Assessed vendor demonstrations and pricing information
- Provided procurement evaluation and support
- Development of the final CAD system recommendation report

KEY RESULT: MCP provided the County with a final recommendations report that determined a new CAD system procurement would have to involve state-of-the-art technology that provides increased efficiency along with a high level of data interoperability between agencies to meet the County's strategic direction. Additionally, the vendor would have to demonstrate product and market stability that met or exceeded the needs of the County. MCP recommended that Centre County 9-1-1 procure a New World Systems solution for its new CAD system, in large measure because the company is stable with a stable line of products, and because it continually invests in research and development in order to improve its products.



C. REFERENCES

1. References from ALL clients (minimum of five) performed within the past five years

A complete listing of Mission Critical Partners clients and projects performed within the past five years is included in Appendix A.

2. Work history on Public Safety Software projects with GIS and automatic vehicle location (AVL)

Mission Critical Partners has had significant experience with Geographic Information Systems (GIS) and Automatic Vehicle Location (AVL) projects as highlighted in our list of projects performed in the past 5 years. This work history includes experience in the State of Texas and across the country at the state, county and local level.

Montgomery County Emergency Communication District (MCECD)

In Texas, the Montgomery County Emergency Communication District (MCECD) had a need to identify and reconcile GIS data to meet requirements for NENA GIS Standards and to meet the needs of various CAD vendors' automatic vehicle navigational systems.

MCP was tasked with performing a high-level GIS data quality control assessment on MCECD GIS data. The purpose was to ensure the data met NENA GIS Standards, as well as the requirements for multiple computer aided dispatch systems for tactical mapping, AVL and Automatic Vehicle Route Recommendations (AVRR).

The assessment included a series of quality control tests to determine conformance with current and draft National Emergency Number Association (NENA) standards and best practices, current CAD and customer premise equipment (CPE) data specifications, along with other spatial and data quality tests. These tests aided in identifying any underlying data integrity issues that could prevent correct information from displaying on a telecommunicator's map display, lower the performance of a CAD system, or delay emergency responders arriving at an incident location.

North Central Texas Council of Governments (NCTCOG)

Additionally, since 2009, MCP has worked closely with the North Central Texas Council of Governments (NCTCOG), a 16-county region of Texas around Dallas and Fort Worth, on multiple initiatives, including the development and implementation of the 9-1-1 Master Plan to guide the administrative, fiscal, technical and operational functions of the NCTCOG 9-1-1 program.

With a firm understanding of NCTCOG's strategic objectives, MCP developed a comprehensive and measurable action plan to help the organization strengthen its GIS capabilities; and to harness and ensure the long-term sustainability of accuracy of GIS within the 9-1-1 program.



As part of the action plan, MCP helped NCTCOG determine its baseline GIS goals. Once those goals were established, MCP developed and executed test criteria to determine the quality level of existing GIS data; compared quality levels against today's needs and the anticipated needs of Next Generation 9-1-1; identified corrective actions; reviewed current resources, tools and processes that are used to maintain the GIS data to determine if they provide the targeted output and/or outcomes; and evaluated the GIS help desk function to confirm if the number of assistance requests linked back to the quality of the data.

Based on findings from these activities, MCP developed a measurable GIS action plan that identified and prioritized project objectives, action items and timelines. It was used to guide efforts to enhance the GIS capabilities of the NCTCOG 9-1-1 program.

Houston-Galveston Area Council (H-GAC)

MCP has also supported the efforts of the Houston-Galveston Area Council (H-GAC) by providing the H-GAC five assessments to incorporate all the various facets of NextGen and I3 ESInet functions including but not limited to: GIS, Customer Premise Equipment (CPE), wireless communications, voice-over internet protocol (VoIP), network security, cloud infrastructure, text to 9-1-1, management information systems (MIS), and regional ESInet implementation.

MCP performed a baseline assessment on specific GIS layers provided by H-GAC, which included address points, municipal boundaries, emergency service zones (ESZs) and road centerlines. H-GAC also provided copies of their Master Street Address Guide (MSAG) for December 2013 and January 2014 as well as automatic location identification (ALI) data for comparison with the GIS data.

MCP performed a series of quality control tests on each set of GIS data to test for conformance with current and draft National Emergency Number Association (NENA) standards and best practices. These tests supported the identification of underlying data integrity issues, which could prevent correct information from displaying on a telecommunicator's mapping computer or delay the arrival of emergency responders to an incident location.

Central Texas Council of Governments (CTCOG)

The Central Texas Council of Governments (CTCOG) wanted to improve the data quality and data integrity of its jurisdiction-wide 9-1-1 MSAG, its ALI and their GIS databases. CTCOG also wanted standard operating procedures (SOPs) developed in order to measure quality control and quality assurance and to maintain the data quality and data integrity of these databases.

MCP was retained in November 2014 and performed a baseline assessment of the CTCOG's MSAG, and ALI and GIS databases. In order to use GIS data for routing and location validation in NG9-1-1 systems, the NENA standards and best practices recommends a 98 percent match rate in MSAG, ALI and GIS databases. MCP performed a series of quality control tests on all the databases to quantify and test for conformance with NENA standards and best practices.



CTCOG was provided with a GIS Data and Baseline Assessment report that provided recommendations in order for the Central Texas COG to meet or exceed NENA's recommended 98 percent match rate between the GIS, MSAG and ALI databases. Metrics and standardized processes and procedures were developed, implemented and adopted for maintaining and refining the various databases. The development and execution of the SOPs for correcting discrepancies, updating data and making changes suggested by MCP have allowed Central Texas COG to improve greatly the quality and integrity of its GIS, MSAG and ALI data.

As part of the new SOPs CTCOG migrated from their existing ALI database provider to a new vendor so the changes and updates to the ALI database could be quickly updated. MCP helped CTCOG with the selection of the new ALI database provider and with the migration to the new ALI database integration into the PSAPs within the seven county area covered by CTCOG.

City of Memphis, Tennessee

MCP has also recently provided support to the City of Memphis. With a population of over 672,000, Memphis is the largest city and the second largest metropolitan area in the state of Tennessee. The Memphis Police Department (MPD) has over 2500 officers deployed between two districts. Dispatching the closest properly equipped units to incidents in the minimum amount of time is paramount to the safety of the citizens of Memphis. The MPD requested the services of Mission Critical Partners, Inc. (MCP) to investigate technology that will provide enhanced incident management through improved response times. MCP provided MPD personnel and command staff with a white paper outlining the tools to effectively manage their large fleet of squad cars and resources; which would include automatic vehicle location (AVL), as well as, in-vehicle and body-worn cameras.

MPD retained MCP to provide multi-phased services which included overseeing the procurement of AVL and in-car video systems. MCP will conduct a series of stakeholder meetings to determine MPD needs and use these findings to develop the requirements for the AVL and in-car video systems. Following the release of the Request for Proposals (RFP), MCP will assist MPD with strategies to:

- Identify potential respondents and ensure distribution of the RFP
- Support the evaluation process, including the creation of scoring tools and other technical services
- Manage the interview process for successful respondents, including vendor presentations as necessary

MCP is currently working with the MPD team to create the RFP for AVL and in-car video that will be compatible with the CAD system currently be utilized by the MPD Communications Division. Upon completion, the project will result in the installation of mobile video cameras in 900 vehicles in the department's fleet, and the issuance of body-worn cameras to all patrol officers. In addition, the AVL system will be installed in all vehicles used by patrol officers and supervisors.



3. References from municipal clients

Table 1: References Contact Information

Client	Contact
City of Highland Village, Texas	Michael Leavitt, City Manager Highland Village Municipal Complex 1000 Highland Village Rd. Highland Village, TX 75077 Phone: 972-899-5131 E-mail: mleavitt@highlandvillage.org
North Central Texas Council of Governments (NCTCOG)	Christy Williams, Chief 9-1-1 Program Manager North Central Texas Council of Governments 616 Six Flags Drive, P.O. Box 5888 Arlington, TX 76005 Phone: 817-695-9204 E-mail: cwilliams@nctcog.org
Tarrant County Emergency Assistance District, Texas	Wanda McCarley, Director of Operations Tarrant County 9-1-1 Emergency Assistant District 2600 Airport Freeway Fort Worth, TX 76111 Phone: 817-820-1185 E-mail: wanda@tc911.org
Shelby County, Tennessee	Raymond Chiozza, Executive Director Shelby County Emergency Communications District 3150 Lenox Park Blvd., Suite 108, Memphis, TN 38115 Phone: 901-380-3900 E-mail: rchiozza@shelbycounty911.org
Charleston County, South Carolina	Jim Lake, Director Charleston County Consolidated 9-1-1 Center 8500 Palmetto Commerce Pkwy, North Charleston, SC 29456 Phone: 843-929-3700 E-mail: jlake@charlestoncounty.org

4. Previous work history with the City of Allen

Mission Critical Partners has no previous work history with the City.



D. PRICING

Mission Critical Partners proposes to deliver services to the City of Allen, Texas on a per hour basis based on MCP's Houston Galveston Area Council (H-GAC) Purchase Contract #HP07-16. Expenses will be defined at Federal per diem rates.

Please know, above all else, MCP is flexible and agreeable to negotiate any pricing as our current understanding of the effort may not be yours. Our priority is for this project to be successful for the City, and we stand ready to adjust the level of support deemed necessary for success to occur.

MISSION CRITICAL PARTNERS, INC. 2016 H-GAC Rate Schedule Contract No. HP07-16

Titles	Rate/Hr
Support Specialist I	\$56.35
Support Specialist II	\$93.73
Operations Specialist I	\$181.60
Operations Specialist II	\$193.31
Planner	\$158.17
Communications Specialist	\$141.88
Technology Specialist I	\$169.88
Technology Specialist II	\$181.60
Project Manager	\$175.74
Senior Technology Specialist	\$193.31
Senior Project Manager	\$199.17
Program Manager	\$210.89
Forensics Analyst	\$216.75
Senior Program Manager	\$234.33
Principal	\$198.93



Appendix A – All Client Experience from Past 5 Years

Project List

Project Title	Client	Client address	Contact	Phone	E-mail
Erie County 2009 Consulting Services	Erie County Department of Public Safety	2880 Flower Rd Erie, PA 16509			
GHC Grant Support/Consulting Agreement	Greater Harris County 9-1-1 Emergency Network	10220 Fairbanks N Houston Road Houston, TX 77064			
Armstrong County 2009 Consulting	Armstrong County PA	Department of Public Safety Attn: Randy Brozenick, Director 131 Amsdale Rd. Kittanning, PA 16201	Brozanick, Randy	(724) 548-3430	jbrozenick@co.armstrong.pa.us
NCTCOG Next Generation 911	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888			
IEM CSEPP Kentucky & Alabama	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709	Williams, Christy	(817) 695-9204	cwilliams@nctcog.org
Lubbock Emergency Comm. District 911 Consulting	Lubbock Emergency Communication District	6032 43rd St. Lubbock, TX 79407-3711	Grossie, Michael	(806) 747-1917	michael.grossie@lubbock911.org
St. Clair ETSB	St. Clair ETSB	101 South Fourth St Ste A Belleville, IL 62220			
IEM PO 188 Salt Lake City Workshop	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709			
IEM PO 192 Grant County AR	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709			
IEM CSEPP Cleburne, Estill & Talladega	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709			
Erie County Wireline/Wireless Plan	Erie County Department of Public Safety	2880 Flower Rd Erie, PA 16509			
Butler County 2009 Public Safety Telecom Consulting	Butler County Emergency Services	c/o Steve Bicehouse 120 McCune Drive Butler, PA 16001			
IEM PO 197 CSEPP Open Po	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709			
NCTCOG NG 911 Master Plan	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888	Williams, Christy	(817) 695-9204	cwilliams@nctcog.org
Metroplex 9-1-1 Consortium	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888			
Panhandle NG911 Master Plan for W Texas Consortium	Panhandle Regional Planning Commission	418 W 8th Ave Amarillo, TX 79101			
Office of Unified of Comm Public Safety Witness	Office of Unified Communications	2720 Martin Luther King Jr. Ave SE Washington, DC 20032	Nelson, Susan	(202) 715-7558	SusanP.Nelson@dc.gov
MTG Kansas Army Depot	MTG Engineers, Inc.	5930 Summerhill Road Texarkana, TX 75503			
Minnesota Statewide 9-1-1 Implementation	Minnesota Dept of Public Safety	Emergency Comm. Network Div. 444 Cedar St., Ste 137 St. Paul, MN 55101-5137			
GHC Consortium ESInet Consulting	Greater Harris County 9-1-1 Emergency Network	10220 Fairbanks N Houston Road Houston, TX 77064			
IEM PO 230 FEMA CSEPP Support	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709			
IEM PO 231 CSEPP FEMA Support EOC	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709			
IEM PO 243 AI & KY CSEPP Support	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709			
Butler County 2010 Consulting	Butler County Emergency Services	c/o Steve Bicehouse 120 McCune Drive Butler, PA 16001	Bicehouse, Steve	(724) 284-5211	sbicehou@co.butler.pa.us
Erie County 2010 Consulting	Erie County Department of Public Safety	2880 Flower Rd Erie, PA 16509	Grappy, John	(814) 451-7945	jgrappy@eriecountygov.org
IEM CSEPP Kentucky & Alabama	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709	Long, Jack	(410) 569-9552	Jack.Long@iem.com
Region 13 Fusion Center	NETCONN Solutions	108 Western Maryland Parkway Hagerstown, MD 21740	Schrader, David	(215) 482-7440	dschrader@s-garc.com
Schrader PEMA DGS Contract 427-1	Schrader Group Architecture LLC	161 Leverington Ave Suite 105 Philadelphia, PA 19127	McKellar, K.		k.d.mckellar@motorolasolutions.com
Motorola Priice George Cnty MD	Motorola Solutions Inc.	(0810 Buyer No.: AAAA382534576) PO Box 68429 Schaumburg, IL 60168	Shahnam, Alireza	(407) 333-2300	al.shahnam@acdtelcom.com
Chesler County ACD Telecom	ACD Telecom, LLC	103 Commerce St Suite 180 Lake Mary, FL 32746	Brozanick, Randy	(724) 548-3430	jbrozenick@co.armstrong.pa.us
Armstrong County 2010 Consulting	Armstrong County PA	Department of Public Safety Attn: Randy Brozanick, Director 131 Amsdale Rd. Kittanning, PA 16201			
IEM CSEPP Pueblo Co. EOC Renovation	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709	Barnett, Kent		
Hays County PSAP Consolidation	Hays County TX	111 E San Antonio, Suite 300 San Marcos, TX 78666	Fritsche, Linda		
Cumberland County 9-1-1 Consulting	Cumberland County Dept of Public Safety	Attn: Claudia Garner 1 Public Safety Drive Carlisle, PA 17013	Shively, Robert	(717) 218-2902	rsively@ccpa.net
Juniatla County Wireless Accuracy Testing	Juniatla County, PA Emergency Services	11 N Third St Millfintown, PA 17059	Weaver, Allen	(717) 436-7730	aweaver@co.juniata.pa.us
Potomac Construction WMATA Technical Support	Potomac Construction Co., Inc.	4811 Frolich Lane Hyattsville, MD 20781			
Maine Public Utilities Commission Consulting Services	Maine Public Utilities Commission	Emergency Services Comm. Bureau 18 SHS Augusta, ME 04333	Jacques, Maria	(207) 287-6083	maria.jacques@maine.gov
Bedford County General 9-1-1 Consulting	Bedford County PA	Emergency Services Attn: Harry Corley, 9-1-1 Coordinator 200 S Juliana St Bedford, PA 15522			
Fulton County Emergency Communications Upgrade	Fulton County Emergency Management Agency	Attn: Ruth Strait, 9-1-1 Coordinator 219 N Second St, Suite 106 McConnellsburg, PA 17233	Strait, Ruth	(717) 485-3201	rstrait@co.fulton.pa.us
Armstrong County Architectural Services Feasibility Study	Armstrong County PA	Department of Public Safety Attn: Randy Brozanick, Director 131 Amsdale Rd. Kittanning, PA 16201	Brozanick, Randy	(724) 548-3430	jbrozenick@co.armstrong.pa.us
Perry County Communications Upgrade	Perry County PA EMA	Attn: Rich Fultz Director 2 E. Main St., Box 37 New Bloomfield, PA 17068	Bell, Tom	(717) 582-2131	tbel@perryco.org
Colorado NG 9-1-1 System Review	Colorado 9-1-1 Resource Center	P.O. Box 272470 Fort Collins, CO 80527-2470			
Burke County PSAP Consolidation - Contract #20110075	Burke County NC	200 Avery Avenue PO Box 219 Morganton, NC 28680-0219			
Region 13 Communications Infrastructure Protection Plan	NETCONN Solutions	108 Western Maryland Parkway Hagerstown, MD 21740			
Armstrong County Program Management Services	Armstrong County PA	Department of Public Safety Attn: Randy Brozanick, Director 131 Amsdale Rd. Kittanning, PA 16201	Brozanick, Randy	(724) 548-3430	jbrozenick@co.armstrong.pa.us
Morris County, NJ Risk Assessment & Tech Consulting	USA Architects	20 North Doughty Avenue Somerville, NJ 08876			
NCTCOG NG 911 Master Plan	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888	Williams, Christy	(817) 695-9204	cwilliams@nctcog.org
Lubbock 911 Consulting Supplemental Task Authorization No. 2	Lubbock Emergency Communication District	6032 43rd St. Lubbock, TX 79407-3711	Grossie, Michael	(806) 747-1917	michael.grossie@lubbock911.org

DC OUC 9-1-1 Consulting & Support Services	Team Consulting, Inc.	Attn: Bruce Hargrave 1101 Pennsylvania Ave., NW, Suite 600 Washington, DC 20004	Hargrave, Bruce	(202) 756-4532	bruce@theTEAMconsulting.com
Butler County 2013 Consulting	Butler County Emergency Services	c/o Steve Bicehouse 120 McCune Drive Butler, PA 16001	Young, Robert	(724) 284-5211	rwyoung@co.butler.pa.us
Perry County Wireless Accuracy Testing	Perry County PA EMA	Attn: Rich Fultz Director 2 E. Main St., Box 37 New Bloomfield, PA 17068	Bell, Tom	(717) 582-2131	tbell@perryco.org
Erie County 2011 General Consulting	Erie County Department of Public Safety	2880 Flower Rd Erie, PA 16509	Grappo, John	(814) 451-7945	jgrappo@eriecountypa.org
Bedford County 2011 General Consulting	Bedford County PA	Emergency Services Attn: Harry Corley, 9-1-1 Coordinator 200 S Juliana St Bedford, PA 15522	Cubbison, David	(814) 623-1105	Dubbison@Bedfordcountypa.org
Union County NJ Dispatch Center Consulting	Union County, New Jersey	Department of Public Safety Attn: Andrew Moran 300 North Avenue East Westfield, NJ 07090	Long, Jack	(410) 569-9552	Jack.Long@iem.com
IEM Utah EOC Technical Integration Services	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709	Cubbison, David	(814) 623-1105	Dubbison@Bedfordcountypa.org
Bedford County Wireless Accuracy Testing	Bedford County PA	Emergency Services Attn: Harry Corley, 9-1-1 Coordinator 200 S Juliana St Bedford, PA 15522	Fox, David		dfox@co.somerset.pa.us
Somerset County Wireless Accuracy Testing	Somerset County Emergency Services	Attn: Richard B. Lohr 100 E. Union St. Somerset, PA 15501	Strait, Ruth	(717) 485-3201	rstrait@co.fullen.pa.us
Fulton County Wireless Accuracy Testing	Fulton County Emergency Management Agency	Attn: Ruth Strait, 9-1-1 Coordinator 219 N Second St, Suite 106 McCormellsburg, PA 17233	Bicehouse, Steve	(724) 284-5211	sbicehou@co.butler.pa.us
Butler County Wireless Accuracy Testing	Butler County Emergency Services	c/o Steve Bicehouse 120 McCune Drive Butler, PA 16001	Long, Jack	(410) 569-9552	Jack.Long@iem.com
IEM Pueblo Co EOC	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709	Melcer, Brian	(724) 658-7485	bmelcer@co.lawrence.pa.us
Lawrence County PA Wireless Accuracy Testing	Lawrence County PA	Dept of Public Safety 110 E. Lincoln Ave Floor #2B New Castle, PA 16101	Kelly, Lisa	(406) 758-1502	
Montana PSAP Support - Lincoln Cnty, Libby, MT	Century Link	290 N. Main St. Kalispell, MT 59901			
South Central Mt. Regional Task Force Interoperable Communications Consulting	South Central Mountain Regional Task Force	PICCC, Inc. 2595 Clyde Avenue Suite 1 State College, PA 16801			
PEMA Technology Support	Pennsylvania Emergency Management Agency	Commonwealth of PA - PO Invoice PO Box 69180 Harrisburg, PA 17106			
York County, South Carolina 911	York County, South Carolina 911	Communications Building Public Safety 149 W. Black St. Rock Hill, SC 29732			
Jim Wells County TX, Radio System Consulting	Jim Wells County, Texas	200 N. Almond St. Alice, TX 78332	Saenz, L. Arnoldo		arnoldo.saenz@co.jim-wells.tx.us
NCTCOG GIS Assessment	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888	Williams, Christy	(817) 695-9204	cwilliams@nctcog.org
Juniata County PA Emergency Communications Consulting	Juniata County, PA Emergency Services	11 N Third St Mifflintown, PA 17059	Weaver, Allen	(717) 436-7730	aweaver@co.juniata.pa.us
Montana PSAP Support - Blackfeet Nation, Browning, MT	Century Link	290 N. Main St. Kalispell, MT 59901	Kelly, Lisa	(406) 758-1502	
Montana PSAP Support - Blaine County, Chinoak, MT	Century Link	290 N. Main St. Kalispell, MT 59901	Kelly, Lisa	(406) 758-1502	
Montana PSAP Support - Lake County, Polson, MT	Century Link	290 N. Main St. Kalispell, MT 59901	Kelly, Lisa	(406) 758-1502	
Armstrong County 9-1-1 CPE & Network Design	Armstrong County PA	Commissioners Office Courthouse Administration Bldg 450 E Market St. Suite 200 Kittanning, PA 16201	Brozenick, Randy	(724) 548-3430	rbrozenick@co.armstrong.pa.us
Maine Consulting Services Protocol Implementation	Maine Public Utilities Commission	Emergency Services Comm. Bureau 18 SHS Augusta, ME 04333	Jacques, Maria	(207) 287-6083	maria.jacques@maine.gov
Schrader PEMA Building/DGS 425-4	Schrader Group Architecture LLC	161 Leverington Ave Suite 105 Philadelphia, PA 19127	Schrader, David	(215) 482-7440	dschrader@sgrarc.com
IEM CSEPP Quick Response Support	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709	Long, Jack	(410) 569-9552	Jack.Long@iem.com
Centre County PA NG 911 Assessment & CPE Procurement Services	Centre County 9-1-1/Emergency Communications	Attn: Dale Neff, Director 420 Holmes St. Willowbank Office Building Bellefonte, PA 16823-1488	Tandbook, Dan	(814) 355-6800	dalandbook@co.centre.pa.us
NCTCOG NG 911 Implementation - GIS Action Plan	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888	Williams, Christy	(817) 695-9204	cwilliams@nctcog.org
Illinois NENA & APCO Joint Committee Legislative Research & Development	Illinois NENA & APCO Joint Legislative Committee	City of Peoria Emergency Communications Center 542 SW Adams St. Peoria, IL 61602	Lustig, Patrick	(503) 378-2911	Pat.Lustig@state.or.us
Indiana Cnty PA CPE & Legacy 9-1-1 Network Integration	Indiana County, PA	Emergency Management Agency Attn: Thomas Stutzman 85 Haven Drive Indiana, PA 15701	Stutzman, Thomas	(724) 388-1203	tstutzman@indianacounty.org
Southwest PA Region 13 Workshop	Potter-Randall County Emergency Communications District	405 W. 8th Ave. Amarillo, TX 79101			
Potter Randall 9-1-1 Master Plan	Greene County PA	Greene County Emergency Management Attn: Greg Leathers, Director 65 W. Greene St. Waynesburg, PA 15370	Rhodes, Jeff	(724) 852-2911	jrhodes@co.greene.pa.us
IEM FEMA CSEPP Support	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709			
Lawrence Cnty PA CPE & Legacy 9-1-1 Network Integration	Lawrence County PA Dept of Public Safety	Attn: Brian Melcer, Director 1451 County Line Road New Castle, PA 16101	Melcer, Brian	(724) 658-7485	bmelcer@co.lawrence.pa.us
Somerset Cnty PA CPE & Legacy 9-1-1 Network Integration	Somerset County Emergency Services	Attn: Richard B. Lohr 100 E. Union St. Somerset, PA 15501	Lehr, Richard	(814) 445-1515	lohrr@co.somerset.pa.us
Oregon PA26524 Phase W6 Radio Project	OBECS	920 Country Club Road, Ste 108 Eugene, OR 97401			
Fayette County PA CPE & WESTCORE Gov. Solution	Fayette County PA	Public Services Building Attn: Roy Shipley, Director 24 E. Main St., 4th Floor Uniontown, PA 15401	Shipley, Roy	(724) 430-1277	rshipley@cema.org
Butler County PA CPE	Butler County Emergency Services	c/o Steve Bicehouse 120 McCune Drive Butler, PA 16001	Bicehouse, Steve	(724) 284-5211	sbicehou@co.butler.pa.us
Johnston Cnty NC Paging System PO P120503	Johnston County NC Emergency 911	c/o Jason Barbour Courthouse Basement Johnston County Courthouse Smithfield, NC 27577	Barbour, Jason	(919) 869-5611	jason.barbour@johnstonnc.com
PO 4500370169 First Energy PLUMR PH2 Baseline Study	The Polbmac Edison Company	Disbursement Accounting 800 Cabin Hill Drive Greensburg, PA 15601-1650	Hixson, Brian	(724) 838-6881	
Region 13 Network Assessment					
MCP Real Estate	MCP Real Estate LLC	200 Innovation Blvd State College, PA 16803			
Cambria Cnty PA CPE & WESTCORE Governance Solution	Cambria County PA	Dept. of Emergency Services Attn: Robbin Melnyk, 9-1-1 Coordinator 401 Candlelight Drive, Suite 100 Ebensburg, PA 15931-1959	Melnik, Robbin		rmelnik@co.cambria.pa.us
Mercer County PA NG 9-1-1 Operational Readiness Support	Mercer County PA	Attn: Frank Jamrict Department of Public Safety 205 S Erie St Mercer, PA 16137-1501			
Centre County PA Radio Assessment	Centre County 9-1-1/Emergency Communications	Attn: Dale Neff, Director 420 Holmes St. Willowbank Office Building Bellefonte, PA 16823-1488	Tandbook, Dan	(814) 355-6800	dalandbook@co.centre.pa.us
Lee County FL Wireless Support Services	Lee County FL 911, Division of Public Safety	Attn: Matt Rechkemmer, 9-1-1 Coordinator PO Box 398 Fort Myers, FL 33902-0398	Rechkemmer, Matt	(239) 533-3908	MA7T@leegov.com
Montana 911 Assessment of Needs, Recommendations & Procurement	Montana	125 N. Roberts Helena, MT 59601	Berger, Becky	(406) 444-1966	bberger@mt.gov
Region 13 Contract #47571					

Oregon ODOT Sunrise Corridor JTA Amendment #3	OBEC Consulting Engineers	State Radio Project Sunrise JTA Corridor Attn: Tom Metcalf, Project Manager 920 Country Club Road, Ste 108 Eugene, OR 97401	Alex, Jerome	(570) 988-4394 jerome.alex@norrycopanet.net
Northumberland Only Narrowband Study & Master Plan	Northumberland County, PA Communications	Attn: Russell Fellman, 9-1-1 Coordinator Dept of Public Safety 911 Greenough Street, Suite 2 Sunbury, PA 17801		
Kaufman County TX Fac Asmnt & Shared Serv Feasibility Study	Kaufman, County of	Attn: Judge Bruce Wood c/o Kaufman County Courthouse 100 W. Mulberry Kaufman, TX 75142		
Franklin County OH Digital Migration Consultant	Franklin County OH Office of Homeland Security & Justice Programs	Attn: David Ziegler 373 S. High St., 25th Floor Columbus, OH 43215		
Erle County PA Staffing Analysis/Study	Erle County Department of Public Safety	2880 Flower Rd Erie, PA 16509		
Montgomery City, PA Radio Network Consultant	Montgomery County, PA	Dept. of Public Safety Attn: Michael Vest 50 Eagleville Road Eagleville, PA 19403	Sullivan, Tom	(610) 631-6500 tsullivan@montcopa.org
CTUIR Radio Assessment & Communications Plan	CTUIR Public Safety Department	Attn: Ray Denny 46411 TIMine Way Pendleton, OR 97801	Denny, Ray	(541) 276-3165 RayDenny@ctuir.org
Terrell, TX Land Mobile Radio Assessment	Terrell, TX, City of	c/o Terrell Police Dept. 201 E. Nash St. Terrell, TX 75160	Haper, Jim	jhaper@cityofterrell.org
Stanly County, NC Land Mobile Radio Needs Assessment	Stanly County, NC	c/o Communications Director 201 S. Second St. Albemarle, NC 28001	McDaniel, Karen	(704) 986-3709 kmcdaniel@co.stanly.nc.us
Burke County NC 911 Consolidation Project	Burke County NC	200 Avery Avenue PO Box 219 Morganton, NC 28680-0219	Steen, Kenneth	(828) 764-9350 bryan.steen@burkencc.org
PEMA Support - 15 Day PO	Pennsylvania Emergency Management Agency	Commonwealth of PA - PO Invoice PO Box 69180 Harrisburg, PA 17106		
Centre County PA 9-1-1 Radio Communication System	Centre County 9-1-1/Emergency Communications	Attn: Dale Neff, Director 420 Holmes St. Willowbank Office Building Bellefonte, PA 16823-1488	Tancibok, Dan	(814) 355-6800 daltan@co.centre.pa.us
East Central Task Force - Regional Communications Exercise	Cocciaardi & Associates, Inc.	4 Kasey Court Mechanicsburg, PA 17055	DiPietro, Rocco	(717) 766-4500 rdi@co.cccardi.com
PA Centre Region COG/PSU Functional Exercise	Hagerty Consulting, Inc.	1156 15th Street NW Suite 850, DC 20005	Pockros, Perry	(202) 887-6900 perry.pockros@hagertyconsulting.com
NCTCOG Backup PSAP Facility Feasibility Study	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888	Williams, Christy	(817) 695-9204 cwilliams@nctcog.org
NCTCOG Feasibility Assessment of 9-1-1 Database Management Options	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888	Williams, Christy	(817) 695-9204 cwilliams@nctcog.org
Rockingham Only NC 911 Consolidation Grant Implementation Consulting	Rockingham County, NC	Attn: David Whicker 371 NC Hwy 65 Reidsville, NC 27320	Whicker, David	(336) 342-8359 dwhicker@co.rockingham.nc.us
Exacom Erie Public Safety Recorder, PO #17479	EXACOM, Inc.	99 Airport Road Concord, NH 03301		
Venango Only PA CPE & Legacy 9-1-1 Network Integration	Venango County PA	c/o Diona L. Brick 1174 Elk Street, PO Box 831 Franklin, PA 16323	Brick, Diona	(814) 432-9509 dbrick@co.venango.pa.us
Tarrant County TX CPE Equip Prep Tasks	Tarrant County, Texas EAD	Attn: Greg Petrey, Executive Director 2600 Airport Freeway Fort Worth, TX 76111	Petrey, Greg	(817) 820-1188 gpetrey@tce911.org
Fulton County 9-1-1 Professional Consulting Services	Fulton County Emergency Management Agency	Attn: Ruth Strat, 9-1-1 Coordinator 219 N Second St, Suite 106 McConnellsburg, PA 17233	Strat, Ruth	(717) 485-3201 rstrat@co.fulton.pa.us
Perry County 9-1-1 Professional Consulting Services	Perry County PA EMA	Attn: Rich Fultz Director 2 E. Main St., Box 37 New Bloomfield, PA 17068		
Tarrant County TX 9-1-1 District Prof Services Agreement	Tarrant County, Texas EAD	Attn: Greg Petrey, Executive Director 2600 Airport Freeway Fort Worth, TX 76111		
Shelby Only TN Memphis PD CAD Consulting	Shelby County TN Emergency Comm. District	Attn: Raymond Chiozza, Exec. Director 3150 Lenox Park Blvd., Suite 108 Memphis, TN 38115	Chiozza, Raymond	(901) 380-3900 rchiozza@shelbycounty911.org
Westmoreland Only PA WestCore Assessment	Westmoreland County PA	Department of Public Safety Attn: Roland Metz, Director 911 Public Safety Road Greensburg, PA 15601		
Brazos Valley TX COG NG911 Tech Support	Brazos Valley Council of Governments	Attn: Anita Pitt P.O. Box 4128 Bryan, TX 77805-4128	Pitt, Anita	(979) 595-2800 apitt@bvco.org
PEMA EShnet & Fed DOT Grant Oversight & NG9-1-1 Strategic Plan	Pennsylvania Emergency Management Agency	Commonwealth of PA - PO Invoice PO Box 69180 Harrisburg, PA 17106		
Montgomery City PA Radio System Consultants Draft Report	Montgomery County, PA	Dept. of Public Safety Attn: Michael Vest 50 Eagleville Road Eagleville, PA 19403		
Plano TX, NG 9-1-1 Consultant Services	Plano, TX, City of	Accounting Department PO Box 860279 Plano, TX 75086-0279	Tulton, Melissa	(972) 941-7933 Melissat@plano.gov
Erle County Testing Server 2, PO 06281201A	EXACOM, Inc.	99 Airport Road Concord, NH 03301		
SEPA RTF Professional Consulting Service	Southeast Pennsylvania Regional Task Force (SEPA RTF)	c/o Public Health Management Corporation 260 South Broad Street Philadelphia, PA 19102		
Terrell TX Land Mobile Radio Project	Terrell, TX, City of	c/o Terrell Police Dept. 201 E. Nash St. Terrell, TX 75160		
12-140 IEM FEMA CSEPP Consulting Services	IEM Corporate Offices	Subcontractor Invoice PO Box 110285 Durham, NC 27709	Long, Jack	(410) 569-9552 Jack.Long@iem.com
Northern Virginia Emergency Response System (NVERS)	Northern Virginia Hospital Alliance	Attn: Kristin Nickerson 10332 Main Street, #273 Fairfax, VA 22031		
Johnston Only NC P25 Migration Plan	Johnston County NC Emergency 911	c/o Jason Barbour Courthouse Basement Johnston County Courthouse Smithfield, NC 27577	Barbour, Jason	(919) 989-5611 jason.barbour@johnstonnc.com
Charleston Only SC Public Safety Systems	Charleston County, SC Consolidated 9-1-1 Center	Attn: Lori Lambert 8500 Palmetto Commerce Parkway North Charleston, SC 29456		
Highland Park TX Technology Overview	Highland Park	Attn: Chief Chris Vinson 4700 Drexel Dr Highland Park, TX 752058		
Kansas Assoc of Counties	Kansas Statewide 911 Coordinating Council	Attn: Melissa A. Wangemann 300 SW 8th Ave., 3rd Floor Topeka, KS 66603		
Ada County, Idaho	Ada County Sheriff's Office	7200 Barrister Drive Boise, ID 83704	Ealey, Ben	(208) 577-3626 bealey@adaweb.net
Northumberland Only PA Program Management Services	Northumberland County, PA Communications	Attn: Russell Fellman, 9-1-1 Coordinator Dept of Public Safety 911 Greenough Street, Suite 2 Sunbury, PA 17801	Brown, Bill	(570) 988-4441 bill.brown@norrycopanet.net
Allegheny County WestCORE	Allegheny County PA	Department of Emergency Services Attn: Chief Matt Brown 400 N Lexington Ave Pittsburgh, PA 15208		
Lubbock TX Emergency Comm District	Lubbock Emergency Communication District	8032 43rd St. Lubbock, TX 79407-3711	Grossie, Michael	(806) 747-1917 michael.grossie@lubbock911.org
Lawrence County PA EOC Programming	Lawrence County PA Dept of Public Safety	Attn: Brian Melcer, Director 1451 County Line Road New Castle, PA 16101		
OUC Professional Consulting Services	Team Consulting, Inc.	Attn: Bruce Hargrave 1101 Pennsylvania Ave., NW, Suite 600 Washington, DC 20004	Hargrave, Bruce	(202) 756-4532 bruce@theteamconsulting.com
Bedford County PA Emergency Services Professional Consulting	Bedford County PA	Emergency Services Attn: Harry Conley, 9-1-1 Coordinator 200 S. Juliana St Bedford, PA 15522	Cubbison, David	(814) 623-1105 Doubbison@Bedfordcountypa.org
OBEC Sunrise JTA RF Engineering Services	OBEC Consulting Engineers	State Radio Project Sunrise JTA Corridor Attn: Tom Metcalf, Project Manager 920 Country Club Road, Ste 108 Eugene, OR 97401		
MN Dept of Public Safety Technical Support	Minnesota Dept of Public Safety	Emergency Comm. Network Div. 444 Cedar St., Ste 137 St. Paul, MN 55101-5137	Wahlberg, Dana	(651) 201-7550 dana.wahlberg@state.mn.us

DU-COMM PSAP Evaluation	DUPage Public Safety Communications (DU-COMM)	600 Wall Street Glendale Heights, IL 60139	
Hays Cnty TX 9-1-1 Co-Locator	Hays County TX	111 E San Antonio, Suite 300 San Marcos, TX 78666	
Venango Cnty PA General 9-1-1 Consulting	Venango County PA	c/o Diana L. Brick 1174 Elk Street, PO Box 831 Franklin, PA 16323	Brick, Diana
Rutherford Cnty TN AT&T Settlement Support	Rutherford County Emergency Comm. District	591 Fortress Blvd Murfreesboro, TN 37128-4129	Smith, Steve
Cumberland County PA Consulting Services	Cumberland County Dept of Public Safety	Attn: Claudia Garner 1 Public Safety Drive Carlisle, PA 17013	Shively, Robert
Jefferson County Emergency Communications Authority Study	Jefferson County Emergency Communications Authority (JCECA)	POB 16184 Golden, CO 80402-6003	Ivin, Jeffrey
First Energy Radio Consulting & Engineering Services	First Energy	Attn: Chris Muir A-GO-14 76 S. Main St, Akron, OH 44308	Burkhart, Tim
Huntingdon 911 Emergency Consulting	Huntingdon County, PA	Attn: Ruth Snair, Fiscal Dept. 233 Penn St Bailey Building Huntingdon, PA 16852	
Charleston County South Carolina ESNet White Paper	Advanced Technology International (SCRA)	315 Sigma Drive Summerville, SC 29486	Semonis, Cindy
NVHA NCR Radio Capabilities Assessment & Strategic Plan	Northern Virginia Hospital Alliance	Attn: Kristin Nickerson 10332 Main Street, #273 Fairfax, VA 22031	Corrigan, Zac
Lee City FL 9-1-1 Wireless & Wireline Related Services	Lee County FL 911, Division of Public Safety	Attn: Matt Reckhemmer, 9-1-1 Coordinator PO Box 398 Fort Myers, FL 33902-0398	
Lawrence City PA Radio Study	Lawrence County PA Dept of Public Safety	Attn: Brian Melcer, Director 1451 County Line Road New Castle, PA 16101	Melcer, Brian
Henderson Cnty NC PSAP Migration	Henderson County Engineering	C/O Marcus Jones One Historic Courthouse Square, Suite 6 Hendersonville, NC 28792	Jones, Marcus
Region 13 SWPERG ESNet Model Dev Assistance	Region 13 Task Force	Attn: Kasey Betush 400 N Lexington St Suite 200 Pittsburgh, PA 15208	
Utah Valley 9-1-1 Facility Study & Recommendations	Utah Valley Dispatch Special Service District	Attn: Deborah Medham, Executive Director 3075 North Main St, Spanish Fork, UT 84660	
Montgomery City, PA Radio System Consulting	Montgomery County, PA	Dept. of Public Safety Attn: Michael Vest 50 Eagleville Road Eagleville, PA 19403	
PEMA 8010 MCP Bucks Frequencies	Pennsylvania Emergency Management Agency	Commonwealth of PA - PO Invoice PO Box 69180 Harrisburg, PA 17106	
Armstrong Cnty Managed Services	Armstrong County PA	Department of Public Safety Attn: Randy Brozanick, Director 131 Amsdale Rd. Kittanning, PA 16201	Brozanick, Randy
TransCore PA Tumblepile SOG	TransCore	Attn: Accounts Payable 3721 Tecport Drive, Suite 102 Harrisburg, PA 17111	
SRC FEMA Tech Hazard Support	Scientific Research Corporation	Attn: Accounts Payable 2300 Windy Ridge Parkway Suite 500 Atlanta, GA 30339	
Exacorn Erie City Public Safety	EXACORN, Inc.	99 Airport Road Concord, NH 03301	
Purvis Alarm System Interface Consulting	Purvis Systems	Michelle Craft, Contracts Manager 1272 W. Main Road Middletown, RI 02842	Foster, Rick
Schrader Wayne Cnty NY PSAP Relocation Study	Schrader Group Architecture LLC	161 Leverington Ave Suite 105 Philadelphia, PA 19127	Schrader, David
Montgomery County TX GIS Quality Control Assessment	Montgomery County TX Emergency Communication District	150 Hilbig Road Conroe, TX 77301	
Region 13 SWPERG Training	Region 13 Task Force	Attn: Kasey Betush 400 N Lexington St Suite 200 Pittsburgh, PA 15208	
Perry County Radio Assessment	Perry County PA EMA	Attn: Rich Fultz Director 2 E. Main St., Box 37 New Bloomfield, PA 17068	Fultz, Rich
Brandstetter Broadview Heights, OH	Brandstetter Carroll Inc.	1220 West Sixth St., Suite 300 Cleveland, OH 44113	
Region 13 ESnet Security & 13 Migration Plan	Region 13 Task Force	Attn: Kasey Betush 400 N Lexington St Suite 200 Pittsburgh, PA 15208	
IAFC Grant Management	International Association of Fire Chiefs, Inc.	Attn: John Woulfe, Asst. Director 4025 Fair Ridge Drive Fairfax, VA 22033	Hicks, Tommy
Purvis Systems General Consulting	Purvis Systems	Michelle Craft, Contracts Manager 1272 W. Main Road Middletown, RI 02842	
Tennessee EB11 Technical Consulting Service	Tennessee Department of Commerce & Insurance	Attn: Curtis Sutton 911 Board 500 James Robertson Parkway Nashville, TN 37243-0582	Birdwell, Dan
Lawrence County LMR Procurement & Implementation	Lawrence County PA Dept of Public Safety	Attn: Brian Melcer, Director 1451 County Line Road New Castle, PA 16101	Melcer, Brian
Tarrant County TX CPE Implementation	Tarrant County, Texas EAD	Attn: Greg Petrey, Executive Director 2600 Airport Freeway Fort Worth, TX 76111	Petrey, Greg
NCTCOG 9-1-1 Master Plan Implementation Support	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888	
Nash County NC Backup Facility Assessment	Nash County Emergency Services	Nash County Administrative Building Attn: Robbie Stone, Asst. Communications Director 120 West Washington St, Suite 1102 Nashville, NC 27856	
Motorola Prince George's Project Assistance	Motorola Solutions Inc.	(OB)10 Buyer No.: AAAA382534576) PO Box 68429 Schaumburg, IL 60168	
Berks County PA Call Handling Assessment	Berks County PA Dept of Emergency Services	Attn: Brian Gotschall DirectLink Technology Center 2561 Bernville Road Reading, PA 19605	
Bucks County PA Call Handling Assessment	Bucks County Dept Emergency Communications	Bucks County Emergency Services Complex 911 Freedom Way Ivyland, PA 18974	
Chester County PA Call Handling Assessment	Chester County Dept of Emergency Services	Attn: Robert Kegel, Director 601 Westtown Road, Suite 12 PO Box 2747 West Chester, PA 19380	Morris, Roy
Montgomery County PA Call Handling Assessment	Montgomery County, PA	Dept. of Public Safety Attn: Michael Vest 50 Eagleville Road Eagleville, PA 19403	Sullivan, Tom
Allegheny County PA 9-1-1 Technology & Operations Support	Allegheny County PA	Department of Emergency Services Attn: Chief Matt Brown 400 N Lexington Ave Pittsburgh, PA 15208	Thomas, Gary
PEMA Building/DGS 425-4 Work Order #43	Schrader Group Architecture LLC	161 Leverington Ave Suite 105 Philadelphia, PA 19127	Schrader, David
Gloucester Cnty, NJ Radio Communications Consulting	Gloucester County Communication Center	1200 North Delsea Drive Clayton, NJ 08312	Butts, Thomas
Minnesota Procurement Support	Minnesota Dept of Public Safety	Emergency Comm. Network Div. 444 Cedar St., Ste 137 St. Paul, MN 55101-5137	Wahlberg, Dana
Boone City Missouri/911 Joint Communications Consulting Services	Boone County, MO Auditor	Attn: Heather Acton 801 E. Walnut, Room 304 Columbia, MO 65201	
Venango County PA PSAP Regional Shared Services Assessment	Venango County PA	c/o Diana L. Brick 1174 Elk Street, PO Box 831 Franklin, PA 16323	Atwill, Dan
Clark Cnty OH Consolidation Study PH 1	Clark County OH	Board of Commissioners Attn: Richard Lohnes, Commissioner 50 E. Columbia Street, 5th Fl Springfield, OH 45501	Lohnes, Richard
NCTCOG Project Management Support	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888	Williams, Christy
NCTCOG GIS Support	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888	Williams, Christy
Nebraska Public Services Commission NG 9-1-1 Study	Nebraska Public Service Commission	Attn: Executive Director PO Box 94927 Lincoln, NE 68509	
Henderson County NC Contract Amendment - Facility Move	Henderson County Engineering	C/O Marcus Jones One Historic Courthouse Square, Suite 6 Hendersonville, NC 28792	

Lubbock TX Emergency Comm District	Lubbock Emergency Communication District	6032 43rd St. Lubbock, TX 79407-3711	Grossie, Michael	(806) 747-1917 michael.grossie@lubbock911.org
Cumberland County NC Radio Procurement	Cumberland County NC Emergency Services	Attn: Mr. Randy Beeman, Drector Law Enforcement Center Fayetteville, NC 28301	Beeman, Randy	rbeman@cco.cumberland.nc.us
York County PA Engineering & Licensing Services	York County Dept of Emergency Services, PA	Attn: Eric Bistline, Executive Director 120 Davies Drive York, PA 17402	Bistline, Eric	(717) 840-2901 eabistline@ycoes.org
MIT - Consolidated Communication Center Feasibility Study	Kaestle Boos Associates, Inc.	Attn: Jill Farina 416 Slater Rd. PO Box 2590 New Britain, CT 06050	McKoon, Michael	(508) 549-9906 mmckoon@kba-architects.com
Potter Randall Conceptual Network Design	Potter-Randall County Emergency Communications District	405 W. 8th Ave. Amarillo, TX 79101	Green, Greg	(806) 374-9800 ggreen@pr911.org
IEM FEMA CSEPP Consulting Services	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709	Long, Jack	(410) 569-9552 Jack.Long@iem.com
Beaver County Professional Services Support	Beaver County Emergency Services	Attn: Wes Hill, Director 351 14th Street Ambridge, PA 15003		
East Harris County Emergency Services Joint Powers Board	East Harris County, TX	Emergency Services Joint Powers Board c/o Jimmy Sumbera 16010E Ridlon Street ChannelView, TX 77530	Sumbera, Jimmy	(281) 452-5782 JSumbera@ESD50.org
Charlotte NC Communications Staff Analysis	City of Charlotte - AP	Attn: Greg Hauser PO Box 37979 Charlotte, NC 28237-7979		
Kansas Six County Region	City of Emporia, Kansas	Accounts Payable PO Box 928 Emporia, KS 66801	Price, Scott	scott.price@emporia-kansas.gov
New Braunfels TX FCC Licensing	New Braunfels, City of	424 South Castell Avenue New Braunfels, TX 78130	Wrenn, Derek	
PEMA BTS Con Ops	Pennsylvania Emergency Management Agency	Commonwealth of PA - PO Invoice PO Box 69180 Harrisburg, PA 17106	Rellick, Rita	(717) 651-2186 rellick@pa.gov
Lawrence County PA EOC Design & Implementation	Lawrence County PA Dept of Public Safety	Attn: Brian Melcer, Director 1451 County Line Road New Castle, PA 16101	Melcer, Brian	(724) 658-7485 bmelcer@co.lawrence.pa.us
Kansas NG 9-1-1 Infrastructure	Kansas Statewide 911 Coordinating Council	Attn: Melissa A. Wangemann 300 SW 8th Ave., 3rd Floor Topeka, KS 66603	Way, Walter	(913) 826-1010 wway@ccogov.org
Alachua County FL Analysis	Alachua County FL	Attn: Jim Lanier Alachua County Sheriff's Office PO Box 5489 Gainesville, FL 32641		
Retlaw Bradford County PA EOC Training Center	Retlaw	Attn: Scott Russell 5031 Richard Ln., Ste 111 Mechanisburg, PA 17055	Key, David	dkey@macomc.org
Macon County NC Radio Assessment	Macon County NC Emergency Services Office	Attn: David Key, Emergency Services Director 104 E. Main St. Franklin, NC 28734	Ward, Kimberly	(713) 993-2459 kimberly.ward@h-gac.com
HGAC NG911 Assessment	Houston-Galveston Area Council	PO Box 22777 Houston, TX 77277	Courtney, Brian	(573) 522-5684 Bryan.Courtney@tbs.mt.gov
Missouri OA-Interoperability IT Project	Missouri Office of Administration	Attn: Larry Burkhardt, Contract Services Manager Div of Facilities Management Design & Construction PO Box 809, Room 730 Truman Building Jefferson City, MO 65102		
NoVA Situational Awareness	Corner Alliance, Inc.	Attn: Jenn Neely 1620 L St., Suite 200, DC 20036		
PA State Police P25 Consulting	Commonwealth of Pennsylvania - PO Invoice	PO Box 69180 Harrisburg, PA 17106		
Haywood County EOC911/Dispatch	Haywood County 911	Emergency Services Building 60 Depot St., Annex 1 Waynesville, NC 28786	Leach, Beth	(620) 221-0470
Cowley County Kansas NG 9-1-1 Planning & Project Management Support	Cowley County Emergency Communications	Attn: Jeremy Willmoth, County Administrator 311 E. 9th Ave. Winfield, KS 67156	Bicehouse, Steve	(724) 284-5211 sbicehou@cco.butler.pa.us
Butler County PA 2014 Consulting	Butler County Emergency Services	c/o Steve Bicehouse 120 McCune Drive Butler, PA 16001		
PEMA PO No.: 4300396203 - NG 9-1-1 Consulting	Pennsylvania Emergency Management Agency	Commonwealth of PA - PO Invoice PO Box 69180 Harrisburg, PA 17106		
Brazos Valley COG Consulting Services w/Action Plan	Brazos Valley Council of Governments	Attn: Anita Pitt P.O. Box 4128 Bryan, TX 77805-4128	Pitt, Anita	(979) 595-2800 apitt@bvco.org
Jefferson County Missouri PSAP	Jefferson County 9-1-1 Dispatch, Missouri (JeffCo911)	c/o Travis Williams, Chief 5475 Buckeye Valley Road House Springs, MO 63051		
Region 13 ESnet Phase II	Southwestern PA Emergency Response Group	Attn: Kasey Betush 400 N. Lexington St. Suite 200 Pittsburg, PA 15208		
SCM-Centre County PSAP Shared Services Assessment	Centre County 9-1-1/Emergency Communications	Attn: Dale Neff, Director 420 Holmes St. Willowbank Office Building Bellefonte, PA 16823-1488		
SCM-Huntingdon NG Regional Shared Services Assessment 100% Wireless	Huntingdon County, PA	Attn: Ruth Snair, Fiscal Dept. 233 Penn St Bailey Building Huntingdon, PA 16652		
SCM-Fulton County PA NG911 Regional Shared Services Assessment 100% Wireless	Fulton County Emergency Management Agency	Attn: Ruth Stral, 9-1-1 Coordinator 219 N Second St. Suite 106 McCormellsburg, PA 17233		
SCM-Bedford County NG Regional Shared Services Assessment 100% Wireless	Bedford County PA	Emergency Services Attn: Harry Corley, 9-1-1 Coordinator 200 S Juliana St Bedford, PA 15522		
SCM-Juniata County NG Regional Shared Services Assessment 100% Wireless	Juniata County, PA Emergency Services	11 N Third St Millfintown, PA 17059		
SCM-Blair County NG911 Regional Shared ServicesAssessment 100% Wireless	Blair County PA	Attn: Mark Taylor 615 Fourth Street Altoona, PA 16602		
Exacom Erie County Recorder	Dare County, NC	99 Airport Road Concord, NH 03301		
Dare & Tyrell NC Counties E-911 Consolidation Consultant	Sirius XM Connected Vehicle Services Inc.	Attn: David Clawson, Finance Director PO Box 1000 Mantoe, NC 27954	Burrows, John	(254) 933-5105 jon.burrows@co.bell.tx.us
Sirius XM Technologies Master Consulting	Bell County Communications Center	Attn: Gary Wallace PO Box M Two Harbors, MN 55616	Williams, Keith	(412) 208-2547 williamska2@cdsmith.com
Bell County TX Communications Center Needs Assessment	CDM Smith, Inc.	708 West Ave. O Belton, TX 76513	Petrey, Greg	(817) 820-1188 gpetrey@ic911.org
CDM Smith Pitt Airport CC/EOC Upgrade Project	Tarrant County, Texas EAD	503 Martindale Street Suite 500 Pittsburg, PA 15212	Fultz, Rich	(717) 582-2131 rfultz@perryco.org
Tarrant County TX RICC Project	Perry County PA EWA	Attn: Greg Petrey, Executive Director 2600 Airport Freeway Fort Worth, TX 76111	Guenther, Tom	TGUENTHER@dauphinc.org
SC - Perry County PA, Regional Shared Services Assessment	Dauphin County, PA	Attn: Rich Fultz Director 2 E. Main St., Box 37 New Bloomfield, PA 17068		
SC-Dauphin County PA, Regional Shared Services Assessment	Cumberland County Dept of Public Safety	Attn: Greg Kline, 911 Coordinator Emergency Management Agency 911 Gibson Blvd Steelton, PA 17113	Cross, Barbara	(717) 240-5400 bcross@ccpa.net
SC- Cumberland County PA PSAP Regional Shared Services Assessment	Victoria Communications Services	Attn: Claudia Garner 1 Public Safety Drive Carlisle, PA 17013		
Durham, NC 9-1-1 Tariff & Contract Assessment Consulting	Durham Emergency Communications Department	3202 N. Navarro St. Victoria, TX 77901	Soukup, James	(919) 560-4500 James.Soukup@durhamnc.gov
Venango County PA Professional Consultative Services	Venango County PA	Attn: Jim Soukup 505 W. Chapel Hill St. Durham, NC 27701-3101	Brick, Diona	(814) 432-5609 dbrick@co.venango.pa.us
East TX COG Regional Communications District Feasibility Study	East Texas Council of Governments	c/o Diona L. Brick 1174 Elk Street, PO Box 831 Franklin, PA 16323	Cleveland, David	david.cleveland@etco.org
Transcore - PA Turnpike Tech Assessment	TransCore	Attn: David A. Cleveland, Executive Director 3800 Stone Road Kilgore, TX 75662		
East Central PA Region PSAP Shared Services Assessment	East Central Emergency Network	Attn: Accounts Payable 3721 Teqport Drive, Suite 102 Harrisburg, PA 17111		
Texas CSEC ESnet Facilitation & Planning Services	Texas Commission on State Emergency Communications (CSEC)	Columbia County Dept of Public Safety Attn: Frederick Hunsinger, Public Safety Director PO Box 380 Bloomsburg, PA 17815	Millington, Brian	(512) 305-6923 Brian.Millington@csec.texas.gov
		Attn: Director of Operations 333 Guadalupe St., Suite 2-212 Austin, TX 78701		

NVHA Strategic Plan & Assessment	Northern Virginia Hospital Alliance	Attn: Kristin Nickerson 10332 Main Street, #273 Fairfax, VA 22031			
SE PA ESInet Design, Implementation & Coordination	Southeastern Pennsylvania Regional Task Force	c/o County of Montgomery Department of Public Safety Attn: Rich Holmes 50 Eagleville Road Eagleville, PA 19403	Sullivan, Tom	(610) 631-6500 tsullivan@montcopa.org	
NCITRACC Communication System Assessment	North Central Texas Trauma Regional Advisory Council (NCITRAC)	600 Six Flags Drive Suite 160 Arlington, TX 76011	Hufham, Hank	(817) 607-7002 hhufham@ndtras.org	
	Coleman Research	120 West 45th St., 25th Floor New York, NY 10036			
	Scientific Research Corporation	Attn: Accounts Payable 2300 Windy Ridge Parkway Suite 500 Atlanta, GA 30339	Smith, Steve	ssmith@rocd911.org	
	Rutherford County Emergency Comm. District	591 Fortress Blvd Murfreesboro, TN 37128-4129	Jaeger, Barbara	(602) 542-0911 Barbara.Jaeger@azcdoa.gov	
	Arizona, State of	GSD Accounting 100 N. 15th Ave., Suite 202 Phoenix, AZ 85007			
	Liberty TX, City of	1829 Sam Houston Liberty, TX 77575			
	Stewart County Georgia	c/o Stewart County Board of Commissioners Attn: Joe Lee Williams, Chairman PO Box 157 Lumpkin, GA 31815	Reckemmer, Matt	(239) 533-3908 MATT@leegov.com	
	Lee County FL 911, Division of Public Safety	Attn: Matt Reckemmer, 9-1-1 Coordinator PO Box 398 Fort Myers, FL 33902-0398			
	Wayne County Office of Emergency Services	PO Box 227 Goldsboro, NC 27533	Jones, Kenneth	(956) 682-3481 knjones@irgvtc.org	
	Lower Rio Grande Valley Development Council	Attn: Crystal Balboa, Finance Dir. 301 W. Railroad St. Weslaco, TX 78596	Cullins, Shelley	(440) 855-8860 scullins@chydpa-ma-oh.gov	
	City of Parma, Ohio Public Safety Department	Attn: Gregory Baeppler, Director 6611 Ridge Road Parma, OH 44129			
	Telecommunications Systems (TCS)	Brian McNealy SVP, Global Commercial Sales Annapolis, MD	Melnik, Robbin	rmelnik@co.cambria.pa.us	
	Cambria County PA	Dept. of Emergency Services Attn: Robbin Melnik, 9-1-1 Coordinator 401 Candlelight Drive, Suite 100 Ebensburg, PA 15931-1959	Fultz, Rich	(717) 582-2131 rfultz@peryc.org	
	Perry County PA EMA	Attn: Rich Fultz Director 2 E. Main St., Box 37 New Bloomfield, PA 17068	Strat, Ruth	(717) 485-3201 rstrat@co.fulton.pa.us	
	Fulton County Emergency Management Agency	Attn: Ruth Strat, 9-1-1 Coordinator 219 N Second St, Suite 106 McCommissburg, PA 17233	Neff, Dale	(814) 355-6800 dneff@centrecountypa.gov	
	Centre County 9-1-1/Emergency Communications	Attn: Dale Neff, Director 420 Holmes St. Willowbank Office Building Bellefonte, PA 16823-1488			
	Bexar Metro 9-1-1 Network District	911 Saddletree Ct San Antonio, TX 78231	Buchholz, Bill	(210) 408-3911 bill@BexarMetro.com	
	Computer Aid Inc. (CAI)	Attn: Christy Bulcher 470 Friendship Dr., Suite 300 Harrisburg, PA 17111			
	Nebraska Public Service Commission	Attn: Executive Director PO Box 94927 Lincoln, NE 68509	Pursley, Jeff	(402) 471-3101 jpursley@pbandsa.com	
	Nebraska Public Service Commission	Attn: Executive Director PO Box 94927 Lincoln, NE 68509	Pursley, Jeff	(402) 471-3101 jpursley@pbandsa.com	
	Beaver County Emergency Services	Attn: Wes Hill, Director 351 14th Street Ambridge, PA 15003	Hill, Wesley	(724) 775-1700 whill@beavercounty.pa.gov	
	City of Memphis Police Services	141111-POL Executive Administration 201 Poplar, Room 12-00 Memphis, TN 38101			
	Medina County Sheriff's Office	c/o Jonelle Meredith, Communications Supervisor 555 Independence Drive Medina, OH 44256	Meredith, Jonelle	(330) 764-3625 jmeredith@medinaco.org	
	Centre County 9-1-1/Emergency Communications	Attn: Dale Neff, Director 420 Holmes St. Willowbank Office Building Bellefonte, PA 16823-1488			
	Venango County PA	c/o Dona L. Brick 1174 Elk Street, PO Box 831 Franklin, PA 16323	Brick, Dona	(814) 432-9509 dbrick@co.venango.pa.us	
	Weakley County Emergency Comm District	Attn: Jamison Peeryhouse, Director 7951 Highway 22 Dresden, TN			
	DOT/National Highway Traffic Safety Administration (NHTSA)	Mike Monroney Aero Center Accounts Payable Branch, AMZ-150 PO Box 268911 Oklahoma City, OK 73126	Flaherty, Laurie	(202) 386-2705 laurie.flaherty@dot.gov	
	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888			
	AlphaSights Ltd.	58 Davies St. Mayfair, London W1K5JF	Williams, Christy	(817) 695-9204 cwilliams@nctcog.org	
	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888	Breedlove, David	(828) 488-2196 emergency@services@swaincountync.gov	
	Swain County, North Carolina	Attn: Kevin S. King, County Manager PO Box 2321 Bryson City, NC 28713			
	DuPage County ETSB	Attn: Linda Zerwin, Exec. Director 421 N County Farm Road Wheaton, IL 60187	Zerwin, Linda	Linda.Zerwin@dupagesco.org	
	Dare County, NC	Attn: David Clawson, Finance Director PO Box 1000 Manteo, NC 27954	Gray, Almey	(252) 475-5705 almeysg@daenc.com	
	Haywood County 911	Emergency Services Building 60 Depot St., Annex 1 Waynesville, NC 28786	Morgan, Chanda	(828) 356-2737 CMorgan@haywoodnc.net	
	Commonwealth of Pennsylvania - PO Invoice	PO Box 69180 Harrisburg, PA 17106			
	KGB Media, LLC, dba RedFlash Group	679 Encinitas Blvd. Suite 211 Encinitas, CA 92024	Knight, Jake	(760) 632-8280 jknight@redflashgroup.com	
	ITEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709	Bailey, Linda	Linda.Bailey@lem.com	
	Shelby County TN Emergency Comm. District	Attn: Raymond Chiozza, Exec. Director 3150 Lenox Park Blvd., Suite 108 Memphis, TN 38115	Chiozza, Raymond	(901) 380-3900 rchiozza@shelbycounty911.org	
	Fitch and Associates LLC	2901 Williamsburg Terrace, Suite G PO Box 170 Platte City, MO 64079			
	CTCOG Central TX Council of Gov'ts) Planning & Regional Services	c/o Debby Garrett PO Box 729 Belton, TX 78513	Collier, Mark	(254) 770-2381 mark.collier@ctcog.org	
	Oak Creek City Hall - Office of the City Clerk	Attn: Capt. Steve Anderson 8640 S. Howell Ave. Oak Creek, WI 53154	Anderson, Steve	(414) 766-7615 sanderson@oakcreekwi.org	
	Commonwealth of Pennsylvania - PO Invoice	PO Box 69180 Harrisburg, PA 17106			
	Municipal Public Safety Communications Consortium (MPSCC)	c/o Chief Robert Mangold, Chairman Atlantis Police Department 260 Orange Tree Drive Atlantis, FL 33462	O'Connor, Kevin	(561) 799-4445	
	911 Datamaster, Inc.	7500 College Blvd. Suite 500 Overland Park, KS 66210	Regnier, Eric	ertr@911datamaster.com	
	Butler County Emergency Services	c/o Steve Biechouse 120 McCune Drive Butler, PA 16001	Biechouse, Steve	(724) 284-5211 sbiechou@co.butler.pa.us	
	Wayne County OH Emergency Management Agency	Attn: Joseph Villegas, Director 201 W North St Wooster, OH 44691	Villegas, Joseph	(330) 262-9817 jvillegas@wcjcoho.org	

Venango County 2015 Consulting	Venango County PA	c/o Diona L. Brick 1174 Elk Street, PO Box 831 Franklin, PA 16323	Brick, Diona	(814) 432-9509	dbrick@co.venango.pa.us
Memphis PD Radio System Procurement	Memphis Police Department	Attn: John O'Conner Radio Maintenance 79 S. Flicker St. Memphis, TN 38112	Andello, Joe		frank.andello@memphishiv.gov
King County WA NG911 Implementation Evaluation	King County Accounts Payable	M/S MLK-ES-0320 401 Fifth Avenue Seattle, WA 98104			
SCRA - Charleston County, SC ESInet Implementation Support	Advanced Technology International (SCRA)	315 Sigma Drive Summerville, SC 29486			
Fairfax County VA NG911 Consulting	Fairfax County, VA	Attn: Vijay Sood. DPSC FCG - Accounts Payable PO Box 1147/ML95955 Fairfax, VA 22038-1147	McMuer, Steve	(571) 350-1779	Steve.McMuer@fairfaxcounty.gov
Tarrant County TX Near Term Initiatives Implementation Support	Tarrant County, Texas EAD	Attn: Greg Petrey, Executive Director 2600 Airport Freeway Fort Worth, TX 76111	Petrey, Greg	(817) 820-1188	gpelrey@tarrantcountytx.gov
Richmond County NC Grant & Consolidation Consulting	Richmond County, NC	Richmond County Emergency Services c/o Donna Wright, Director 319 S. Lawrence St. Rockingham, NC 28379	Wright, Donna	(910) 997-8238	donna.wright@richmondnc.com
Armstrong County PA PSAP Regional Shared Services Assessment	Armstrong County PA	Department of Public Safety Attn: Randy Brozenick, Director 131 Armsdale Rd. Kittanning, PA 16201	Brozenick, Randy	(724) 548-3430	jbrozenick@co.armstrong.pa.us
Greene County PA PSAP Regional Shared Services Assessment	Greene County PA	Greene County Emergency Management Attn: Greg Leathers, Director 55 W. Greene St. Waynesburg, PA 15370			
Graham County NC Grant Application Assistance & PSAP Relocation	Graham County, NC	Graham County Finance Office Attn: Mike Edwards, County Manager 12 North Main St. Robbinsville, NC 28771	Cable, Greg	(828) 479-7960	greg.cable@grahamcounty.org
Marlin County NC Grant Application Support & New Facility Tech Refresh	Marlin County, NC	Attn: David Bone, County Manager 305 East Main Street PO Box 668 Williamston, NC 27892	Bone, David	(252) 789-4300	dbone@marlincountync.gov
Hyde County, NC Grant Application Support	Hyde County, NC	Attn: Bill Rich, County Manager 30 Oyster Creek Road PO Box 188 Swan Quarter, NC 27885	Rich, Bill	(252) 926-4179	brich@hydecountync.gov
Wayne County NC Grant Application Support	Wayne County Office of Emergency Services	PO Box 227 Goldsboro, NC 27533			
Schrader Dare County NC AV Consulting & Design Services	Schrader Group Architecture LLC	161 Leverington Ave Suite 105 Philadelphia, PA 19127	Schrader, David	(215) 482-7440	dschrader@sgarc.com
Rutherford NC Grant Assistance & Program Management	Rutherford County NC	240 N. Washington Street Rutherfordton, NC 28139	Aldridge, Tammy	(828) 287-6050	Tammy.Aldridge@rutherfordcountync.gov
Cambria County PA PSAP Regional Shared Services Agreement	Cambria County PA	Dept. of Emergency Services Attn: Robin Melnyk, 9-1-1 Coordinator 401 Candlelight Drive, Suite 100 Ebensburg, PA 15931-1959	Melnik, Robin		
Sanford, NC PSAP Operations, Equipment & Staffing Review	Sanford Police Communications	Attn: Philip Hegwer, City Manager PO Box 3729 Sanford, NC 27331-3729	Gamer, Pat	(919) 775-8288	pat.gamer@sanfordnc.net
Beaver County, PA PSAP Regional Shared Services Assessment	Beaver County Emergency Services	Attn: Wes Hill, Director 351 14th Street Ambridge, PA 15003	Hill, Wesley	(724) 775-1700	whill@beavercounty.pa.gov
Indiana County, PA PSAP Regional Shared Services Assessment	Indiana County, PA	Emergency Management Agency Attn: Thomas Stutzman 85 Haven Drive Indiana, PA 15701	Stutzman, Thomas	(724) 388-1203	tstutzman@indianacounty.org
Somerset County PA PSAP Regional Shared Services Assessment	Somerset County Emergency Services	Attn: Richard B. Lohr 100 E. Union St. Somerset, PA 15501	Lohr, Richard	(814) 445-1515	lohrr@co.somerset.pa.us
VDEM - Strategic Planning Roadmap	Computer Aid Inc. (CAI)	Attn: Christy Butcher 470 Friendship Dr., Suite 300 Harrisburg, PA 17111	Collier, Mark	(254) 770-2381	mark.collier@ctdog.org
CTCOG 9-1-1 Data & Process Assessment	CTCOG (Central TX Council of Gov'ts) Planning & Regional Services	c/o Debby Garrett PO Box 729 Belton, TX 76513			
PA State Police ITB Development	Commonwealth of Pennsylvania - PO Invoice	PO Box 69180 Harrisburg, PA 17106			
Butler County, PA Radio Communications System Assessment	Butler County Emergency Services	c/o Steve Biechouse 120 McCune Drive Butler, PA 16001	Biechouse, Steve	(724) 284-5211	sbiechou@co.butler.pa.us
CCSF SFDEM NG9-1-1 Telephone System Replacement Project Consultant	City & County of San Francisco	Attn: Jun Chen Department of Emergency Management 1011 Turk Street San Francisco, CA 94103	Hicks, Jo Ann	(415) 558-3831	JoAnn.Hicks@sfgov.org
Highland Village TX Radio Assessment	Highland Village, City of	Attn: Audrey Junkin, Finance Department 1000 Highland Village Road Highland Village, TX 75077	Levit, Michael	(972) 899-5131	mleavitt@highlandvillage.org
Dallas TX NG9-1-1 System Planning & Implementation Consulting	City of Dallas, Texas	1500 Marilla St Dallas, TX 75201	Brown, Kent		
Fayette County, PA Regional Assessment	Fayette County PA	Public Services Building Attn: Roy Shipley, Director 24 E. Main St., 4th Floor Uniontown, PA 15401			
City of Philadelphia ESInet Integration	SEPA Task Force	50 Eagleville Road Eagleville, PA 19403			
VITA 911 Comprehensive Plan	Computer Aid Inc. (CAI)	Attn: Christy Butcher 470 Friendship Dr., Suite 300 Harrisburg, PA 17111			
Westmoreland County PA Regional Shared Services Assessment	Westmoreland County PA	Department of Public Safety Attn: Roland Mertz, Director 911 Public Safety Road Greensburg, PA 15601	Mertz, Roland	(724) 600-7301	rmertz@county.westmoreland.pa.us
Centre County PA 9-1-1 General Consulting	Centre County 9-1-1 Emergency Communications	Attn: Dale Neff, Director 420 Holmes St. Willowbank Office Building Bellefonte, PA 16823-1488	Neff, Dale	(814) 355-6800	dneff@centrecountypa.gov
Durham Police Dept Headquarters Complex	O'Brien/Atkins Associates, PA	PO Box 12037 Research Triangle Park, NC 27709	McLaurn, Julie	(919) 941-9000	JMcLaurn@obrienatkins.com
Minnesota NG911 Support 2015	Minnesota Dept of Public Safety	Emergency Comm. Network Div. 444 Cedar St., Ste 137 St. Paul, MN 55101-5137	Wahlberg, Dana	(651) 201-7550	dana.wahlberg@state.mn.us
Medina County, OH Licensing Support	Cleveland Communications, Inc.	5220 Hauserman Road Parma, OH 44130	Close, Alan	(216) 398-6500	alclose@clccom.com
SEPARTF ALPR Implementation & Services	SEPA Task Force	50 Eagleville Road Eagleville, PA 19403	Stemple, Jesse	(610) 278-1203	jstemple@montcopa.org
Westmoreland County, PA Router Installation	Westmoreland County PA	Department of Public Safety Attn: Roland Mertz, Director 911 Public Safety Road Greensburg, PA 15601			
Cambria County, PA PSAP & ESInet Extension	Cambria County PA	Dept. of Emergency Services Attn: Robin Melnyk, 9-1-1 Coordinator 401 Candlelight Drive, Suite 100 Ebensburg, PA 15931-1959	Melnik, Robin		
Lee County, FL Radio System Maintenance	Lee County Finance Department	PO Drawer 2238 Fort Myers, FL 33902-2238	Reckhemmer, Matt	(239) 533-3908	MATT@leegov.com
Lower Rio Grande Valley Development Council NG9-1-1 Migration Support	Lower Rio Grande Valley Development Council	Attn: Crystal Balboa, Finance Dir. 301 W. Railroad St. Weslaco, TX 78596	Jones, Kenneth	(956) 682-3481	kjones@lrgvdc.org
Fairfax County, VA GDX	Fairfax County, VA	Attn: Tanesha Sherrod, DIT Admin FCG - Accounts Payable PO Box 1147 Fairfax, VA 22038-1147	Liddle, Michael	(703) 385-7896	Michael.Liddle@fairfaxcounty.gov
Cappgemini TX - CSEC Test Lab Support Services	Cappgemini Government Solutions LLC	Attn: Accounts Payable 1765 Greensboro Station Place, Suite 300 McLean, VA 22102	Samuelson, Jon		
Moseley - Rockbridge VA EOC Space Analysis	Moseley Architects	Attn: Tony Bell 3200 Norfolk St. Richmond, VA 23230	Mace, Dan	(704) 540-3755	dmace@moseleyarchitects.com
Charlotte NC Tactical Interoperability Communications Plan	City of Charlotte - AP	Attn: Greg Hauser PO Box 37979 Charlotte, NC 28237-7979	Vanderlip, Joe	(704) 336-4144	vanderlip@cmcpd.org
Broward County, FL Radio Network	Broward County FL Commission	Attn: Accounts Payable PO Box 14740 Ft. Lauderdale, FL 33302-4740	DeZayas, Jose	(954) 357-8012	jdezayas@broward.org
Horry County SC Consulting Services	Horry County, SC Offices	Attn: Tammy Elliot, Office Manager 2560 Main St., Suite 7 Conway, SC 29526	Norris, Any	(843) 915-5380	

Perry County PA Radio Communication System	Perry County PA EMA	Attn: Rich Fultz Director 2 E. Main St., Box 37 New Bloomfield, PA 17088	Fultz, Rich	(717) 582-2131 rfulzt@perryco.org
Pardoe's Montour Ridge Antenna Tower Project	Pardoe's Perky Peanut, Inc.	Attn: Carl Pardoe PO Box 90 143 Center Street Montandon, PA 17850	Pardoe, Carl	(570) 524-5595
Michigan Public Safety Broadband	Bearcom Operating LLC	Attn: Pam Faver 4009 Distribution Drive Suite 200 Garland, TX 75041	Faver, Pamela	(512) 748-3339 pfaver@ccot411.com
Port of Pittsburgh Commission's Wireless Waterway Project	Port of Pittsburgh Commission	4955 Steubenville Pike Suite 245A Pittsburgh, PA 15205	Bucci, Mary	(412) 201-7331 mary_ann@port.pittsburgh.pa.us
Denton TX. Organizational Assessment	Denton Texas	Accounts Payable 215 East McKinney Denton, TX 76201-4299	Paulsgrove, Robin	(940) 349-8830 Robin.Paulsgrove@cityofdenton.com
Wake County, NC Radio System Replacement	Wake County, NC Finance/Procurement	Attn: Tom Wester Wake County Justice Center 301 S. McDowell St, 2nd Floor, Room 2902 Raleigh, NC 27601	Hartmann, Jim	(919) 856-5160 Jim.Hartmann@wakegov.com
Mercer County PA Regional Assessment for 9-1-1 Services	Mercer County PA	Attn: Frank Jannetti Department of Public Safety 205 S Erie St Mercer, PA 16137-1501 28705	Jannetti, Frank	724-662-6100 fjannetti@mcc.co.mercer.pa.us
Mitchell County NC Professional Consulting	Mitchell County, NC	Attn: Kathy Young, Acting County Manager 26 Crimson Laurel Circle, Suite 2 Bakersville, NC 28301	Vorhees, Ted	(910) 433-1990 tvorhees@ci.fay.nc.us
Fayetteville NC PSAP Co-Location Study	Fayetteville, City of, North Carolina	Attn: Kristoff Bauer 433 Hay St, Fayetteville, NC 28301	Sumbra, Jimmy	(251) 452-5782 jsumbura@ESD50.org
East Harris Dispatch Construction and Operations	East Harris County, TX	Emergency Services Joint Powers Board c/o Jimmy Sumbra 16010E Ridlon Street Channelview, TX 77530	Kahrmanian, Martin	(215) 349-3035
Amtrak Philadelphia PA, Police Dept Move (RFQ 111 5187)	Amtrak	National Railroad Passenger Corporation 2955 Market St, Suite 4N-203 Philadelphia, PA 19104	Williams, Christy	(817) 695-9204 cwilliams@nctco.org
NCTCOG Strategic Consulting Projects 2016 - 2017	North Central Texas Council of Gov'ts.	Attn: Dept of Administration PO Box 5888 Arlington, TX 76005-5888	Strat, Ruth	(717) 485-3201 rstrat@co.fulton.pa.us
Fulton County NG911 Services	Fulton County Emergency Management Agency	Attn: Ruth Strat, 9-1-1 Coordinator 219 N Second St, Suite 106 McCormellsburg, PA 17233	Corley, Pam	(814) 623-1105 pcorley@bedfordcountypa.org
Bedford County PA - NG911 Services	Bedford County PA	Emergency Services Attn: Harry Corley, 9-1-1 Coordinator 200 S Juliana St Bedford, PA 15522	Fiske, Dean	(814) 940-5900 mtfayor11@atlanticbkn.net
Huntingdon County, PA - NG911 Services	Huntingdon County, PA	Attn: Ruth Snair, Fiscal Dept. 233 Penn St Bailey Building Huntingdon, PA 16852	Taylor, Mark	(717) 485-3201 rstrat@co.fulton.pa.us
Blair County PA Shared Services Implementation Support	Blair County PA	Attn: Mark Taylor 615 Fourth Street Altoona, PA 16602	Long, Jack	(410) 569-9552 Jack.Long@iem.com
Fulton County PA- Radio System Implementation	Fulton County Emergency Management Agency	Attn: Ruth Strat, 9-1-1 Coordinator 219 N Second St, Suite 106 McCormellsburg, PA 17233	Martinez, Dina	(602) 364-0689 dina.martinez@azdoe.gov
IEM - FEMA CSEPP Consulting	IEM Corporate Offices	Subcontractor Invoice PO Box 110265 Durham, NC 27709	Faherty, Laurie	(202) 366-2705 laurie.faherty@dol.gov
Arizona FirstNET Consulting Services	Arizona Department of Administration	ADDOA, Office of Grants & Federal Resources 100 North 15th Avenue, 4th Floor Suite 401 Phoenix, AZ 85007	Curtis, Rick	(859) 258-3000 rcurtis@lexingtonky.gov
IL E911 Consolidated Dispatch Center	Consulting Gateway Corporation	Attn: Keith Hill, PE, President 356 Maiden Creek Rd Fleetwood, PA 19522	Ostendorf, Darryl	(618) 624-9516 dostendorf@fallon.org
National 911 Program - NG911 Cost Study	DOT/National Highway Traffic Safety Administration (NHTSA)	1200 New Jersey Ave. - NTH 140 Washington, DC 20590	Barefoot, Ronnie	(252) 338-3772 barefoot@co.pasquotank.nc.us
Lexington-Fayette Phase II Operations Center Renovation	Lexington Fayette Urban County Government	Attn: Denise Drewry 5101 Wheeling Drive, Suite 215 Memphis, TN 38117	Dell, Tim	(910) 997-8238 donna.wright@richmondnc.com
Fleming Arch. Memphis PD Backup PSAP Renovation Consulting	Fleming Associates Architects, P.C.	Attn: John Rudella 2775 Sand Hill Road, Suite 100 Menlo Park, CA 94025	Wright, Donna	(717) 651-2288 rmaleff@pa.gov
Silverlake Management Consulting	Silver Lake Partners	Attn: Sheriff Randy Cartwright 200 E. Colonial Ave. Elizabeth City, NC 27909	Snider, Sue	(703) 385-7896 thomas.conry@fairfaxcounty.gov
Farview Hsi/O'Fallon IL - PSAP Assessment	O'Fallon Dept of Public Safety	Attn: Kasey Betush 400 N Lexington St Suite 200 Pittsburg, PA 15208	Maleff, Robert	(570) 253-5970 VBojler@waynecountypa.gov
Pasquotank County NC - Radio Communications Consulting	Pasquotank County Sheriff's Office	Richmond County Emergency Services c/o Donna Wright, Director 319 S. Lawrence St. Rockingham, NC 28379	Sullivan, Tom	(610) 631-6500 tsullivan@montcopa.org
Region 13 Managed Services Plan	Region 13 Task Force	Attn: Kristin Nickerson 10332 Main Street, #273 Fairfax, VA 22031	Bicehouse, Steve	(724) 284-5211 sbicehou@co.butler.pa.us
Richmond County, NC, PSAP Consolidation	Richmond County, NC	Attn: Tanisha Sherrod, DIT Admin FCG - Accounts Payable PO Box 1147 Fairfax, VA 22038-1147	O'Korn, Gary	(859) 745-7415 gary.epperson@kysepp.com
NVHANCOR CAD to CAD Strategic Plan (NVERS)	Northern Virginia Hospital Alliance	PO Box 69180 Harrisburg, PA 17106	Pitt, Anita	(919) 595-2800 apitt@bivco.org
PEMA Next Generation 911 Support Plan	Commonwealth of Pennsylvania - PO Invoice	Attn: Tanisha Sherrod, DIT Admin FCG - Accounts Payable PO Box 1147 Fairfax, VA 22038-1147	Corrigan, Zac	(703) 289-8631 zachary.corrigan@novaha.org
National Capital Region - NG9-1-1 Program Management	Fairfax County, VA	c/o Ms. Vicky Bojler, Chief Clerk 925 Court Street Honesdale, PA 18431	Seamon, Gregory	(412) 262-5000 capt.seamon@moonpolice.us
Wayne County, PA Broadband Network	Wayne County, PA	Dept. of Public Safety Attn: Michael Vest 50 Eagleview Road Eagleville, PA 19403	Bone, David	(252) 789-4300 dbone@marlincountync.gov.com
Montgomery County PA Technology Project Management	Montgomery County, PA	c/o Steve Bicehouse 120 McCune Drive Butler, PA 16001	Hartmann, Jim	(919) 856-5160 Jim.Hartmann@wakegov.com
Butler County PA 2016 Consulting	Butler County Emergency Services	Attn: Commission Chairman Commissioners Office 233 Penn St, Bailey Building Huntingdon, PA 16852	Brick, Diona	(814) 432-5509 dbrick@co.venango.pa.us
Huntingdon Crty PA 2016 - 2018 911 Consulting	Huntingdon County, PA Commissioners	Clark County Court House 34 South Main St. Room #103 Winchester, KY 40391	Grossie, Michael	(806) 747-1917 michael.grossie@lubbock911.org
Clark County KY FCC Licensing	Clark County Fiscal Court	Attn: Anita Pitt P.O. Box 4128 Bryan, TX 77805-4128	Wagner, Christopher	(603) 223-5660 Christopher.Wagner@dos.nh.gov
Brazos/TriCOG General Consulting	Brazos Valley Council of Governments	PO Box 68429 Schaumburg, IL 60168	Brick, Diona	(814) 432-5509 dbrick@co.venango.pa.us
Motorola/Montgomery County MD CPE Solution- Project Management - CPE Solution	Motorola Accounts Payable	Attn: Kristin Nickerson 10332 Main Street, #273 Fairfax, VA 22031	Saleebey, David	(704) 878-5353 david.saleebey@co.iredell.nc.us
Northern Virginia Fire & EMS Assessment	Northern Virginia Hospital Alliance	1000 Beaver Grade Road Moon Township, PA 15108	Battaglia, David	(724) 543-2500 dbattaglia@co.armstrong.pa.us
Moon Twp PA - Police Communications Assessment	Moon Township Police Department	Attn: David Bone, County Manager 305 East Main Street PO Box 668 Williamston, NC 27892		
Marin County, NC - PSAP Feasibility Study	Marin County, NC	Attn: Rachel Belo WCOB Mezzanine Level PO Box 550 Raleigh, NC 27602		
Wake County NC - CAD/Mobile Data Systems Consulting	Wake County IS Department	c/o Diona L. Brick 1174 Elk Street, PO Box 831 Franklin, PA 16323		
Venango County PA-CAD System Technical Support	Venango County PA	Attn: Accounts Payable PO Box 10536 Lubbock, TX 79408-3536		
Lubbock County TX - Radio System Upgrade/Replacement Feasibility Study	Lubbock County Auditor	Division of State Police Support Services Bureau Attn: Capt. Christopher J. Wagner 33 Hazen Drive Concord, NH 03305		
New Hampshire FirstNET	New Hampshire Department of Safety	c/o Diona L. Brick 1174 Elk Street, PO Box 831 Franklin, PA 16323		
Venango County PA 2016 General Consulting	Venango County PA	Attn: David Saleebey PO Box 788 Statesville, NC 28687		
Iredell County, NC - Emergency Communications Center Consultant	Iredell County	Department of Public Safety Attn: Randy Brozenick, Director 131 Armsdale Rd. Kittanning, PA 16201		
Armstrong County PA - Managed Services - Year 1	Armstrong County PA			

Pasquotank County NC - Radio Communications Consulting - Drive Testing	Pasquotank County Offices	Attn: Rodney Bunch, County Manager 206 E. Main St., PO Box 309 Elizabeth City, NC 27809	Barfoot, Ronnie	(252) 338-3772 barefoot@co.pasquotank.nc.us
Mauzy County TN - PSAP Quality Assurance Program	Mauzy County TN Emergency Communications District	Attn: Mark Gandee, Director 2807 Cayce Lane Columbia, TN 38401-5083	Gandee, Mark	(931) 381-3190 mgandee@maury911.com
Memphis Camera Project	City of Memphis Police Services	141111-POL Executive Administration 201 Poplar, Room 12-00 Memphis, TN 38101	Rallings, Mike	
	Chester County Dept of Emergency Services	Attn: Robert Kagel, Director 601 Westtown Road, Suite 12 PO Box 2747 West Chester, PA 19380	Kagel, Robert	(610) 344-4484 rkagel@chesco.org
	Butler County Emergency Services	c/o Steve Bichehouse 120 McCune Drive Butler, PA 16001	Bichehouse, Steve	(724) 284-5211 sbichehou@co.butler.pa.us
	Umatilla Morrow Radio & Data District	Attn: Shawn Halsey, District Administrator 4700 NW Pioneer Plaza Pendleton, OR 97801	Halsey, Shawn	(541) 966-3774 Shawn.Halsey@umrdd.org
	Allegheny County, NC	c/o Don Adams, County Manager PO Box 366 Sparta, NC 28675	Adams, Don	(336) 372-4179 managerald@skybest.com
	O'Fallon Dept of Public Safety	Attn: Chief Eric R. Van Hook 265 N. Seven Hills Road O'Fallon, IL 62269	Ostendorf, Darryl	(618) 624-9516 dostendorf@ofallon.org
	SEPA ISSI Assessment & Integration	50 Eagleville Road Eagleville, PA 19403	Stemple, Jesse	(610) 278-1203 jstemple@montcopa.org
	Adams County, CO - PSAP Assessment	Attn: Joel Estes, Director 7321 Birch St. Commerce City, CO 80022	Estes, Joel	(303) 289-2235 jestes@adcom911.org
	SCRA	Applied Research Center 315 Sigma Drive Summerville, SC 29483		
	Arizona Dept of Public Safety	Accounts Payable Mail Drop 1360 PO Box 6638 Phoenix, AZ 85005	Rodgers, Kevin	(602) 223-2260 karogers@azdps.gov
	Tarrant County, Texas EAD	Attn: Greg Petrey, Executive Director 2600 Airport Freeway Fort Worth, TX 76111	Petrey, Greg	(817) 820-1188 gpetrey@tcf911.org
	Carbon County Communications Center	Attn: Gary Williams, Director 1264 Emergency Lane Nesquehoning, PA 18240	Williams, Gary	(570) 325-9111 cg911d@pjd.net
	Cambria County PA	Dept. of Emergency Services Attn: Robbin Melnyk, 9-1-1 Coordinator 401 Candlelight Drive, Suite 100 Ebensburg, PA 15931-1959	Melnik, Robbin	rmelnik@co.cambria.pa.us
	Alexander County 911 Communications	29 West Main Ave. Taylorsville, NC 28681	French, Rich	
	Albus DS Communications	Mr. Jeroen de Witte, Chief Technology Officer 200 Boulevard de la Technologies, Suite 300 Gatineau QC J8Z 3H6 Canada	de Witte, Jeroen	
	Shelby County TN Emergency Comm. District	Attn: Raymond Chiozza, Exec. Director 3150 Lenox Park Blvd., Suite 108 Memphis, TN 38115	Chiozza, Raymond	(901) 380-3900 rchiozza@shelbycounty911.org
	Orange County, VA	Attn: Nicola Tidey, E-911 Director PO Box 111 Orange, VA 22960	Tidey, Nikki	ntidey@orangecountyva.gov
	Nebraska Public Service Commission	Attn: Executive Director PO Box 94927 Lincoln, NE 68509	Pursley, Jeff	(402) 471-3101 jpursley@pbanda.com
	Investment 360	c/o El Friedman, Principal 428 Clifton Ave, #100 Lakewood, NJ 08701	Levin, Barry	
	Kansas Department of Transportation	Kansas Procurement & Contracts RE: Contract Number 41733 900 SW Jackson Suite 451-South Topeka, KS 66612-1286	Wilkins, Brienne	(785) 296-2770 brienne.wilkins@kda.ks.gov
	Holmes Hepner & Associates Architects	Kathy H. Hindman, Office Manager 601 S Boulevard, Suite 101 Tampa, FL 33606	Hepner, Peter	
	East Central Emergency Network	Columbia County Dept of Public Safety Attn: Frederick Hunsinger, Public Safety Director PO Box 380 Bloomsburg, PA 17815	Hunsinger, Fred	(570) 389-5731 fhunsinger@columbia.pa.org
	Indiana County, PA	Attn: Mary Morrison 100-A South West Blvd. PO Box 389 Newton, NC 28658	Stutzman, Thomas	(724) 388-1203 tsutzman@indianacounty.org
	Catawba County, North Carolina	Emergency Management Agency Attn: Thomas Stutzman 85 Haven Drive Indiana, PA 15701	Morrison, Mary	(828) 465-8286 MMorrison@CatawbaCountyNC.gov
	Indiana County, PA	Attn: Tanesha Sherrod, DIT Admin FCG - Accounts Payable PO Box 1147 Fairfax, VA 22038-1147	Stutzman, Thomas	(724) 388-1203 tsutzman@indianacounty.org
	Fairfax County, VA	Attn: Tanesha Sherrod, DIT Admin FCG - Accounts Payable PO Box 1147 Fairfax, VA 22038-1147	Liddle, Michael	(703) 385-7886 Michael.Liddle@fairfaxcounty.gov
	SCRA	Applied Research Center 315 Sigma Drive Summerville, SC 29483		
	Nebraska Public Service Commission	Attn: Executive Director PO Box 94927 Lincoln, NE 68509	Pursley, Jeff	(402) 471-3101 jpursley@pbanda.com
	Nebraska Public Service Commission	Attn: Executive Director PO Box 94927 Lincoln, NE 68509	Pursley, Jeff	(402) 471-3101 jpursley@pbanda.com
	Nebraska Public Service Commission	Attn: Executive Director PO Box 94927 Lincoln, NE 68509	Pursley, Jeff	(402) 471-3101 jpursley@pbanda.com
	Texas Commission on State Emergency Communications (CSEC)	Attn: Director of Operations 333 Guadalupe St., Suite 2-212 Austin, TX 78701	Millington, Brian	(512) 305-6923 Brian.Millington@csec.texas.gov
	Hanover NH Police Department	Attn: Chief Dennis 46 Lyme Road Hanover, NH 03755	Hackett, Doug	(761) 826-5000
	Texas Commission on State Emergency Communications (CSEC)	Attn: Director of Operations 333 Guadalupe St., Suite 2-212 Austin, TX 78701	Millington, Brian	(512) 305-6923 Brian.Millington@csec.texas.gov
	Montgomery County, PA	Dept. of Public Safety Attn: Michael Vest 50 Eagleville Road Eagleville, PA 19403	Sullivan, Tom	(610) 631-6500 tsullivan@montcopa.org
	Northern Virginia Emergency Response System (NVERS)	4975 Alliance Drive, 2E-420 Fairfax, VA 22030	Nickerson, Kristin	(888) 557-8073 Kristin.nickerson@nvers.org
	Collier County Sheriff's Office	Accounts Payable 3319 Tamiami Trail East Naples, FL 34112	Finney, Bob	(239) 252-9366 bob.finney@colliersheriff.org
	Lee County Finance Department	PO Drawer 2238 Fort Myers, FL 33902-2238	Reckhemmer, Matt	(239) 533-3908 MATT@leegov.com
	Tri-Com Central Dispatch	3823 Karl Madsen Drive Saint Charles, IL 60175	Hall, Stacy	
	IBM Global Technology Services	4660 La Jolla Village Drive Suite 300 La Jolla, CA 92122	Lawler, Kevin	lawlerke@us.ibm.com
	Lee County Finance Department	PO Drawer 2238 Fort Myers, FL 33902-2238	Reckhemmer, Matt	(239) 533-3908 MATT@leegov.com
	SEPA Task Force	50 Eagleville Road Eagleville, PA 19403	Stemple, Jesse	(610) 278-1203 jstemple@montcopa.org
	Fairfax County, VA	Attn: Tanesha Sherrod, DIT Admin FCG - Accounts Payable PO Box 1147 Fairfax, VA 22038-1147	Liddle, Michael	(703) 385-7886 Michael.Liddle@fairfaxcounty.gov
	Acro Service Corp	MSIP Program Office - SONJ 39209 West Six Mile Road, Suite 250 Livonia, MI 48152	Shawler, Larry	(440) 322-3329
	Elyria OH Police Department	18 West Ave. Elyria, OH 44036	Jaeger, Barbara	(602) 542-0911 Barbara.Jaeger@azdo.gov
	Arizona, State of	GSD Accounting 100 N. 15th Ave., Suite 202 Phoenix, AZ 85007	Moran, Chris	cmoran@county.allegany.pa.us
	Region 13 Task Force	Attn: Kasey Belush 400 N Lexington St Suite 200 Pittsburgh, PA 15208		
	PA Tumpke Commission	Attn: Invoice Processing PO Box 67676 Harrisburg, PA 17106-7676		

<p> IEM - FEMA CSEPP FY 2017 Amtrak Preliminary Consulting Minnesota NG9-1-1 Deployment Assistance Tarrant County TX CPE Implementation Support Santa Cruz CA CAD Replacement Project Facilitation Cobb County GA Lifecycle Managed Services </p>	<p> IEM Corporate Offices Amtrak Minnesota Dept of Public Safety Tarrant County, Texas EAD Santa Cruz Regional 9-1-1 Cobb County, Georgia </p>	<p> Subcontractor Invoice PO Box 110265 Durham, NC 27709 National Railroad Passenger Corporation 2955 Market St. Suite 4N-203 Philadelphia, PA 19104 Emergency Comm. Network Div. 444 Cedar St., Ste 137 St. Paul, MN 55101-5137 Attn: Greg Petrey, Executive Director 2600 Airport Freeway Fort Worth, TX 76111 Attn: Dennis Kidd, General Manager 495 Upper Park Rd Santa Cruz, CA 95065 Cobb County Georgia Purchasing Department 122 Waddell St. Waddell, GA 30060 </p>	<p> Long, Jack Pressman, Ann Wahlberg, Dana Petrey, Greg Kidd, Dennis Davidson, Destiny </p>	<p> (410) 569-9552 Jack.Long@iem.com (215) 349-1287 (651) 201-7550 dana.wahlberg@state.mn.us (817) 820-1188 gpetrey@ic911.org (831) 471-1033 dennis@scr911.org (770) 499-4164 destiny.davidson@cobbcounty.org </p>
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EXHIBIT “C”

**CONSULTANT’S SCOPE OF WORK CLARIFICATION
TO CITY RFQ SOLICITATION NO. 2016-9-185**

Attachment to City of Allen Agreement for Consulting Services

This attachment provides an overview of tasks, a pricing breakdown by task and assumptions related to delivery of the scope of work.

Task Overview

Phase 1

Project Kickoff

MCP and the City review the scope, timing and project plan to ensure alignment. Adjustments are made as necessary.

Stakeholder Meetings

MCP facilitates meetings with command staff and user focus groups to understand their specific needs as it relates to CAD and RMS. Local requirements are captured for inclusion in the RFP.

- Assess likes/dislikes of current system
- Assess needs for future system
- Achieve buy-in of staff and other stakeholders

Develop Technical Specifications

Specifications are documented in RFP format.

Stakeholder Consensus Meetings

MCP facilitates follow-up meetings with stakeholders using the RFP formatted information to ensure the accurate capture of requirements. Specifications are updated as required.

RFP Development

Specifications are incorporated into the RFP document layout along with City provided terms and conditions. A technical review of the specifications is completed by MCP subject matter experts and the document goes through MCP's quality assurance (QA) process.

MCP provides a list of potential vendors.

Phase 2

Support Procurement Process

Vendor Pre-proposal Conference

After the RFP is released, but prior to the response due date, MCP assists the City in the facilitation of a meeting of interested vendors to clarify requirements and answer vendor questions. MCP document minutes from the meeting.

Proposal Assessment Tool & Training

MCP provides a Microsoft Excel based tool for recording and calculating evaluation scores. MCP trains the City's evaluation team on the use of the tool.

Phase 3

Support Proposal Evaluation Process

MCP reviews proposals to determine technical compliance to requirements and utilizing experience from other projects ensures responses are consistent. During the scoring process MCP functions as a technical resource.

Support Oral Interviews and Demonstrations

- Assist with organizing and participate in demonstrations
- Assist with organizing and participate in oral interviews
- Serve as technical support and adviser to oral interviews

Contract Execution and Execution

Using industry knowledge MCP ensures the vendor provides the City with compliant systems, competitive pricing and favorable terms such that the City receives the best value for their investment.

Pricing Breakdown

This pricing per task is provided based on MCP's current understanding of the requirements and the City's processes. As the project progresses it may be necessary to shift funding between tasks, however MCP will not exceed the fixed fee total quoted for this scope of work.

Task	Description	Fee
1	Project Kickoff	\$4,404.00
2	Stakeholder Meetings	\$13,234.67
3	Develop Technical Specifications	\$12,185.00
4	Stakeholder Consensus Meetings	\$6,010.00
5	RFP Development	\$9,162.00
6	Support Procurement Process	\$6,232.59
7	Proposal Assessment Tool & Training	\$3,515.00
8	Support Proposal Evaluation Process	\$13,591.00
9	Support Oral Interviews and Demonstrations	\$14,004.17
10	Contract Negotiations and Execution	\$12,284.57
	Grand Total	\$94,623.00

Assumptions

- The scope includes procurement process through contract execution; i.e. signing by both parties; for Computer Aided Dispatch (CAD) and Law Enforcement Records Management System (RMS)
 - Requirements for the CAD and RMS will be released as one RFP with the option for vendors to respond to one or both sets of requirements
 - The scope of this contract covers negotiation and execution of a maximum of two separate contracts; one for CAD and a second for RMS.
- The initial stakeholder meetings will be scheduled to take place in conjunction with the project kickoff meeting and will be conducted within consecutive days.
- Vendor demonstrations and agency site visits will occur within the state of Texas.
- When mutually agreed, meetings may be held by teleconference to facilitate participation of Consultant support staff.
- The City will provide standard contract terms and conditions for inclusion in the RFP.