

CERTIFIED COPY OF ORDER

STATE OF MISSOURI }
 County of Boone } ea.

September Session of the July Adjourned

Term. 20 13

In the County Commission of said county, on the 3rd day of September 20 13

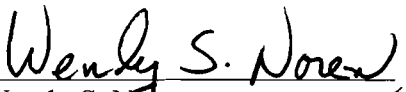
the following, among other proceedings, were had, viz:

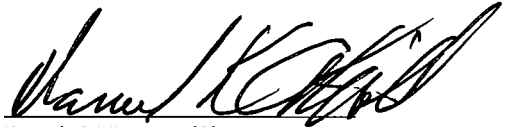
Now on this day the County Commission of the County of Boone does hereby approve the following budget amendment for 911/Joint Communications Consultant Services.

Department	Account	Department Name	Account Name	Decrease \$	Increase \$
4100	71101	911/OEM Facility Construction Project	Professional Services		425,000
			Total		425,000

Done this 3rd of September, 2013.

ATTEST:

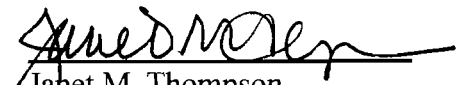

 Wendy S. Noren
 Clerk of the County Commission



Daniel K. Atwill
 Presiding Commissioner



Karen M. Miller
 District I Commissioner



Janet M. Thompson
 District II Commissioner

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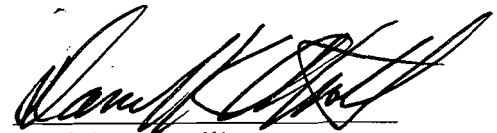
the following, among other proceedings, were had, viz:

Now on this day the County Commission of the County of Boone does hereby award bid 28-23JUL13 – 911/Joint Communications Consulting Services to Mission Critical Partners, Inc. of Port Matilda, PA. The terms of the agreement are stipulated in the attached Agreement. It is further ordered the Presiding Commissioner is hereby authorized to sign said Agreement.


Done this 3rd day of September, 2013.

ATTEST:

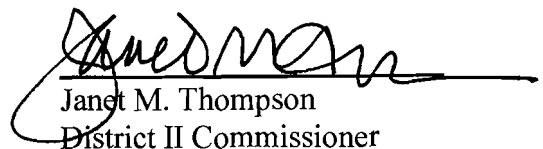
Wendy S. Noren
Wendy S. Noren
Clerk of the County Commission



Daniel K. Atwill
Presiding Commissioner



Karen M. Miller
District I Commissioner



Janet M. Thompson
District II Commissioner

Boone County Purchasing

Melinda Bobbitt, CPPB
Director



613 E. Ash St., Room 110
Columbia, MO 65201
Phone: (573) 886-4391
Fax: (573) 886-4390

MEMORANDUM

TO: Boone County Commission
FROM: Melinda Bobbitt, CPPB
DATE: August 22, 2013
RE: RFP Award Recommendation: 28-23JUL13 – 911 / Joint Communications Consulting Services

The Request for Proposal for 28-23JUL13 – 911 / Joint Communications Consulting Services closed on July 23, 2013. Six proposal responses were received.

The evaluation committee consisted of the following:

Dan Atwill, Boone County Presiding Commissioner
Ken Burton, Columbia Police Chief
Dwayne Carey, Boone County Sheriff
Nicole Galloway, Boone County Treasurer
Scott Olsen, Boone County Fire Chief
Joe Piper, Operations Manager, Joint Communications

The evaluation committee recommends award to Mission Critical Partners, Inc. of Port Matilda, Pennsylvania per their attached Evaluation Report. The contract is for a not to exceed amount of \$424,174.00.

Invoices will be paid from 4100 – 911/OEM Facility Construction Project.

ATT: Evaluation Report

cc: Proposal File / Evaluation Committee

Evaluation Report for Request for Proposal

28-23JUL13 – 911/Joint Communications Consultant Services

OFFEROR #1: L.R. Kimball

It has been determined that **L.R. Kimball** has submitted a **responsive** proposal meeting the requirements set forth in the original Request for Proposal.

It has been determined that **L.R. Kimball** has submitted a **non-responsive** proposal.

Method of Performance

Strengths:

- Firm is out of PA, but has a local representative in Columbia, MO. Specializes in public safety projects
- Large firm and all members of the team work for Kimball
- Disclosure section doesn't appear concerning
- Specifically mentions research of grants or sources of funding
- Overview of tasks very detailed and specific to the county's project
- Page 63 – Kimball acts as technology consultant (radio, phone, IT) and just issue RFP's for vendors/products.
- Defined a clear needs assessment process (pg. 45).
- They will review current vendor technology contracts not earmarked for replacement to determine if better contract terms or maintenance cost could be obtained (pg. 63).
- Response has a very defined and detailed project approach and plan with built in and defined Quality Control processes. The plan involves discussion with call-taker/dispatch personnel and also mentions research to identify potential sources of state or federal funding.
- The Program Manager is a Boone County Resident, so we would have local representation
- Project Team has depth in all areas, so any turnover would pose little disruption

Concerns:

- Need clarification of RD Porter's role with company and his proposed role with respect to the project.
 - Provided in BAFO question 1.2 and 1.7 responses
- Would county be able to approve/be notified of replacement personnel in event of turnover?
 - BAFO question 1.1 response: "yes"
- Where did individuals on the project team work on the referenced projects? RFP requirement.
 - Provided in BAFO question 1.2 response
- When did the projects occur (dates to determine if recent or not)? RFP requirement.
 - Provided in BAFO question 1.3 response
- Proposed schedule in RFP response cuts off in 2014
 - Provided in BAFO question 1.5 response
- Page 61 - Attendance at meetings with architect is priced separately – what does that mean?
 - Provided in BAFO question 1.6 response
- Can provide years of experience for years of experience with relevant technology. RFP 6.4.a.
 - Provided in BAFO question 1.4 response

- Page 61 - Staff attends site meetings once a month during construction and monitors the project's progress through correspondence and communication with architect – what does that mean?
 - Provided in BAFO question 1.7 response

Experience/Expertise of Offeror

Strengths:

- Team members specialize in public safety projects, have a depth of experience in this specific type of project management, IT and radio technology and operations/governance
- Wendy Day has experience in grant writing and help secure Federal/State grants for clients
- Project examples include all of the types of services within the county's scope.
- Detailed narrative presented on how project would be approached
- Detailed narrative on how RFP's would be compiled, selection criteria, vendor selection, evaluation, etc – encompasses all aspects of RFP issuance/selection
- Oversees training on new technologies/systems.
- CDI founded in 1953 (purchased Kimball in 2010) (pg. 3). Kimball has been providing public safety and mission critical consulting services for over 17 years (pg. 3).
- One of the largest public safety and telecommunications firms (pg. 3).
- All Kimball proposed staff will compose the team; no sub-contractors (pg. 4).
- Provided resumes for the proposed team with extensive experience in public safety (pg. 8).
- Project team has a combined total experience of ~505 years
- Utilizes a pool of 250 professionals, with more than 60 integrated services and could easily be an all-in-one solution
- Affiliations & certifications with NENA, APCO and other relevant PSAP/EM organizations
- All team members have experience with multiple PSAP related projects
- Past experience includes similar projects supporting major Public Safety projects

Concerns

- Is the Program Manager hourly rate of \$139 for 2,450 hours through December 2015 included in the total project price of \$492,741?
 - Provided in BAFO question 1.8 response
- “Off site” visit costs will be negotiated separately. Pricing may increase if there are more than three responses to each RFP issued. Define what is an off-site visit and explain what will happen if we get more than three responses.
 - Provided in BAFO question 1.9 response
- Scope of work provided for five similar projects cite specific system replacements, rather than a complete PSAP/EOC solution.
 - Provided in BAFO question 1.10 response

OFFEROR #2: Mission Critical Partners

 X It has been determined that **Mission Critical Partners** has submitted a **responsive** proposal meeting the requirements set forth in the original Request for Proposal.

 It has been determined that **Mission Critical Partners** has submitted a **non-responsive** proposal.

Method of Performance

Strengths:

- Disclosure section doesn't appear concerning
- Firm provides all-inclusive consulting services for county's scope of project – all team members work for the same firm
- Turnover vetted with the county – deep bench to address turnover
- Well written and easy to read RFP
- Can complete project by December 2015
- Included identifying a back-up facility and alternative site as a priority in planning and scope of services to provide
- Address being an out of state firm directly in proposal
- Secure website for communication
- Response clearly indicates an understanding of the scope of work and presents a good overall approach to similar projects of this type.

Concerns:

- What does it mean that the scope/fee would not include a new radio system 800 MHz?
 - Provided in BAFO question 1.1 response
- Each would work part-time – enough time to dedicate to our project? How often would they be onsite? Would a full-time project manager be assigned?
 - Provided in BAFO question 1.4 response
- Response provides a time-line but does not include a plan customized for Boone County that address tasks listed in the RFP. The response seems “boiler plate.”
 - Provided in BAFO question 1.2 response
- Team has no local representation.

Experience/Expertise of Offeror

Strengths:

- Centre County is a great example of our project and work/experience the firm has (pg. 16).
- Provides services for all parts of the project – radio, operations/facilities, IT/network, communications
- Proposal includes technology and radio consulting – No outside consultants. Could help in design, cost and timeline.
- No reimbursable – all inclusive
- Project examples show direct experience with the county's type of project in all aspects
- Individuals have depth of experience in county's type of project – including facility, design, technology, radio, etc
- Most of the team worked in government or 911/Emergency Management
- Experience working RFP's of all types needed for county's project

- Founded in 2008 (pg. 4) and key principals have two decades of experience in the 9-1-1 industry (pg. 6).
- Team members each have many perspectives ranging from state and county managers to technical implementers in public and private sectors and PSAP management.
- The team has cross-trained personnel and pre-assigned “back-ups” for each project team member in the event of turnover or emergency.

Concerns

- What type of hiring, governance, and grant services do they provide?
 - Provided in BAFO question 1.3 response
- All individuals work on a part-time basis – even during construction? Will a full-time project manager be assigned? What does look like for us? How does that affect how the project moves along?
 - Provided in BAFO question 1.4 response
- What will be done in the 38 hours projected for the architect RFP? And for the 20 hours for the General Contractor?
 - Provided in BAFO question 1.5 response
- One year experience in Smart911
- Company established 2008 (<5 years) and appears to have completed few projects.
 - Discussed and clarified during their interview
- Most experience on the team appears to come from employment under Kimball (competitor).
 - Discussed during their interview
- The average number of years of experience listed for the Project team for all relevant technologies identified in our RFP seems low.
 - Discussed during their interview

OFFEROR #3: APS

It has been determined that APS has submitted a **responsive** proposal meeting the requirements set forth in the original Request for Proposal.

It has been determined that APS has submitted a **non-responsive** proposal.

Method of Performance

Strengths:

- Team members (architect and technology) have relevant experience in related projects. Were able to provide examples similar to county's project.
- Replacement of team members subject to county approval
- Website w/ notifications and specific logins for communication.
- Disclosure section doesn't appear concerning
- Technology Plus and architect could respond to other RFP's, as discussed w/ county
- Has local Representation - The business is from St. Louis and states they have a team member living in Boone County, MO.

Concerns:

- The quality of the writing was low and unpolished
- Did not repeat RFP requirements in response as requested
- APS is a small firm – will the lead project manager or project executive have the time to dedicate to a project of this scope? Not a deep bench if something were to occur
- Experience w/ RFP preparation/project management and Firm Approach sections are not very detailed or tailored specifically to the county's project scope/type
- Response doesn't indicate method for an unbiased approach to RFP evaluation
- No dates are given on references for similar projects, so cannot determine if these are current.
- Also doesn't indicate where the individual on the project team worked on the referenced projects
- Section 3.4.4 of the response references a project plan in section 2.6, which does not exist.
- Response lacks signed addendums and other required documents.
- Appears to be limited in backup staff if an issue with an assigned team member were to arise.
- Not an all in one solution and would require multiple sub-consultants to complete the project.
- Multiple grammar, punctuation, and spelling errors in the RFP may indicate a lack of attention to detail.
- Response seems more focused on pre-construction and general construction, and not the specialized facilities/functions required by the RFP.

Experience/Expertise of Offeror

Strengths:

- A tailored project team was assembled
- Technology Plus team members have relevant experience in related projects
- Included someone with actual 911 call center experience
- Architect has relevant experience in related projects
- Project team has appropriate experience in many areas that apply to the needs of the County during the project.

- Project Executive has a vast amount of knowledge in the construction industry with 36 years of experience.

Concerns

- Does the 911 manager currently work in a call center?
- The project executive has experience in project management generally, but not specific to a 911/Joint Communication project
- The bios did not include current employers for all team members in the response – confusing what firms they currently work for and how each team member relates to each other
- Architects bio does not give a lot of information
- Does not indicate if members of the team will be working full time or part time on the project
- Limited overlap in skills and experience among the team members could leave lots of single points of contact and reduce potential for innovative solutions to problems.
- Described experience and skills are generally vague.

OFFEROR #4: IXP Corporation

X It has been determined that **IXP Corporation** has submitted a **responsive** proposal meeting the requirements set forth in the original Request for Proposal.

_____ It has been determined that **IXP Corporation** has submitted a **non-responsive** proposal.

Method of Performance

Strengths:

- Clear, well written response that specifically addresses the county's project.
- Firm specializes in the county's project type/scope
- Responded to all RFP requirements
- Provide details on strong internal communication methods
- With 135 employees, have a deep bench in the case of turnover
- The response clearly demonstrates what their role would be as project manager, including examples of how to communicate with agencies/stakeholders and vendors/consultants
- Provides detailed project approach – great written response tailored to county.
- Thoughtful plan for each team member's role
- Specific and well explained timeline and approach needed to make project successful and completed on time
- Disclosure section doesn't appear concerning
- Firm specializes in the county's type of project for a competitive price
- Would be able to meet Dec 2015 deadline.
- Response has a detailed project approach, customized for Boone County
- Firm has privatized 9-1-1 systems (they own/operate PSAPs)
- Far fewer hours compared to other respondents
- Plan specifically mentions adjusting involvement to meet the needs of the county based on our own knowledge and experience.

Concerns:

- In the transmittal letter, there is a reference to a 7-month ground up design/build and implementation of a new facility. What does that mean? Do they have a template and that is why their design and construction is low?
 - Provided in BAFO question 1.1 response
- The headquarters is in NJ – though the projects referenced are all over the country. Where will our project team be located out of? What will be their on-site presence?
 - Provided in BAFO question 1.3 response
- Replacements due to turnover can be approved/vetted by the county?
 - Provided in BAFO question 1.4 response
- If selected, would the firm act as technology consultant for radio/IT? How much would that increase their hours and cost? How would that potentially keep the project within the proposed timeline?
 - Provided in BAFO question 1.5 response
- Firm has privatized 9-1-1 systems (may favor PSAP takeovers). Clarification question: How do you provide services to staff 911 operations?
 - Provided in BAFO question 1.6 response

- Cost per hour is much higher than other respondents
- Discuss their New York client – what was their role?
 - Clarified during the interview
- Page 29 of their RFP response: what is met by the last paragraph? If they were the radio/technology consultant, what would be their estimated hours and cost?
 - Provided in BAFO question 1.5 response

Experience/Expertise of Offeror

Strengths:

- Provides expertise not only in technology and facilities, but also operations and governance.
- Each member of the project team has very relevant experience over a long period of time.
- All project team members work for IXP and have a clear role in the team
- Relevant and applicable experience and examples provided for each one of the tasks outlined in the RFP. The examples provided are specific and include all items in the county's RFP
- Address objectivity and a process to evaluate RFP's from other vendors/consultants
- Founded in 1999 (14 years) and has 135 employees
- Project team has significant prior PSAP/EM operational experience
- Project team has members with 35 years public safety experience; APCO/NENA members and a former EMD and Director of the City of Boston Communications Center.
- Completed a ground-up design build communications center in 7 months

Concerns

- Can respondent clarify the dates of the project examples provided? Some dates given, some not that clear.
 - Provided in BAFO question 1.7 response
- If there are ongoing projects that include team members assigned to the County, concern about their ability to commit time/resources to our project?
 - Clarified during interview
- No mention of any experience with projects involving hardened structures. Provide an example for experience with hardened structures.
 - Provided in BAFO question 1.8 response

OFFEROR #5: Faith Group, LLC

X It has been determined that **Faith Group, LLC** has submitted a **responsive** proposal meeting the requirements set forth in the original Request for Proposal.

_____ It has been determined that **Faith Group, LLC** has submitted a **non-responsive** proposal.

Method of Performance

Strengths:

- MO based firm specializing in safety and security projects
- If there is turnover, replacement vetted through the county
- Provide detailed answer on RFP evaluation process.
- Proposal well written and easy to read
- Able to meet December 2015 timeline
- Website and web tools for communication/collaboration
- Recommend bringing the GC into the process early
- Disclosure section doesn't appear concerning – does not intent to respond to RFP's
- Detailed project approach, customized for the task identified in the RFP
- Project would be served from HQ in St Louis, MO.
- Comfortable in meeting the proposed schedule established in the RFP
- Multiple tools for project management successfully used in similar projects (e.g. Share Point)
- QA/QC process

Concerns:

- How many employees in each company?
- Recommends pre-qualifying professionals? Reasons?
- Services divided between two firms

Experience/Expertise of Offeror

Strengths:

- Clear delivery of services between Faith Group and Leon Technology
- Team members have depth of experience in projects and technology applicable to the county's
- Provide design, architectural, project management, technology experience
- Response on project approach and task approach is specific to county and detailed
- Strong details on communication w/ the client and internally.
- Individuals have strong experience and backgrounds
- Experience in EOC design and operations, command and control, security
- Team of 9 has a combined total of ~161 years of experience
- Experience with large and complex projects (i.e. Saudi IPSO project and Airports)
- 116 years of experience with relevant technologies (page 12)

Concerns

- What is Faith Group's experience working with Leon Technology?
- Have you been the project manager for designing and building a combined 911 / joint communications operation center?

- Most of the experience presented is in airports – how similar is this to county’s project?
- Does the firm anticipate technology consultants (radio, IT, etc) be needed or RFP’s for technology consultants, given the two firm’s experience?
- What is the experience regarding operations the firm brings?
- The cost is comparably high – what is the extra value the County would get for the price? Examples don’t present a project of design, implementation, etc of a 911 center. Mostly airport EOC’s.
- Expertise appears to be in airport design and operations rather than stand-alone PSAP/EOCs
- Technical expertise with radio, infrastructure and network technology comes mostly from sub-consultant (de Leon Technology Associates)
- Little mention of experience with 9-1-1/PSAPs in the U.S.
- FG established in 2004 (in business for < 9 years); sub-consultant in business for 2 years
- No mention of US 9-1-1 PSAP affiliations/certifications (NENA, APCO, FCC, etc.)

OFFEROR #6: Ross & Baruzzini

 X It has been determined that **Ross & Baruzzini** has submitted a **responsive** proposal meeting the requirements set forth in the original Request for Proposal.

 It has been determined that **Ross & Baruzzini** has submitted a **non-responsive** proposal.

Method of Performance

Strengths:

- All Missouri based team w/ local team members and offices
- Proposal well written – very professional and tailored specifically for county’s project.
- Detailed provided on lead’s role. Great detail provided on all aspects of project approach
- County will be notified of turnover and can approve replacements. Deep bench from three companies
- Proposal responsive to all RFP requirements and gives a thorough, detailed answer for all
- Secure website to maintain communications – meetings and methods of communication well defined.
- Would be able to meet Dec 2015 deadline.
- Response appears tailored to the RFP and not “boiler plate”
- The use of three different agencies, in addition to future RFP respondents, could create more checks and balances for a better product (see concern)
- Redundant personnel for key assignments (good except for higher costs)
- Multiple key personnel from the team have previous experience working on mission critical, hardened facilities – specifically mentions PSAP/EOC implementations.
- Partnering with local firms Trabue, Hansen and Hinshaw, Inc for civil/structural engineering and Simon Oswald Architecture for architectural support
- Local representation – offices located in St Louis, MO

Concerns:

- Given there are so many members of the project team and the cost is comparably high, what is the additional benefit the county would gain from the complicated team structure and cost?
- Each firm that makes up a team anticipates responding to the RFP’s: Ross & Baruzzini, THH and SOA.
- The proposal does list an approach to evaluate RFP’s in a structured manner – how does this reconcile w/ each firm planning to respond to the RFP? Would the price of their future RFP responses be lower as a result? Is this what they mean by pre-qualify consultants?
- The utilization of three different agencies, in addition to future RFP respondent, could be conducive to confusion or finger-pointing (see strength).

Experience/Expertise of Offeror

Strengths:

- Team members have depth of experience in their design, engineering, construction, and implementation functions. Have technology consultant w/ Macro. All in proposal have worked projects that are similar or comparable to the county’s.
- Proposal lists in great detail project approach, and how each tasks would be completed. Provide applicable examples showing the team’s experience

- Extensive explanations showing understanding of technical decisions.
- Provides three emergency operations projects – overall, mostly serve as architect, construction or engineering services.
- Company in operation for ~60 years (founded in 1953), staff of 155 personnel
- Consulted on over 40 emergency management facilities over past 10 years
- PM has 26 years of experience, and is the Director of Critical Operations Design and Engineering Group that specializes in 24/7 operations.
- PIC led design effort for 13 public safety/emergency communications facilities, over 100 communications facilities, 9 electronic security systems and 110 other government facilities.
- 50 NGIA projects in St Louis

Concerns

- Large, complicated team structure. Rolls need to be better defined. Would there be issues with internal communication in practice? Especially, if there are three different firms.
- Have the three firms worked together before?
- Acquired Macro in April 2013 that provides public safety radio consulting for respondent (meaning they didn't have prior experience and this is a new relationship for them)
- Good to have local representation on site, yet local representation does not have experience with building the type of facility we are requiring, which is reflected in the RFP when listing their various services provided.

Summary:

The evaluation committee initially met on July 29, 2014. Following the initial review of the six proposal responses, the committee scored the proposals for a short-list. The following firms were interviewed on August 9: L.R. Kimball, Mission Critical Partners and IXP Corporation. The committee short-listed again to Mission Critical Partners and IXP Corporation for checking of references. Following the reference check, the committee met on August 14. The committee scored the short list of Offerors and their recommendation for award is Mission Critical Partners.

Recommendation for Award:

This evaluation report represents our subjective opinion of each Offeror's strengths and concerns and is based upon our analysis of the relevant facts, as contained in each Offeror's proposal.

We recommend that the County of Boone – Missouri award to **Mission Critical Partners** for the services of *RFP 28-23JUL13 – 911/Joint Communications Consultant Services*.

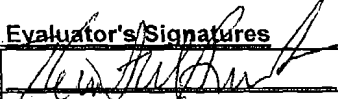
SHORT LIST

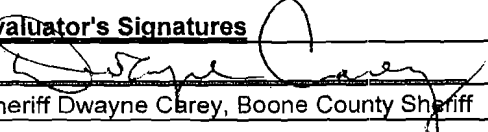
EVALUATION REPORT FORM
PURCHASING DEPARTMENT - BOONE COUNTY - MISSOURI
REQUEST FOR PROPOSAL NUMBER - 28-23JUL13 - 911/Joint Communications Consultant Services
 Melinda Bobbitt, CPPB

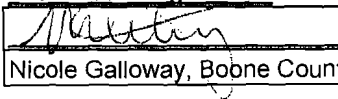
NAME OF OFFEROR	Method of Performance (30 points)	Experience/ Expertise of Contractor (20 points)	TOTAL SUBJECTIVE POINTS (50 pts.)	COST POINTS (50 pts.)	TOTAL POINTS (Max 100 pts.)
* L.R. Kimball	25	20	45		
* Mission Critical Partners	26	17	43		
APS	8	9	17		
* IXP Corporation	24	16	40		
Faith Group, LLC	20	16	36		
Ross & Baruzzini	19	14	33		


We hereby attest that the subjective points assigned to each Offeror above were scored pursuant to the established evaluation criteria and represent our best judgment of the subjective areas of the Offeror's proposals. We have attached a brief narrative which highlights some, but not necessarily all, of the reasons for our evaluation of the proposals as indicated by the scores above. Our comments represent our opinions only and do not represent the position of the Purchasing Department of Boone County, Missouri, or any other party.

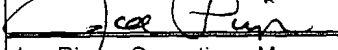
Evaluator's Signatures **Date**
 7-29-13
 Dan Atwill, Presiding Commissioner

Evaluator's Signatures **Date**
 7-25-13
 Chief Ken Burton, Police Chief

Evaluator's Signatures **Date**
 7-29-13
 Sheriff Dwayne Carey, Boone County Sheriff

Evaluator's Signatures **Date**
 7-29-13
 Nicole Galloway, Boone County Treasurer

Evaluator's Signatures **Date**
 7/29/13
 Chief Scott Olsen, Fire Chief

Evaluator's Signatures **Date**
 7-29-13
 Joe Piper, Operations Manager, Joint Communications

EVALUATION REPORT FORM
PURCHASING DEPARTMENT - BOONE COUNTY - MISSOURI
REQUEST FOR PROPOSAL NUMBER - 28-23JUL13 - 911/Joint Communications Consultant Services
 Melinda Bobbitt, CPPB

NAME OF OFFEROR	Method of Performance (30 points)	Experience/ Expertise of Contractor (20 points)	TOTAL SUBJECTIVE POINTS (50 pts.)	COST POINTS (50 pts.)	TOTAL POINTS (Max 100 pts.)
L.R. Kimball	16	15	31	40	71.0
Mission Critical Partners	28	20	48	47	95.0
IXP Corporation	23	16	39	50	89.0

We hereby attest that the subjective points assigned to each Offeror above were scored pursuant to the established evaluation criteria and represent our best judgment of the subjective areas of the Offeror's proposals. We have attached a brief narrative which highlights some, but not necessarily all, of the reasons for our evaluation of the proposals as indicated by the scores above. Our comments represent our opinions only and do not represent the position of the Purchasing Department of Boone County, Missouri, or any other party.

Evaluator's Signatures _____ **Date** 8-14-13
 Dan Atwill, Presiding Commissioner

Evaluator's Signatures _____ **Date** 8-14-13
 Chief Ken Burton, Police Chief

Evaluator's Signatures _____ **Date** 8-14-13
 Sheriff Dwayne Carey, Boone County Sheriff

Evaluator's Signatures _____ **Date** 8-14-13
 Nicole Galloway, Boone County Treasurer

Evaluator's Signatures _____ **Date** 8-14-13
 Chief Scott Olsen, Fire Chief

Evaluator's Signatures _____ **Date** 8-14-13
 Joe Piper, Operations Manager, Joint Communications

Project Tasks	Faith Group, LLC	Athal Preconstruction Services, LLC	KXP Corporation	Ross & Baruzzini	Mission Critical Partners	L.R. Kimball
Task 1: Overall Needs Assessment	\$ 21,160.00	\$ 29,415.00	\$ 32,010.00	\$ 126,636.00	\$ 15,976.00	\$ 48,023.00
Task 2: Facility Design and Construction Needs Assessment	\$ 25,820.00	\$ 13,191.00	\$ 14,760.00	\$ 118,788.00	\$ 8,405.00	\$ 29,936.00
Task 3: RFQ for Architect	\$ 25,140.00	\$ 33,910.00	\$ 38,175.00	\$ 53,900.00	\$ 6,978.00	\$ 17,386.00
Task 4: RFQ for General Contractor	\$ 16,740.00	\$ 21,327.00	\$ 32,070.00	\$ 40,012.00	\$ 3,880.00	\$ 15,490.00
Task 5: Facility Design and Construction Implementation	\$ 372,200.00	\$ 268,323.00	\$ 115,335.00	\$ 269,760.00	\$ 90,726.00	\$ 187,020.00
Task 6: Technology Needs Assessment	\$ 42,100.00	\$ 15,645.00	\$ 18,375.00	\$ 91,168.00	\$ 16,640.00	\$ 39,869.00
Task 7: RFPs for Technology	\$ 43,200.00	\$ 25,707.00	\$ 52,575.00	\$ 82,248.00	\$ 69,140.00	\$ -
Task 8: Technology Implementation	\$ 171,080.00	\$ 33,141.00	\$ 69,075.00	\$ 158,368.00	\$ 198,416.00	\$ 58,451.00
Task 9: Operations	\$ 39,000.00	\$ 16,448.00	\$ 22,800.00	\$ 54,136.00	\$ 14,013.00	\$ 32,397.00
Task Total:	\$ 756,440.00	\$ 457,107.00	\$ 395,175.00	\$ 995,016.00	\$ 424,174.00	\$ 428,572.00

Reimbursables						
Travel	\$ 76,750.00	\$ 19,100.00	\$ -	\$ 43,800.00	\$ -	\$ 64,169.00
Printing	\$ -	\$ 6,462.00	\$ -	\$ 7,000.00	\$ -	\$ -
Courier Service	\$ -	\$ 2,500.00	\$ -	\$ -	\$ -	\$ -
Long Distance Telephone	\$ -	\$ 500.00	\$ -	\$ -	\$ -	\$ -
Misc Other Reimbursable Items	\$ -	\$ 2,500.00	\$ -	\$ -	\$ -	\$ -
Reimbursables Total	\$ 76,750.00	\$ 31,062.00	\$ -	\$ 50,800.00	\$ -	\$ 64,169.00
Project Total	\$ 833,190.00	\$ 488,169.00	\$ 395,175.00	\$ 1,045,816.00	\$ 424,174.00	\$ 492,741.00

\$491,168 is their stated project total,
doesn't reconcile 2,999.00

\$1,039,626 is their stated project
total, doesn't reconcile with their calc
or mine (6,190.00)

Program Manager: \$139 hrly rate
Not to exceed 2,450 hrs
Program Manager Cost: 340,550

Faith Group, LLC		
Team Member	Title	Rate
Faith Varwig	Principal-in-Charge	225.00
Dave Koester	Project Manager	135.00
Bill Bruneau	Architectural Manager	150.00
Patrick Geisler	Radio and Telecommunications Consultant	135.00
Hunter Fulghum	Senior Technology Consultant	175.00
Saf Mazzola	Senior Systems Designer	135.00
Heidi Benaman	Operations Analyst	165.00
Don Peterson	Technology Construction Manager	125.00
Zach Varwig	Operations Analyst	60.00

Ahal Preconstruction Services, LLC		
Team Member	Title	Rate
	APS Project Executive	130.00
	APS Project Manager	100.00
	TPI - Program Manager	120.00
	TPI - Project Manager/Technology Consultant	110.00
	Arch Needs Consultant	130.00
	Operation Consultant	120.00
	Architectural Estimator	82.00
	Mech/Electric/Plumbing Estimator	87.00
	Clerical	25.00

IXP Corporation		
Team Member	Title	Rate
Kevin Kearns	Project Director/Manager	315.00
Albert Wallace	Project Director/Manager	315.00
Michael Ferrari	Project Director/Manager	315.00
Lawrence Duncan	Project Director/Manager	315.00
Paul Heaton	Consultant	255.00

Ross & Baruzzini		
Team Member	Title	Rate
Michael E. Shea	Principal in Charge	225.00
Theresa A. Smith	Project Manager	178.00
Jason A. Mayfield	Architect	120.00
Bill Oswald	Architect	165.00
Stephen W. Duda	Mechanical Engineer	136.00
James D. Heisserer	Electrical Engineer	178.00
Thomas A. Trabue	Structural Engineer	160.00
John V. Huss	Civil Engineer	160.00
Ihab Osman	Technology Expert	195.00
Michael Zoia	Communications/Security Engineer	120.00
Carlos Delatorre	Radio Consultant	188.00
Ryan Felmlee	FCC and RF Engineer	188.00
Virginia Ricker	Emergency Management Expert	188.00
Michael I. Harris	Construction Management	125.00
Marijn J. Braadbaart	Commission Authority	140.00
Travis Mouser	?	92.00
Lisa Blumenkamp	?	76.00

Mission Critical Partners		
Team Member	Title	Rate
Lawrence Bickford	Principal/Program Manager	230.00
Sid McConahy	Senior Project Manager	198.00
Robert LaFaye	Project Manager	170.00
David Hammond	Sr Tech Specialist	192.00
Jim Keller	Sr Tech Specialist	192.00
Jeff Lupinacci	Technology Specialist	175.00
Tim Hennemann	Technology Specialist	170.00
Louisa King	Public Safety Consult	127.00
Admin/Clerical		77.00

L.R. Kimball		
Team Member	Title	Rate
	Program Manager	139.00
	Senior Consultant	149.00
	Project Manager	139.00
	Consultant	149.00
	Architect	139.00
	Professional Engineer	149.00
	Auto CADD Specialist	79.00
	Admin Support	60.00

Faith Group, LLC											
Team Member	Title	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	
Faith Varwig	Principal-in-Charge	12	4	4	4	-	-	-	-	-	
Dave Koester	Project Manager	40	56	80	40	2,120	64	80	504	40	
Bill Brunseau	Architectural Manager	36	96	80	40	480	-	-	-	-	
Patrick Gesler	Radio and Telecommunications Consultant	8	-	-	-	-	96	160	240	-	
Hunter Fulghum	Senior Technology Consultant	28	8	-	-	80	40	-	40	-	
Sal Mazzola	Senior Systems Designer	-	8	-	-	-	100	80	64	-	
Heidi Benaman	Operations Analyst	-	-	-	-	-	-	-	-	160	
Don Peterson	Technology Construction Manager	-	-	-	24	-	-	-	440	-	
Zach Varwig	Operations Analyst	28	8	24	24	-	-	-	-	120	
Total Task Hours		152	180	188	132	2,680	300	320	1,288	320	
										Total Project Hours	5,560

Ahal Preconstruction Services, LLC											
Team Member	Title	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	
	Project Executive	170	-	270	132	375	8	20	8	10	
	Project Manager	40	12	14	44	2,628	-	14	-	-	
	TPI - Operational Program	8	-	-	-	-	40	-	-	40	
	TPI - Program Manager	24	-	-	-	20	24	80	60	40	
	TPI - Project Manager	24	8	12	12	200	40	80	200	40	
	Ardh Needs Consultant	-	85	-	-	-	-	-	-	-	
	Clerical	40	40	88	80	656	40	80	-	-	
Total Task Hours		306	145	384	268	3,879	152	274	268	120	
										Total Project Hours	5,806

IKP Corporation											
Team Member	Title	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	
	Project Director/Manager	49	25	54	50	269	30	90	130	40	
	Consultant	65	27	83	64	120	35	95	135	40	
Total Task Hours		114	52	137	114	389	65	185	245	80	
										Total Project Hours	1,381

Ross & Baruzzini											
Team Member	Title	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	
Michael E. Shea	Principal in Charge	112	40	80	48	80	40	24	40	8	
Theresa A. Smith	Project Manager	116	64	48	56	160	120	96	256	40	
Jason A. Mayfield	Architect	80	108	72	24	480	40	40	40	-	
Bill Oswald	Architect	48	40	16	12	384	16	-	-	-	
Stephen W. Duda	Mechanical Engineer	10	40	8	4	40	16	-	16	-	
James D. Heisecker	Electrical Engineer	10	64	8	4	40	16	-	24	-	
Thomas A. Trabue	Structural Engineer	16	8	-	-	32	-	-	-	-	
John V. Huss	Civil Engineer	24	42	-	-	32	-	-	-	-	
Ihab Osman	Technology Expert	50	40	12	16	16	40	96	80	80	
Michael Zola	Communications/Security Engineer	-	64	-	-	40	160	184	256	40	
Carlos Delatorre	Radio Consultant	56	64	26	24	42	48	32	84	64	
Ryan Felmlee	FCC and RF Engineer	60	42	-	-	-	-	-	-	-	
Virginia Ricker	Emergency Management Expert	80	64	24	26	42	48	32	84	88	
Michael I. Harris	Construction Management	2	4	-	-	160	-	-	24	-	
Marijn J. Braadbaart	Commission Authority	2	4	-	-	160	-	-	24	-	
Travis Mouser	?	-	-	-	-	40	16	-	24	-	
Lisa Blumenkamp	?	40	24	24	8	128	24	28	80	-	
Total Task Hours		726	712	318	222	1,876	584	532	1,032	300	
										Total Project Hours	6,302

Mission Critical Partners											
Team Member	Title	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	
Total Task Hours		88	48	38	20	520	98	400	1,148	100	
										Total Project Hours	2,460

L.R. Kimball											
Team Member	Title	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9	
	Senior Consultant	12	-	-	-	40	-	-	-	-	
	Project Manager	94	-	-	-	70	-	100	83	-	
	Consultant	221	-	-	-	151	-	299	140	-	
	Architect	-	120	90	90	1,300	-	-	-	-	
	Professional Engineer	-	72	20	20	-	-	-	-	-	
	Auto CADD Specialist	-	32	24	-	80	-	-	-	-	
	Admin Support	4	-	-	-	28	-	-	-	-	
Total Task Hours		331	224	134	110	1,380	289	399	223	-	
										Total Project Hours	3,090

Program Manager: \$139 hrly rate
 Not to exceed 2,450 hrs
 Program Manager Cost: 340,550

	Task 1	Task 2	Task 3	Task 4	Task 5	Task 6	Task 7	Task 8	Task 9
149	1,788	-	-	-	-	5,960	-	-	-
139	13,066	-	-	-	-	9,730	-	13,900	11,537
149	32,929	-	-	-	-	22,499	-	44,551	20,860
139	-	16,680	12,510	12,510	180,700	-	-	-	-
149	-	10,728	2,980	2,980	-	-	-	-	-
79	-	2,528	1,896	-	6,320	-	-	-	-
60	240	-	-	-	-	1,680	-	-	-
48,023 29,936 17,386 15,490 187,020 19,869 - 58,451 32,397									

64169
 492,741

**AGREEMENT FOR
911/JOINT COMMUNICATIONS CONSULTANT SERVICES**

THIS AGREEMENT dated the 3rd day of September 2013 is made between Boone County, Missouri, a political subdivision of the State of Missouri through the Boone County Commission, herein "County" and **Mission Critical Partners, Inc.** herein "Contractor."

IN CONSIDERATION of the parties performance of the respective obligations contained herein, the parties agree as follows:

1. **Contract Documents** - This agreement shall consist of this Agreement for **911/Joint Communications Consultant Services**, County of Boone Request for Proposal number **28-23JUL13**, Addendum numbers 1, 2 & 3, Contractor's proposal response dated July 19, 2013 and Best and Final Offer Response dated August 7, 2013, both executed by Lawrence C. Bickford on behalf of the Contractor. All such documents shall constitute the contract documents, which are attached hereto and incorporated herein by reference. In the event of conflict between any of the foregoing documents, the terms, conditions, provisions and requirements contained in this Agreement and County of Boone Request for Proposal number 28-23JUL13 shall prevail and control over the Contractor's Proposal and Best and Final Offer responses.

2. **Purchase** - The County agrees to purchase from the Contractor and the Contractor agrees to furnish 911/Joint Communications Consultant Services to the County, as described and in compliance with the original Request for Proposal and as presented in Contractor's response(s).

Contractor's fees are all inclusive for the services necessary for successful completion and execution of the project. Pricing is based on time and materials with a projected not-to-exceed cost. Contractor acknowledges that the tasks set out in Section III of the County of Boone Request for Proposal number **28-23JUL13** are not intended to be inclusive of all responsibilities necessary for the successful completion of each task. The Project Team will provide recommendations to be evaluated by County prior to implementation. All deliverables and resulting work product from the contract will become the property of County. The pricing for each of the tasks is as follows:

Task	Description	Cost
Task 1	Overall Needs Assessment	\$15,976.00
Task 2	Facility Design/Construction Needs Assessment	\$8,405.00
Task 3	RFQ for Architect/Engineer	\$6,978.00
Task 4	RFB for General Contractor	\$3,880.00
Task 5	Facility Design and Construction Implementation	\$90,726.00
Task 6	Technology Needs Assessment	\$16,640.00
Task 7	RFPs for Technology	\$69,140.00
Task 8	Technology Implementation	\$198,416.00
Task 9	Operations	\$14,013.00
Not to Exceed Cost		\$424,174.00

Note: Scope and Fee includes all necessary technology and radio consulting inclusive to the PSAP/ECO facility. It does not include a new radio system, i.e. 800 MHz.
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Special Project Work: The County may request, in writing, that the Contractor provide services that are outside the Scope of Work in Section III of the County of Boone Request for Proposal number **28-23JUL13**, but which are related to the County's overall project described in the proposal ("Special Project Work"). Special Project Work will be pursuant to a written agreement between the County and the Contractor entered into prior to the commencement of the Special Project Work that outlines the scope and estimated cost of the Special Project Work. Any work completed without a written agreement executed in advance of such work shall be considered part of the basic Scope of Work. Special Project Work will be compensated at the following hourly rates outline below.

<u>Resource Name</u>	<u>Hourly Rate</u>
Lawrence Bickford	\$230
Sid McConahy	\$198
Robert LaFaye	\$170
David Hammond	\$192
Jim Keller	\$192
Jeff Lupinacci	\$175
Tim Hennemann	\$170
Louisa King	\$127
Administration/Clerical	\$77

3. **Delivery** – This Contract Agreement shall commence on the day of award (date written above) and the services and deliverables under this agreement shall be provided in a prompt and timely fashion. Contractor agrees to work with Boone County Representative(s) on a timeline and acceptable schedule, with a goal to have a completion date of the project (end of construction, building fully operational) no later than December 31, 2015.

4. **Billing and Payment** - All billing shall be invoiced to the designated Boone County Treasurer project manager for service described in the proposal specifications. Invoices shall be submitted no more frequently than once every 30 days, and shall contain sufficient detail so as to allow County to verify percentage completion of the various tasks described in paragraph 2 and/or contain an itemization of special project work at the hourly rates described in paragraph 2. The County agrees to pay all invoices within thirty days of receipt of a correct and valid monthly invoice. In the event of a billing dispute, the County reserves the right to withhold payment on the disputed amount; in the event the billing dispute is resolved in favor of the Contractor, the County agrees to pay interest at a rate of 9% per annum on disputed amounts withheld commencing from the last date that payment was due.

5. **Update of Project Team Disclosures** – Contractor agrees to update the Disclosures set out in Section VII of in Section III of the County of Boone Request for Proposal number **28-23JUL13** at least once annually, with the first update being due no later than July 31, 2014.

6. **Binding Effect** - This agreement shall be binding upon the parties hereto and their successors and assigns for so long as this agreement remains in full force and effect.

7. **Entire Agreement** - This agreement constitutes the entire agreement between the parties and supersedes any prior negotiations, written or verbal, and any other proposal or contractual agreement. This agreement may only be amended by a signed writing executed with the same formality as this agreement.


8. **Termination** - This agreement may be terminated by the County upon thirty days advance written notice for any of the following reasons or under any of the following circumstances:

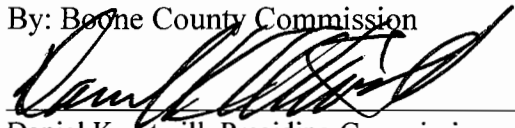
- a. County may terminate this agreement due to material breach of any term or condition of this agreement, or
- b. County may terminate this agreement if key personnel providing services are changed such that in the opinion of the Boone County Commission, delivery of services are or will be delayed or impaired, or if services are otherwise not in conformity with proposal specifications, or if services are deficient in quality in the sole judgment of County, or
- c. County may terminate this agreement for convenience by providing the Contractor with 60 days written notice.
- d. If appropriations are not made available and budgeted for any calendar year to fund this agreement.

IN WITNESS WHEREOF the parties through their duly authorized representatives have executed this agreement on the day and year first above written.

MISSION CRITICAL PARTNERS, INC.

BOONE COUNTY, MISSOURI

By: 
 Signature
 By: SAMUEL E KERNS CFO
 Printed Name / Title

By: Boone County Commission

 Daniel K. Atwill, Presiding Commissioner

APPROVED AS TO FORM:


ATTEST:


 County Counselor


 Wendy S. Noren, County Clerk *ny*

AUDITOR CERTIFICATION:

In accordance with RSMo 50.660, I hereby certify that a sufficient unencumbered appropriation balance exists and is available to satisfy the obligation(s) arising from this contract. (Note: Certification of this contract is not required if the terms of this contract do not create a measurable county obligation at this time.)

 09/03/2013 \$424,174.00
 Signature Date Appropriation Account
4100-71101

Appendix A – RFP # 28-23JUL13
Agreement for 911/Joint Communications Consultant Services

The potential request for additional services may require the need for Mission Critical Partners, Inc. to pull in additional staff not listed in the original RFP response. The following rate schedule identifies the rate for those job classifications.

MISSION CRITICAL PARTNERS
2013 LABOR RATES — Including Expenses

<u>Titles</u>	<u>Rate/Hr</u>
Principal	\$240.00
Consulting Manager	\$230.00
Sr. Program Manager	\$230.00
Forensics Analyst	\$213.00
Program Manager	\$208.00
Sr. Consultant	\$203.00
Sr. Project Manager	\$198.00
Sr. Technology Specialist	\$192.00
Emergency Response Specialist	\$192.00
Operations Specialist II	\$192.00
Consultant	\$181.00
Technology Specialist II	\$181.00
Operations Specialist I	\$181.00
Lead Policy Consultant	\$181.00
Communications Specialist	\$178.00
Project Manager	\$175.00
Technology Specialist I	\$170.00
Assistant Project Manager	\$159.00
Planner	\$159.00
Public Safety Specialist II	\$137.00
Policy Specialist/Technical Writer	\$127.00
Public Safety Specialist	\$127.00
Emergency Number Specialist	\$110.00
Support Specialist III	\$103.00
Support Specialist II	\$99.00
Support Specialist I	\$82.00
Admin/Clerical	\$77.00

M

MissionCriticalPartners

Your Life Safety Mission Is Our Passion

REQUEST FOR PROPOSAL



**CLARIFICATION AND BEST AND FINAL OFFER FORM #1
TO RFP # 28-23JUL13
911/JOINT COMMUNICATIONS CONSULTANT SERVICES**

SUBMITTED ELECTRONICALLY, AUGUST 7, 2013 TO:
County of Boone, Missouri

BOONE COUNTY - MISSOURI
PROPOSAL NUMER AND DESCRIPTION: 28-23JUL13 – 911 / Joint Communications
Consultant Services

CLARIFICATION / BEST AND FINAL OFFER FORM #1

This Clarification / BAFO is issued in accordance with the Instructions to Offeror and is hereby incorporated into and made a part of the Request for Proposal Documents. Offeror is reminded that receipt of this Clarification / BAFO must be acknowledged and submitted on or before 4:00 p.m. August 8, 2013 by E-mail to mbobbitt@boonecountymmo.org

I. CLARIFICATION – please provide a response to the following requests.

1.1. What does it mean that your scope and fee would not include a new radio system 800 MHz per page 56 of your proposal response?

1.2. Your proposal response provides a time-line but does not include a plan customized for the County that addresses the tasks listed in the RFP. Could you provide a more detailed outline for our specific tasks?

1.3. What type of hiring, governance, and grant services do you provide?

1.4. Page 25 of your RFP response states that “all individuals identified on the project team will work on a part-time basis.” The County has a concern if this is enough time to dedicate to our project. How often would you be onsite? Will a full-time project manager be assigned? Please provide additional detail and describe the Project Team’s availability onsite and remotely. How would the Project Team work with architects, contractors, vendors, etc during the construction phase?

1.5. Clearly explain what work will be done in the 38 hours projected for the architect RFQ and for the 20 hours projected for the General Contractor RFB.

In compliance with this BAFO request, the Offeror agrees to furnish the services requested and proposed and certifies he/she has read, understands, and agrees to all terms, conditions, and requirements of the RFP and this BAFO request and is authorized to contract on behalf of the firm. **Note:** This form must be signed. All signatures must be original and not photocopies.

Company Name: Mission Critical Partners, Inc.

Address: 690 Gray's Woods Blvd.
Port Matilda, PA 16870

Telephone: 888-862-7911 Fax: 814-217-6807

Federal Tax ID (or Social Security #): 26-4026964

Print Name: Lawrence C. Bickford Title: Sr. VP, Client Services

Signature:  Date: August 2, 2013

E-mail: LawrenceBickford@mcp911.com



**BOONE COUNTY- MISSOURI
PROPOSAL NUMER AND DESCRIPTION: 28-23JUL13- 911 I Joint Communications
Consultant Services**

CLARIFICATION / BEST AND FINAL OFFER FORM #1

This Clarification / BAFO is issued in accordance with the Instructions to Offeror and is hereby incorporated into and made a part of the Request for Proposal Documents. Offeror is reminded that receipt of this Clarification I BAFO must be acknowledged and submitted on or before 4:00 p.m. August 8, 2013 by E-mail to mbobbitt@boonecountymmo.org

MCP Response:

MCP agrees and complies.

I. CLARIFICATION- please provide a response to the following requests.

1.1. *What does it mean that your scope and fee would not include a new radio system 800 MHz per page 56 of your proposal response?*

MCP Response:

In the pre-proposal conference, Mr. Piper indicated that he was happy with the current spectrum utilized by the City and its coverage. There was also the implication that changing frequencies might create a new problem for the emergency responders and their current radio equipment. The predominant rational for our reply was to differentiate between over providing full service technology consulting as part of our scope and fee as part of this facility project vs. a complete new radio system which would entail far more effort and time than included in this RFP.

1.2. *Your proposal response provides a time-line but does not include a plan customized for the County that addresses the tasks listed in the RFP. Could you provide a more detailed outline for our specific tasks?*

MCP Response:

Please see attached a detailed timeline addressing tasks as requested.

ID	Task Name	Duration	Start	Finish	1st Half			3rd Quarter			1st Half		
					Sep	Nov	Jan	Mar	May	Jul	Sep	Nov	Jan
34	911 Telephone Requirements	98 days?	Mon 11/11/13	Wed 3/26/14									
35	RFP Development	180 days	Fri 7/18/14	Thu 3/26/15									
36	RFP Release	1 day	Mon 4/6/15	Mon 4/6/15									
37	Pre-Bid Meeting	1 day	Tue 4/28/15	Tue 4/28/15									
38	RFP Deadline	1 day	Fri 5/15/15	Fri 5/15/15									
39	Proposal Review	10 days?	Fri 5/15/15	Thu 5/28/15									
40	Proposal Recommendation	1 day	Fri 5/29/15	Fri 5/29/15									
41	Contract Award	1 day?	Tue 6/2/15	Tue 6/2/15									
42	Contract Negotiations	10 days?	Wed 6/3/15	Tue 6/16/15									
43	Contract Execution	1 day?	Wed 6/17/15	Wed 6/17/15									
44	Recorder	239 days?	Fri 7/18/14	Wed 6/17/15									
54	Net Clock Requirements	239 days?	Fri 7/18/14	Wed 6/17/15									
64	Console Requirements	239 days?	Fri 7/18/14	Wed 6/17/15									
74	PSAP Workstation Furniture	239 days?	Fri 7/18/14	Wed 6/17/15									
84	AV Equipment Requirements	239 days?	Fri 7/18/14	Wed 6/17/15									
94	Equipment Room Racks	239 days?	Fri 7/18/14	Wed 6/17/15									
104	Equipment Room Ready	1 day	Mon 10/5/15	Mon 10/5/15									
105	Telephone Service Installation	41 days?	Tue 9/8/15	Tue 11/3/15									
106	911 Trunks	67 days?	Tue 9/8/15	Wed 12/9/15									
107	Orders Placed	5 days?	Tue 9/8/15	Mon 9/14/15									
108	Installation	5 days?	Mon 10/19/15	Fri 10/23/15									
109	Testing	5 days?	Mon 10/26/15	Fri 10/30/15									
110	Acceptance	1 day	Wed 12/9/15	Wed 12/9/15									
111	Telephone Line Service	67 days?	Tue 9/8/15	Wed 12/9/15									
116	ALI Circuits	67 days?	Tue 9/8/15	Wed 12/9/15									
121	Equipment Room Racks	58 days?	Mon 9/21/15	Wed 12/9/15									
122	Equipment Staging	5 days?	Mon 9/21/15	Fri 9/25/15									
123	Equipment Installation	2 days?	Tue 10/6/15	Wed 10/7/15									
124	Equipment Testing	1 day	Thu 10/8/15	Thu 10/8/15									
125	Equipment Punch List	1 day	Fri 10/9/15	Fri 10/9/15									
126	Resolution	1 day	Mon 10/12/15	Mon 10/12/15									
127	ECC/EOC Workstation Furniture	58 days?	Mon 9/21/15	Wed 12/9/15									
128	Equipment Staging	10 days?	Mon 9/21/15	Fri 10/2/15									

Project: Boone County PSAP_0802
 Date: Wed 8/7/13

Task Summary
 Split Milestone Summary
 Inactive Milestone
 External Task
 External Milestone
 Inactive Task

Manual Summary Rollup
 Manual Summary
 Start-only
 Finish-only

Inactive Milestone
 Inactive Summary
 Manual Task
 Duration-only

Deadline
 Progress



1.3. What type of hiring, governance, and grant services do you provide?

MCP Response:

Hiring Services:

MCP has a professional HR Department which provides services to our client(s) through our contract as such services are deemed necessary and/or appropriate. For example, in Burke County, NC the RFP requested specific services within MCP's deliverables to include a "Task Manager" who would serve for portions of the contract period under MCP's supervision as a temporary employee. The County in this instance had no 911 PSAP Director and envisioned this MCP temporary employee being trained by MCP and transitioned into the County's new position after project completion as the County's new 911 PSAP Director. MCP's HR Department, in concert with the County's HR Department, developed an MCP job description and County PSAP Director's position. MCP in concert with the County developed a salary grade, plan, advertisements for the position and then worked together to hire the position within MCP. Our MCP Task Manager is now in the process of interviewing for the County's new 911 PSAP Director position as publicly advertised. If successful, there will be a negotiated transfer of our employee to the County during the end of the project.

In another example, our clients had come to us and asked our assistance in defining and advertising for a temporary "Clerk of Works" position for the construction phase of the project. In this case, MCP developed the job description, advertised the position, pre-qualified the applicants and then interviewed the applicants with County representatives. The offer, when made by MCP, will include County participation and concurrence. The employee will be a temporary part-time 1099 position whose employment will conclude at facility completion. In this specific example, the County requested a Contract Amendment to add these services to MCP's existing agreement as they did not want to go through the hiring process, thus transferring the risk and supervision to MCP for project deliverables.

MCP uses multiple vehicles to source and identify active and passive candidates to fill our openings. Using a push and pull strategy, sourcing vehicles include: online career web sites with resume databases, web based networking portals, professional associations, user and special interest groups, alumni associations, diversity organizations, state employment services, veteran and military support organizations, and social media. We also post our position postings to many of the above mentioned sites as well as our own corporate web site.

Sourcing exercises require us to sort through hundreds of candidate profiles and resumes just to find those who meet our basic requirements.

MCP utilizes the Topgrading Methodology for all of interviews. Topgrading allows for us to identify the "A Players" or the top 10% talent available with the subject matter expertise.



The Topgrading process is as follows:

1. Candidate is identified and scheduled for a phone interview. The phone interview is considered the first formal interview, which includes questions pertaining to the methodology, our core values, and subject matter expertise. There are usually 10-12 questions and the conversation can last up to 1.5 hours.
2. Candidate Submitted to Hiring Authorities. Depending on the outcome of the phone interview, a candidate's resume and interview notes will be submitted to a hiring authority for review.
3. Topgrading Interview Scheduled. The Topgrading interview lasts up to three hours and is an in-depth detailed conversation regarding the candidate's background that includes education, career progression, and core competencies for the positioned applied.
4. Candidate Selected. Candidates references are contacted. All candidates are required to pass a background check prior to an offer being extended.

Governance Services:

MCP has been heavily involved in developing governance documents for our clients as requested. In addition, we have also provided legislative and policy deliverables for counties, council of governments (COGs) and state legislature(s). Attached are two documents as exhibits which represent governance services provided by MCP staff. The document for the 13 Pennsylvania counties is represented with Table of Contents only given the length of the document. The other agreement between Centre County and the Pennsylvania State University is provided as Centre County Government is one of the projects included in our response to Boone County's RFP. Please see Exhibits 1 and 2.

Grant Services:

MCP can provide grant services as needed to Boone County. Our awareness and experience with grant programs, general obligation bonds, special legislative requests, Homeland Security Funding and Grants, and state and local emergency responder funding is substantial.

In North Carolina, we have been involved in three county projects assisting in grant application and administration with a total grant value of \$19M and serving in the capacity as Grant-Sub-Grantee for the administration of our clients' grant award contracts.

In addition, we have prepared and delivered "Grant Training Seminars" for prospective and existing clients in multiple venues.



1.4. Page 25 of your RFP response states that "all individuals identified on the project team will work on a part-time basis." The County has a concern if this is enough time to dedicate to our project. How often would you be onsite? Will a full-time project manager be assigned? Please provide additional detail and describe the Project Team's availability onsite and remotely. How would the Project Team work with architects, contractors, vendors, etc during the construction phase?

MCP Response:

As noted in our proposal, the staff assigned to the Boone County project would be part-time. The total hours for all staff equal 2460 hours/307.5 days or 63.6 work weeks over a two-year project duration.

It is our experience that all projects have their ebb and flow as certain times see surges in activity and at other times activity is somewhat slow. No one person has all the skill sets required in a diverse project of this type. We likewise do not see the need for a full time person for the duration of the project as this would drive project costs up significantly with no inherent increase in results or quality. A full-time project manager over a two year period would equal 502 days or 4016 hours, leaving no time for other staff/disciplines.

It is industry practice for project managers to manage at least three projects simultaneously or 3-5 if projects are not of equal scope, duration, intensity and complexity. For that reason, we have assigned an overall Program Manager/Principal, Senior Project Manager and a dedicated Project Manager for this project.

Our experience in Centre, Burke, Cumberland, Armstrong and Rockingham counties reflect our experience and reality. The scopes for these projects mirror closely that proposed by Boone County.

With respect to our availability, we will be on site at all stakeholder meetings, assessment activity, project and client meetings, and vendor/consultant meetings. We have used and will utilize technology in the Boone County project for web meetings/sites and conference calls.

In summary, we will be on site multiple times per month in person or teams. We would be present at monthly client/consultant meetings and will schedule bi-weekly conference calls. Any public stakeholder meetings and Board of Commissioner meetings would be attended in person as well.

In this current environment, all design consultants, equipment vendors and contractors maximize technology to control costs. MCP would likewise manage our time to maximize client benefits while controlling client costs.

In the construction phase of the project, MCP would continue monthly in-person site meetings and bi-weekly conference calls. If the project requires more frequency at certain times, we would adjust our schedule accordingly.



MCP Tasks / Estimate of Effort

- Tasks #1-9 in hours = 2460 hours
- MCP Hours ÷ by 8 hour work day = 307.5 days
- Actual Work Days in Year = 251 days
52 weeks x 5 days – 10 holidays
- 2 Year Project Duration in Weeks @ = 100 weeks
8 hour days, less holidays
- MCP estimate of work weeks represents = 61.5 weeks
more than every other week FT on Project

In summary, MCP tasks equal 153.75 days out of a total 251 work days in a year, or 30.75 work weeks out of a total of 50 weeks per year.

Over a two year project duration, MCP's effort equates to 307.5 days out of 502 or every other day, or 61.5 work weeks out of 100 total.

1.5. Clearly explain what work will be done in the 38 hours projected for the architect RFQ and for the 20 hours projected for the General Contractor RFB.

MCP Response:

As noted in our submission, we have developed numerous RFQ's for architectural and engineering consultants. As such, we will modify an existing example that complies with Missouri state regulations and Boone County requirements.

Attached is an example of an Architectural and Engineering (A/E) RFQ recently used in Rockingham County. Please see Exhibit 3. Additionally, we scheduled a mandatory pre-proposal and increased consultant attendance three fold by using web based conferencing technology. The client was in attendance, MCP ran the conference and the resulting submissions were much more responsive while decreasing nonqualified respondents and resulting in a unanimous hiring selection for the A/E consultant. In most cases we prepare either a proposal checklist or ranking sheet unless advised otherwise for consultant selections based on the RFP requirements. We can offer recommendations or not, but our clients always seek our input, although final selections should always be the client/team. We then assist the County in the A/E contract negotiations to include scope and fee.

With regards to the General Contractor RFB, that is much more an A/E lead/supported function in as much as the contractor population is bidding on the A/E design documents. MCP will coordinate this procedure and assist the County with front end documents, bid advertisements, bid opening and recommendations on bid award in concert with the consultant.



Exhibit 1, Governance Example – *Final Governance Model*

Southwest Pennsylvania Emergency Response Group (SWPERG)

Phase III Deliverable – GSA Contract# GS-35F-0410X

Final Governance Model

Presented: May 2013



MissionCriticalPartners

690 Gray's Woods Boulevard | Port Matilda, PA 16870 | 888.8.MCP.911 or 888.862.7911 | www.MCP911.com

The Southwestern Pennsylvania
Emergency Response Group (SWPERG)
Region 13 Task Force ESInet
Governance Model

Governance

Collaboration

Resource Sharing

Communication

Interoperability

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Exhibit 2, Governance Example – *Memorandum of Understanding*

Larry Bickford

From: Larry Bickford
Sent: Wednesday, April 18, 2012 10:18 AM
To: sps8@psu.edu
Cc: Daniel A. Tancibok; elauri@co.centre.pa.us; Jim Bitting; Judy Treaster
Subject: FW: MOU_CentreCo_PSU_Draft 18APR2012
Attachments: MOU_CentreCo_PSU_Draft_18APR2012.docx

Steve

Please find attached a "draft" Memorandum of Understanding between PSU and the County.

This document is based on the meetings we have had with you and our best efforts at representing a joint understanding of what would constitute a reasonable approach going forward between the parties.

I accepted the responsibility of putting this document together and getting input from Gene and Dan, which is included in this final draft.

We would like you to review and offer suggestions so that we can then forward this document to both parties officially for the basis of discussions going forward.

Any questions call at your convenience.

Thanks

Larry

Lawrence C. Bickford
Sr. Vice President, Client Services
Mission Critical Partners, Inc.
200 Innovation Blvd.
State College, PA 16803

Office: 888.8.MCP.911 or 888.862.7911
Cell: 814.242.7439
lawrencebickford@mcp911.com
www.mcp911.com



No virus found in this message.

Checked by AVG - www.avg.com

Version: 2012.0.1913 / Virus Database: 2411/4944 - Release Date: 04/18/12

MEMORANDUM OF UNDERSTANDING

BETWEEN

CENTRE COUNTY GOVERNMENT

AND

THE PENNSYLVANIA STATE UNIVERSITY

This Memorandum of Understanding (MOU) is made and entered into on _____, 2012, by and between Centre County Government and the Pennsylvania State University.

Article 1. Background and Purpose of MOU

Centre County Government has committed to a significant upgrade to the County's 9-1-1 Radio System. A consultant has been retained by the County to assist with the design of this new system in concert with Motorola, Inc. Centre County Government (CCG) has traditionally interfaced with the Pennsylvania State University (PSU) at University Park for emergency communications, even though both organizations have maintained "stand alone" dispatch systems. Discussions between the two organizations have resulted in a general consensus that PSU's status would change and they will become a significant user of the County's 9-1-1 Radio System with the County becoming the primary infrastructure provider going forward. PSU will no longer maintain its duplicate radio system infrastructure, but will continue to dispatch its own police services/personnel. The County will locate a third console position at PSU to serve its purposes as a backup.

This change in the existing relationship relieves PSU of the responsibility for owning and maintaining its Radio System Infrastructure. Centre County will be responsible for purchasing the new system and maintaining the system. The purpose of this MOU is to establish the relationship between the two entities going forward.

Article 2. Objective

The intent of this MOU is to provide the basis for a relationship between PSU and CCG going forward. In particular, the MOU would spell out the terms of agreement to include financial considerations, system access, location of equipment, system management, licenses,

ownership/usage and organizational commitments between both parties during the duration of the Agreement.

Article 3. Duration of the Agreement

The term of this Agreement between the parties has been established as a fifteen (15) year term initially. This duration parallels the proposed new Radio System equipment life expectancy and the borrowing/amortization schedule for the system equipment.

Yearly automatic renewals on or before February 15 of each calendar year are agreeable to both parties. A cancellation clause with 90 days written notice from either party will allow for Termination of this Agreement. Bi-annual (every six months) meetings of the parties will be regularly scheduled, unless the parties mutually agree to cancellation. It is assumed that the parties will have regular discussions on issues as they arise as is the current practice.

Article 4. System Access by the Pennsylvania State University

It is the intent of this MOU to provide PSU full access to the County's Radio System. PSU has defined the following entities within its organization as existing or potential users of the County's Radio System:

- Bryce Jordan Center
- Stone Valley Nature Center
- Parking Enforcement
- Housing
- Environmental Health & Safety
- Nuclear Reactor Facility
- Emergency Medical Services (EMS)
- PSU Catering
- University Park Airport (Limited)
- Student Affairs
- Athletics
- Public Safety

It is agreed that other PSU agencies could be added to this list subject to the following conditions by agreement of both parties:

- The highest priority of access/utilization would be PSU's Public Safety Department.
- Other PSU entities identified above would be included on the system as requested and agreed to by both parties.
- The University, in concert with the County, would determine the loading impact on the system by PSU's talk group/users. Currently the County does not have PSU user group loading data and would utilize PSU's loading documentation as the first year baseline. (12 month calendar period)
- Loading is defined as agency or talk group usage for a designated period (day, week, month, defined event, etc.)
- It is understood that the accepted baseline established by both parties would constitute the first year's usage.
- This baseline would drive PSU's designated share of ongoing/maintenance costs for the first year of the Agreement to include:
 - The stand alone base station(s) for non-public safety utilization
 - Two (2) new public safety consoles
 - Non-public safety users call load
- Calculations of loading/usage subsequent to the base year would be determined by the County through its system software monitoring as part of the new Radio System equipment/software.
- In the event that additional PSU talkgroups/users/agencies are added, the process identified above would be utilized to define system cost impacts, additional loading and PSU's fair share of ongoing/maintenance costs for non-public safety users.
- Should the County need to acquire additional system equipment to service new PSU user groups, a pro-rated formula based on loading estimates/actual usage will be used to determine additional costs to PSU for non-public safety users.
- The University agrees to provide notice in advance to the County of any expanded non-public safety user groups with mutual consent by Centre County.

Article 5. PSU Provided Site Location/Amenities

5.1. PSU Responsibilities

As part of this Agreement, PSU agrees to provide sufficient, quality space for the new radio system equipment to be located at University Park. Currently, the existing site is the Ford Building. Space requirement would include:

- A secure, environmentally controlled location with sufficient space for the County's equipment.

- Adequate space on the building structure for required antennas/microwave dishes.
- Sufficient conduit from the proposed equipment room to the roof top of the Ford Building.
- Adequate commercially provided power supply.
- Adequate emergency power (generator).
- Reasonable access to the County's Radio System equipment in/on PSU property to include parking for County staff and designated maintenance personnel 24x7x365 days.

Note: All of the above space requirements/issues would be at the expense of PSU.

Particular attention to the generator, maintenance and ongoing testing, run times should include recovery notifications to the County.

- Removal and disposal of existing old equipment currently located in the Ford Building penthouse after the new system is installed and functional.
Note: PSU/SCB (State College Borough) are responsible as the current owners of this equipment.

5.2. Centre County Responsibilities

As part of this Agreement, the County will be responsible for identifying and purchasing all Radio System equipment and inventory for the PSU location, excluding PSU subscriber units. The responsibilities required of the County include:

- Design, specification and acquisition of necessary radio system equipment to be located in/on PSU Facilities, excluding PSU subscriber units.
- UPS specific to this equipment and this facility location.
- Specified antennas/microwave dishes for roof mount location.
- All routine equipment maintenance on County specified, acquired and installed equipment.

5.3. Radio System Expansion Requirements

Should the County need to position additional system equipment at the Ford Building, PSU and CCG will develop a mechanism to plan expansion requirements and agree as to placement and maintenance requirements.

Article 6. Radio System Management

PSU and the County agree that the Centre County Radio System is owned, maintained and managed by Centre County Government. The following considerations provide guidance for both parties moving forward:

- PSU will design their own fleetmap and will coordinate with CCG so as not to adversely impact County wide operations.
 - The County will manage PSU's fleetmap on their behalf as reasonably determined by PSU and the County.
 - The County will assist PSU with needed modifications to the fleetmap in a timely fashion throughout the term of this Agreement.
- PSU will provide, in a timely manner, any necessary subscriber unit information before adding units to the PSU fleetmap.
- PSU may use the County's contract(s) to purchase subscriber units if this is advantageous to PSU.
- The County will expeditiously act on PSU modifications so long as they comply with terms of this Agreement and are not causing undue delays or impediments to the County.
- Both PSU and the County will name primary/secondary points of contact for all respective management decisions/interactions to the benefit of both parties.
 - The County does not wish to coordinate management activities with PSU's internal departments, but instead work with PSU's designated point of contact(s).
- Both parties agree not to implement any operational procedures that would adversely impact the operation of the other system users and/or the system as a whole.
- The PSU police will represent PSU interests and, thereby, have a standing seat on any County board or committee charged with Radio System oversight.

Article 7. License/Frequencies

PSU currently owns the following frequencies:

State College PD/Penn State 800 MHz Trunked Frequencies

<u>CHANNEL</u>	<u>TX FREQ</u>	<u>RX FREQ</u>
1	854.0125	809.0125
2	859.2625	814.2625
3	858.2625	813.2625
4	857.2625	812.2625
5	856.2625	811.2625
6	855.2375	810.2375
7	856.7125	811.7125

Penn State University License Call Sign for 800 MHz
WPAL490

It is the intent of this Agreement to share use of PSU's frequencies. PSU will allow CCG to coordinate, use and program these frequencies for both the County and PSU equipment. In effect, Centre County will be PSU's agent, thereby, having a single entity to minimize potential interference or issues regarding the County's 9-1-1 Radio System. PSU will maintain ownership and renewal responsibility for the license and frequencies above.

Article 8. Equipment Management/Ownership

Each party to this Agreement has ownership of specific equipment relative to their organizational responsibilities and functions. It is understood that the County is committed to designing, procuring and implementing a new 9-1-1 Radio System. Those assets, once acquired as part of this system, are solely owned by the County notwithstanding their physical location throughout the County of Centre. Likewise, equipment currently owned and utilized by PSU, or subsequently purchased entirely by PSU, are the sole property of the University. Unless specifically negotiated otherwise, the two entities will continue to maintain and own their physical assets.

- The County agrees not to make any undue system changes that would adversely affect PSU users without reasonable notification to PSU.
- PSU agrees not to add or introduce any equipment to the system that would adversely impact the County's system efficiency or operations without prior consent of the County.

- PSU agrees that any equipment changes specific to PSU operations or requirements would be the financial responsibility of PSU, to include any additional equipment required to support in-building coverage.
- As part of this Agreement, each party will identify its respective equipment currently in place which is supportive of their existing radio systems and which will not be replaced by the procurement of new 9-1-1 Radio System equipment by the County. Both parties agree to maintain their existing equipment.

Article 9. System Financial Terms, Ownership, Contributions and Sharing of Ongoing Maintenance Requirements

It is understood that PSU intends to discontinue the ownership, operation and maintenance of their existing Radio System that is jointly owned with the Borough of State College.

Centre County is committed to a substantial investment in upgrading its current 9-1-1 Radio System. Both parties agree that Centre County will own and operate this new system. This Agreement defines a mutual understanding between the parties, hereby, enabling PSU to abandon its current system and, therefore, depend upon the County for both its Public Safety and other agreed upon user groups for dispatching and support. To facilitate this transition, PSU and CCG agree to negotiate in good faith to establish the financial terms and conditions sufficient to accommodate this joint endeavor.

The specific financial considerations which are the subject of this Agreement are as follows:

- PSU will contribute a one time, upfront payment in the amount of \$_____.
- The parties will determine a cost sharing formula based on existing loading for non-public safety users. This cost sharing will be adjusted annually to represent actual usage in January of each subsequent year.
- As system upgrades are required specifically to accommodate PSU non-public safety user needs, PSU will reimburse the County for those costs.
- Should PSU add additional non-public safety user/talk groups, the cost sharing formula will be utilized to determine what additional cost sharing the University is obligated to contribute to the County, if any.
- The parties agree that PSU will contribute to the County's annual maintenance and support costs during the duration of the Agreement as it relates to non-public safety users and the public safety owned console equipment. The proposed cost sharing formula referenced earlier will be the determination of cost sharing for these maintenance and support costs.



Exhibit 3, A/E RFQ Example – *Rockingham County, NC*



County of Rockingham

Request for Qualifications #13-01

Architectural and Engineering Services Rockingham Consolidated PSAP

**Sealed Proposals Due:
September 5, 2012 by 2:00 P.M.**

**Sealed Proposals shall be delivered to the:
Rockingham County Purchasing Department
371 NC 65, Suite 210
Reidsville, NC 27320
Phone: (336) 342-8111**

REQUEST FOR QUALIFICATIONS

Architectural and Engineering Services Rockingham County Consolidated PSAP

Rockingham County will receive Proposals for Qualified Architect/Engineers for design services for the Rockingham County Consolidated PSAP Project.

Interested and qualified Architect/Engineers can receive a copy of the official Request for Qualifications (RFQ) by submitting a one-page letter of interest or emailing to:

Rockingham County Purchasing Department
c/o Gail M. Priddy, CLGPO
371 NC 65, Suite 210
Reidsville, NC 27320
Phone: (336) 342-8111
Email: gpriddy@co.rockingham.nc.us

An authorized representative of Rockingham County will receive Architect/Engineer Qualifications until 2:00 P.M. (local time), Wednesday, September 5, 2012. **Qualifications received after this date will not be accepted.**

Proposal envelopes shall clearly indicate Qualifications for Architect/Engineer Services.

A **Mandatory Pre-proposal Conference** will be held Wednesday, August 15, 2012 at 1:30 P.M. (local time) via a scheduled WebEx. Registration for the conference will conclude on Friday, August 10, 2012 at 5:00 P.M. To register for this conference, you must notify Gail M. Priddy by e-mail at the above address.

The proposing Architect/Engineer will be required to meet certain qualifications set out in the RFQ, which include the following:

1. Experience in designing similar buildings;
2. Errors and Omissions Insurance;
3. Ability to provide experienced staff.

Questions concerning the Request for Qualifications for the Project should be submitted by email no later than Tuesday, August 14, 2012 by 5:00 P.M. to:

Larry Bickford, Program Manager
Mission Critical Partners, Inc.
200 Innovation Blvd.
State College, PA 16803
e-mail: laurancebickford@mcp911.com

REQUEST FOR QUALIFICATIONS

For

ARCHITECTURAL/ENGINEERING SERVICES

Agency: Rockingham County, North Carolina

Project: Rockingham County Consolidated PSAP

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I. ANNOUNCEMENT

A. Rockingham County will receive Proposals from qualified Architect/Engineer firms for design services.

B. The intended Project is:

The design and construction of the Rockingham County Consolidated PSAP to be located in Wentworth, NC.

C. Interested and qualified firms can submit their Proposals to :

Rockingham County Purchasing Office
Governmental Center
371 NC 65, Suite 210
Reidsville, NC 27320

D. Rockingham County will hold a **Mandatory** Pre-proposal Conference: (WebEx)

Date: August 15, 2012
Time: 1:30 P.M.
Notify: Please notify Gail Priddy to indicate who will be participating on this WebEx via e-mail by Friday, August 10, 2012 no later than 5:00 P.M.
Phone Number: 336-342-8111
E-mail Address: gpriddy@co.rockingham.nc.us

E. An authorized representative of Rockingham County will receive A/E Qualifications until 2:00 PM (local time) on Wednesday, September 5, 2012. **Qualifications received after this date and time will not be accepted.**

F. Qualifications shall be enclosed in envelopes which clearly indicate Qualifications for Architect/Engineer Services.

G. Proposing A/Es will be required to meet certain qualifications set out in the RFQ and which include the following:

1. Experience in designing similar buildings;
2. Errors and Omissions Insurance;
3. Ability to provide experienced staff.

II. INSTRUCTIONS TO PROPOSERS

A. Preparation of Proposals:

1. The proposer is expected to comply with all specifications, terms, conditions, and instructions contained in this Request for Qualifications (RFQ). Failure to do so shall be cause for rejection.
2. The proposals shall be prepared with brevity, providing a concise description of the Proposer's capabilities to satisfy the requirements of this RFQ. Emphasis should be placed on completeness and clarity. Each copy of the proposal, and all documentation submitted with the proposals, should be bound in a single volume. The Owner will not be responsible for any costs incurred by the Proposer in preparing or presenting proposals.
3. Any exception taken to the terms and conditions of this RFQ must be clearly identified. If no exceptions are listed it will be concluded that the Proposal will meet, in every detail, the conditions stipulated in this RFQ.

B. Fee:

No fee proposal is required nor will one be accepted.

C. Submission of Qualifications:

Proposals shall be addressed to:

Rockingham County Purchasing Office
371 NC 65, Suite 210
Reidsville, NC 27320
Phone: (336) 342-8111

D. Number of Copies:

The Proposer shall furnish twelve (12) bound copies of the proposal.

E. Form of Agreement:

The Form of Agreement to be used shall be the Rockingham County, North Carolina Form of Agreement Between Owner and Designer (See Exhibit "C").

F. Site Visits

As a specific site has not been selected and the proposed project is a new facility, site visits will not be available.

III. ARCHITECT/ENGINEER QUALIFICATIONS

The proposing A/E shall possess the following qualifications:

- A. Knowledgeable of all current Federal, State and local applicable statutes and codes related to building projects in North Carolina.
- B. Maintains Professional Liability Insurance with minimum coverage as stated in the Rockingham County Form of Agreement.
- C. Ability to prepare and submit, to appropriate State and Local approval agencies, all necessary documents in proper form and in a timely manner.
- D. The prime architect must directly employ personnel in-house to perform the majority of the actual architectural work.
- E. Provide at least three (3) PSAP projects in the past five (5) years of similar size and scale to include current references for the projects presented.

IV. REQUIREMENTS OF THE SELECTED ARCHITECT/ENGINEER

The proposing A/E shall fulfill the following project responsibilities:

- A. To participate as a responsible, cooperative and contributing member of the design and construction team.
- B. To Manage and complete the Design within the defined time schedule, approved budget and the quality guidelines.
- C. To represent the best interests of the Owner in the performance of services toward the expeditious and efficient completion of the Project.
- D. To work in a coordinated fashion with MCP, the County's Consultant for the project.
- E. The selected A/E shall provide the following services in accordance with the Standard Form of Agreement Between County and Designer and the North Carolina State Construction Manual.

1. Architecture
2. Structural engineering
3. Mechanical electrical, plumbing, fire protection design
4. Civil engineering
5. Site surveying and geotechnical engineering will be provided by the Owner.
6. Land Development approval will be provided by the selected architect however the actual time for the land development approval process will be provided on an hourly basis.

V. SELECTION OF FIRM

Rockingham County reserves the right to select or reject any and all firms/proposals. Rockingham County will evaluate the firm's qualifications and may conduct interviews for select firms proposing.

VI. PROPOSED PROJECT DESCRIPTION

The County wishes to retain an architecture and engineering firm to provide services for the above mentioned project.

The County anticipates constructing a consolidated PSAP structure of approximately 5,000 plus/minus sq. ft. The project will be located in Wentworth, NC. The selected architect will be required to provide programming, schematic design, design development, construction and permitting documents, assist in bidding under NC bidding requirements and provide typical construction administration services per the Standard Form of Agreement Between County and Designer and the North Carolina State Construction Manual.

The total construction budget for the facility project is approximately \$2,600,000. This is a strict construction budget. The architect will be expected to maintain the proposed budget as part of the services provided to the County.

The selected architect will be required to provide; architecture, structural engineering, mechanical, electrical, plumbing, fire protection design and civil engineering. Site surveying and geotechnical engineering will be provided by the Owner. Land Development approval will be provided by the selected architect, however the actual time for the land development approval process will be provided on an hourly basis. See Attachment B relative to Project Budget and Description.

Project oversight will be provided by Mission Critical Partners, Inc. as a consultant to Rockingham County.

Attachments to this RFQ further defining the proposed project include:

Attachment A	Proposed Project Budget
Attachment B	Proposed Project Description
Attachment C	Rockingham County Standard Form of Agreement Between Owner and Designer

VII. PROPOSED PROJECT SCHEDULE

A schedule has been developed for the project. Adherence to the schedule is a primary goal of this RFQ as various State and local deadlines are placed on the County. The proposed project schedule is as follows:

- A. RFQ Issued: August 1, 2012
- B. Registration Cut-off for Pre-proposal Conference: August 10, 2012
- C. Mandatory Pre-proposal Conference: August 15, 2012 @ 1:30 P.M.
- D. Proposal Due: September 5, 2012. Firms may be shortlisted following submission of proposals for interviews.
- E. Interviews: (Tentative) September 27, 2012
- F. The County anticipates selecting an architect on or about October 18, 2012.
- G. Planning, design and various agency approvals are estimated to occur from October 2012 through February 2013. (5 months)
- H. Bidding is estimated to occur March/April 2013. (2 months)
- I. Construction is estimated to occur from April 2013 through October 2013. (7 months)
- J. The County will occupy the facility in November 2013. (1 month)
- K. Total Project Duration. (15 months)

VIII. PROPOSAL FORMAT AND SUBMISSION REQUIREMENTS

The Proposer will be required to provide clear and concise answers to the following RFQ requirements. The Proposer should address each of the following requirements with a tabbed section in the bound proposal document previously described. Proposal content requirements are as follows:

A. Firm Identification

Please provide the following information about your firm:

Firm Name

Address of office where the work will be conducted

Phone Number

Fax Number

Designated Project contact

Contact e-mail address

Number of years the firm has been in business

Location of branch offices

B. Firm Overview

Please provide a brief description of your firm including number of years providing architectural engineering services. Describe the firm's operating philosophy. Please include a statement describing the firm's recent experience with County PSAP/public safety projects.

C. Subconsultants

If outside consultants are utilized to perform any of the A/E services described in Section IV of this RFQ, list the firms and the services they will provide for the project team. Provide a brief firm description for consultant firms and provide the same information for the consultants firms as required in Item A above.

D. Team Organization and Resumes

Provide an organization chart which illustrates the role the key team members will play in this project. Provide a resume for all key team members. Key team members include the Principal-in-Charge, Project Manager, Project Architect and the key team members of each consultant discipline correlating to these same positions.

E. Firm Experience

Please provide the following information on similar completed projects of a comparable nature completed in the last five (5) years. Provide this information for no less than three and no more than five projects.

Photography of the Project

Name of the Project

Location of the Project

Construction Cost

Year the Project was completed

Name of Owner's Representative with address and telephone number

F. Ability to Complete Projects within Budget and Schedule Requirements

Choose not more than five projects listed above that are most similar to this project and provide the following additional information:

Owner's Construction Budget

Architect's Construction Estimate

Total Contract Award

Scheduled months for construction activities

Actual months for construction activities

G. Litigation and Claims

Provide the following information:

1. Provide the firm's North Carolina Architectural License number.
2. List any claims filed by an Owner against your firm or individuals in your firm for which you were providing professional services over the last five (5) years. Provide the name of the plaintiff, a brief description of the claim, the value of the claim and the outcome (if resolved) or current status.
3. Has any architect or licensed professional employed by your firm had their license revoked or suspended in the last ten years? If so, provide the name and the situation.

H. Summary Statement

Provide a summary statement, of not more than one page, which summarizes the reasons you feel your firm is best suited for this project.

I. Project References

List not more than three client references of similar projects. Provide Owner name, contact name, address, telephone number and e-mail address.

J. Insurance Coverage

Each firm should provide a declaration of insurance with limits for general commercial liability, professional liability and other insurance coverages as appropriate. See County's Standard Form of Agreement regarding insurance requirements.

Attachment B – Project Description

Rockingham County has been awarded a Grant to design, conduct, migrate, and implement a new consolidated PSAP located on property owned by Rockingham County in Wentworth, NC. Rockingham County and its six participating municipalities formed an interlocal agency with a nine-member Governance Board to implement this consolidation project. During the construction and up fitting of this new consolidated communications center, the three existing PSAPs (Rockingham 9-1-1, City of Reidsville and City of Eden) will continue to operate.

The County has retained Mission Critical Partners, Inc. (MCP) to manage a turn-key solution for this project which includes the coordination of the facility project with technology and staffing.

A specific site has not yet been identified. The selected A/E consultant will assist in addressing site requirements sufficient to select a parcel for this project.

The building (PSAP) will be approximately 5,000 sq. ft. plus/minus. This facility shall meet, at a minimum, all the requirements set forth by the NC 911 Board Operating Standards for PSAP Grant construction.

M

MissionCriticalPartners

Your Life Safety Mission Is Our Passion

REQUEST FOR PROPOSAL



RFP # 28-23JUL13

911/JOINT COMMUNICATIONS CONSULTANT SERVICES

Due: 1:30 P.M., Central Time, on Tuesday, July 23, 2013

ORIGINAL

SUBMITTED JULY 19, 2013 TO:
County of Boone, Missouri



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1. TRANSMITTAL LETTER

RFP Requirement:

Provide a transmittal letter indicating the Project Team's understanding of the requirements of this specific project proposal. The letter must be a brief formal letter that provides information regarding the firm's interest in and ability to perform the requirements of this RFP. A person who is authorized to commit the proposer's organization to perform the work included in the proposal must sign the letter.

Remainder of page intentionally left blank.



MCP's Response:

July 19, 2013

Boone County Purchasing Department
Melinda Bobbitt, CPPB, Director
613 E. Ash Street, Room 110
Columbia, Missouri 65201-4460

Dear Ms. Bobbitt,

Re: BID #28-23JUL13, 911/Joint Communications Consultant Services

Mission Critical Partners, Inc. (MCP) is pleased to submit the enclosed response to your Request for Proposal Bid #28-23JUL13, for professional services to assess existing 911/Joint Communications technology, services, and operations and then assist in the design and construction of a new facility, including the procurement and installation of new technology for a consolidated 911 Center, Office of Emergency Management ("OEM"), and Emergency Operations Center ("EOC"), which will serve all of the County of Boone.

MCP has read, understands, and agrees with the terms and conditions of the RFP and Amendments. Further, MCP agrees to perform as proposed to Boone County. As required, we are submitting One (1) original and seven (7) copies of the Proposal (total of eight). Please find attached as Appendix B MCP's Acknowledgement of Addendum #1, Addendum #2 and Addendum #3.

Our firm is unique amongst our competitors in providing a full range of PSAP/EOC services that includes professional consulting in technology, radio, operations, network/911, emergency management and facilities coordination.

We have a dedicated Facilities/Operations practice that focuses on the type of project envisioned by Boone County.

MCP is currently engaged in similar projects across the US to include the following at various stages of completion:

Texas – 2	New York – 1
Pennsylvania – 4	North Carolina – 4
Kentucky – 6	Ohio – 1
Colorado – 1	Utah – 1

A number of our clients at the county and state level have engaged MCP after unsatisfactory performance by their existing 911 Public Safety consultant.

MissionCriticalPartners



I am the principal point of contact and authorized representative to contractually obligate and bind the company to statements made in this proposal on behalf of MCP. My contact information follows:

Lawrence C. Bickford
Sr. Vice President, Client Services
690 Gray's Woods Blvd.
Port Matilda, PA 16870

Email: LawrenceBickford@mcp911.com
Office: 888-862-7911
Cell: 814-242-7439
Fax: 814-217-6807

On behalf of our entire team, we stand by our goal to serve as your partner, your advocate, your agent for innovative solutions.

Sincerely,

Lawrence C. Bickford
Senior Vice President, Client Services



2. FIRM BACKGROUND

RFP Requirement:

Provide a description of your firm that includes the location of the firm's headquarters and the office which will serve the County, firm ownership, the length of time your firm has been in business, the number of partners and owners, and an overview of services offered.

MCP's Response:

Mission Critical Partners, Inc. (MCP) is a corporation founded on December 29, 2008 under the laws of the Commonwealth of Pennsylvania and began its business operations on February 2, 2009. MCP brings decades of experience in assessing, planning, designing and integrating mission critical technology and operations into new and renovated facilities, including the design and implementation of 9-1-1 systems to state and local government entities. Our company is fully staffed and has sustained significant growth in this industry over the past four years. As of July 1, 2013, the company had over 62 full and part-time staff to support opportunities in accordance with our growth plan.

MCP is organized to respond effectively to client needs. We are a privately held corporation with traditional sales, technical and support staff, however, our management philosophy differentiates the way we support our clients. Five owners serve as mentors to corporate level team leads responsible for day to day operations. An executive planning team composed of the owners, corporate team leads and mid-level management deals with strategic items.

Principal Officers

President, Chief Executive Officer – Kevin Murray
Senior Vice President – Brian Bark
Senior Vice President – Leonard Kowalski
Senior Vice President – David Jones
Vice President – Dave Boyce

Office Locations

MCP serves municipal, county, state and federal clients across North America with offices in the following locations. MCP has identified its Corporate Headquarters in Pennsylvania and its Texas office, as shown below, as the two principal offices to perform the work for Boone County.

Corporate Headquarters: 690 Gray's Woods Boulevard, Port Matilda, PA 16870
Phone: 888-862-7911; Fax: 814-217-6807

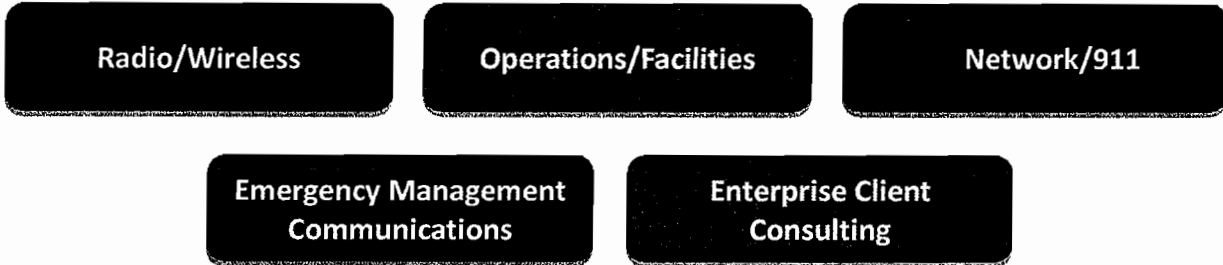
Additional Branch Office Locations: 502 N. Carroll Avenue, Suite 120, Southlake, TX 76092
4801 Glenwood Avenue, Suite 200, Raleigh, NC 27612
2578 Interstate Drive, Suite 106, Harrisburg, PA 17110
105 Bradford Road, Suite 400, Wexford, PA 15090

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Areas of Specialization

MCP is a comprehensive public safety consultant rather than a firm with a single focus or specialization. Our practice areas, below, 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.*



A detailed corporate profile and areas of service follow.



CORPORATE PROFILE

Mission Critical Partners, Inc. is committed to delivering top quality technical and operational consulting services to help managers overcome mission critical challenges.

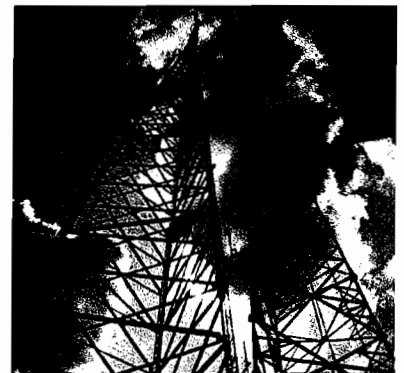
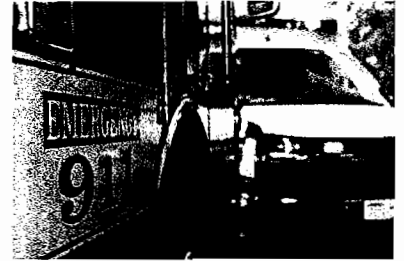
Our award-winning team consists of former public safety managers, project management professionals (PMPs), and technology, forensic and policy specialists. MCP principals have each invested more than two decades in the 9-1-1 industry and continue to serve in key leadership roles in all the major industry organizations—NENA, APCO, and 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. **Our mission is to be your partner.**

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 first 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.

SERVICE AREAS

- Executive Consulting and Master Planning
- Next Generation 9-1-1
- Land Mobile Radio
- Facility and Technology Design and Integration
- Broadband Deployment
- Shared Services and Consolidation
- Emergency Management Communications
- Forensics and Systems Analysis





■ FACILITY AND TECHNOLOGY DESIGN AND INTEGRATION

Mission Critical Partners, Inc. (MCP) brings more than 25 years of experience in planning, designing and integrating mission critical technology and operations into new and renovated facilities. Our team applies hands-on experience with Public Safety Answering Points (PSAPs), Emergency Operations Centers (EOCs), Fusion Centers and Call Centers to develop the solution that best fits the client's needs. 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.

SERVICES INCLUDE:

- Facility Planning and Programming
 - Hazard Vulnerability Assessment
 - Spatial Allocation
 - Adjacency Requirements
 - Workstation Orientation
 - Power, HVAC, Security and Structural Requirements
 - System Redundancy and Diversity
 - Infrastructure Requirements
 - Tower Location and Path Studies
- Facility Construction Coordination
 - Project Management
 - System Install Coordination
 - Contractor Resolution
 - Systems Acceptance
 - Commissioning, Training, Scheduling, Migration/Transition Planning
- Design Solutions
 - Architectural Coordination
 - Low Voltage and Data Cable Management
 - Rack, Cable Tray, Pathway and Conduit
 - All Mission Critical Systems (CAD/RMS, CPE and Telephony, Logging, Video Walls, Workstations, Consoles and Interfaces, Security, Network and Tower)
 - Procurement Support (RFP Development, Vendor Proposal Review/Recommendation/Selection/Negotiation)
- Migration and Transition Services
 - Project Management
 - Scheduling
 - Vendor Coordination
 - Cutover Support
 - Decommissioning Services



■ SHARED SERVICES AND CONSOLIDATION

Throughout North America government 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, Inc. (MCP) team has extensive experience with consolidation efforts in past public sector roles and as consultants.

We recognize that elected and public safety leaders strive to provide the most effective and efficient emergency response system possible. Ultimately, the delivery of quality life safety services is the achievable objective. MCP 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.

By seeking to understand the answer to “What is success?” MCP establishes addressing that question as the project objective. MCP 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 assure 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. The convergence into a unified communications environment can be painful in the absence of proper planning and execution. MCP actively works toward pain avoidance by converging all aspects of the emergency communications environment into an all-inclusive solution.





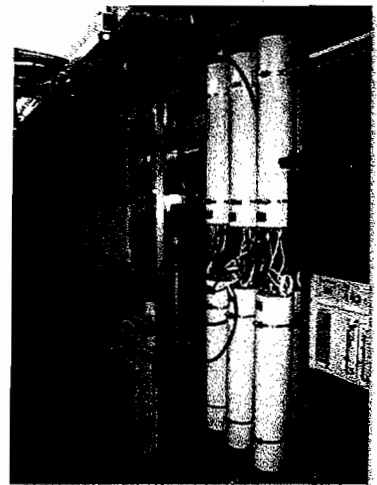
■ EMERGENCY MANAGEMENT COMMUNICATIONS SERVICES

Emergency management coordinators lead the readiness efforts of local, county and state government through planning and organization. Mission Critical Partners, Inc. (MCP) supports emergency managers with expertise in emergency operations, incident command, and the planning and systems designated to support operational integrity.

The MCP team provides communications support services by following a disciplined, well-organized approach for realizing county, regional and statewide interoperability objectives.

SERVICE PROFILE AND EXPERTISE INCLUDE:

- Communications Planning
 - Master Plans
 - TICP Plans
 - Interoperability
- Integration
 - Voice and Data
 - Resource Management Applications
 - GIS
 - Security Systems
 - Video Display
 - Public Notification
 - Alert and Warning Systems
- EOC Facility
 - Programming and Planning
 - Design Services
- Hazard Vulnerability Assessments
 - Infrastructure
 - Towers/Shelters/Connectivity
 - Security
 - Facility
 - Procedures and Operating Guidelines
 - Training
- Interoperability
 - Assessment
 - Planning
 - Design
 - Procurement Support
 - Vendor Negotiations
 - Project Management and Implementation





■ EXECUTIVE CONSULTING AND MASTER PLANNING

Mission Critical Partners, Inc. (MCP) partners with clients to develop customized technical and operational solutions for life safety communications. 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.

MCP 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, MCP 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. MCP 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 24/7 to first responders and the public while operating with limited resources. In recognition of the need to achieve more with less, MCP 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.

SERVICES INCLUDE:

- Budget and Fiscal Planning
- Long-range Capital Planning
- Strategic and Technology Planning
- Grant Compliance
- Policy Development and Support
- Master Planning
- Governance
- Organizational Development

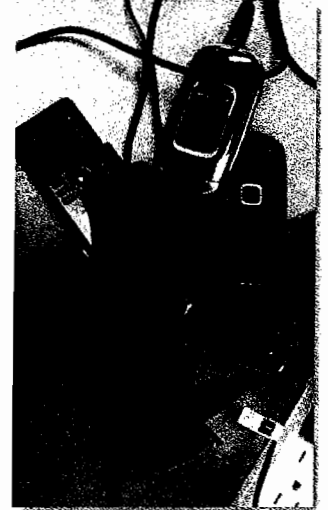


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■ NEXT GENERATION 9-1-1

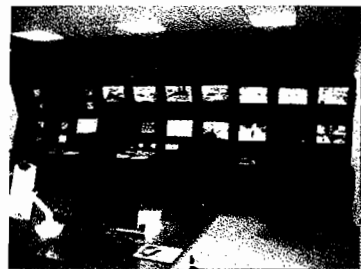
The Mission Critical Partners, Inc. (MCP) staff has extensive experience with planning, designing, procuring, negotiating and implementing all Next Generation 9-1-1 (NG9-1-1) call delivery and processing elements. As stated throughout the industry, Next Generation is a journey. Simply put, the Public Safety Answering Point (PSAP) environment will continually evolve with new technologies, processes and expectations. The MCP project team lays out a clear Master Plan that recognizes the impact NG9-1-1 has on all aspects of the PSAP. As Next Generation drivers, MCP helps elected officials, PSAP managers, stakeholders and funding agencies understand the NG9-1-1 impact upon all PSAP systems including technology, human, policy and funding.



The MCP approach is to establish a thorough understanding of the environment unique to each PSAP or region. This includes funding models, system life-cycle analysis, objectives, incident processing approach, network resources, and governance opportunities. While many firms simply want to discuss call delivery, MCP 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.

EXPERIENCE INCLUDES:

- Master Planning (Capital Plan, Operational Impact, Schedule & Governance)
- Design
- Procurement (Network, CPE)
- Network Services
- Systems Convergence and Integration
- Microwave & Wireless Broadband
- Computer Aided Dispatch (CAD)
- ESInet Core Functions
- Records Management
- Customer Premise Equipment
- Routers
- Switches
- Mobile Data
- Applications
- Punch List Development
- Acceptance Testing
- Implementation Project Management
- IP Networks
- ESInet





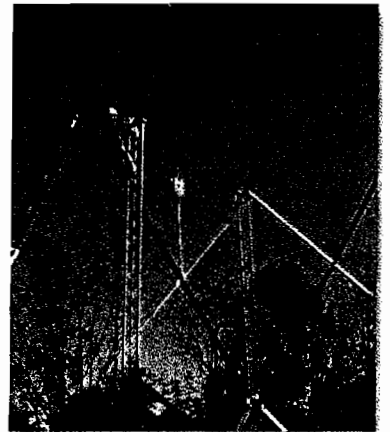
■ LAND MOBILE RADIO

Mission Critical Partners, Inc. (MCP) has a staff of highly qualified radio experts. Our team has a varied background ranging from technicians in large municipal radio systems to persons holding electrical engineering degrees. However, all of our staff has one thing in common – first-hand knowledge and experience as public safety users of two way radio. 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 and be yet 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.

EXPERIENCE INCLUDES:

- Design
- Propagation Studies
- Procurement
- Project 25, SmartNet/SmartZONE, EDACS and other Open and Proprietary Signaling Protocols
- EME, MPE, and Interference Studies
- FCC License Applications, Amendments and Coordination
- Microwave and Wireless Broadband
- Lease Lines and Commercial Telecom Systems
- Proprietary and Open Telecom Standards
- Network Transport Services and Protocols Including Analog and Digital
- Customer Premise Equipment
- Routers and Switches
- Mobile Data and Applications
- Punch List Development
- Acceptance Testing
- Master Planning (Capital Plan, Operational Impact, Schedule and Governance)
- Implementation and Project Management
- IP Networks



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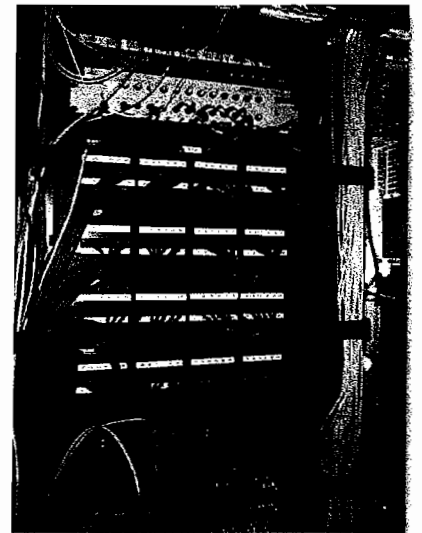
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■ BROADBAND DEPLOYMENT

The FCC's "National Broadband Plan: Connecting America" projects 150% growth in broadband deployment to reach underserved citizens in the future. A nationwide broadband wireless network holds great promise as an economic stimulus and for improving public safety. Mission Critical Partners, Inc. (MCP) leverages expertise and consulting services to assist clients in maximizing the opportunities for implementation of broadband ecosystem networks that meet these critical needs. Two decades invested in life safety communications has equipped our team to navigate the complex broadband issues.

Mission Critical Partners improves public safety and homeland security through roadmaps for transitioning to an Emergency Service Internet Protocol Network (ESInet). The technology:

- Allows first responders to send and receive video and data
- Reduces costs through interagency collaboration
- Helps support opportunities to acquire additional funding required for operating expenses
- Promotes innovation in the development and deployment of Next Generation 9-1-1 (NG9-1-1) and emergency alert systems



As a foundation for a project's success, MCP drives meaningful government and civic engagements with representatives in support of local efforts to deploy broadband technologies. We also help entities understand and follow policies and standards to maximize incentives for national priorities in health care, public education and economic opportunity.

To ensure value for the client's investment, MCP collects and analyzes benchmarks and published market-by-market information on broadband pricing and competition. We then provide comprehensive reviews of wholesale competition rules, make recommendations that include innovative approaches to FCC changes, and ensure efficient collaborative allocation and use of government-owned and government-influenced assets.

BROADBAND SERVICES INCLUDE:

- Governance Development
- Network Gap Analysis
- Network Architecture Design
- Request for Proposal (RFP) Development
- Vendor Implementation Oversight
- Network Operations Framework Development with an IT Infrastructure Library (ITIL) Emphasis
- Broadband Security Gap Analysis



■ FORENSICS AND SYSTEMS ANALYSIS

Proven advocacy skills for our clients are the crux of Mission Critical Partners', Inc. (MCP) forensics services. Forensics analysis can be used to locate the root cause(s) of a system failure, verify receipt of full value on a contract or purchase and assist in a formal court determination of facts.

By establishing current conditions and benchmarking against recognized communications best practices, the MCP team develops a practical solution set for improvement in service delivery. Our team provides change agent services for sustainable organizational recovery. Each forensic engagement involves a comprehensive three-step investigation: (1) Data Gathering and Fact Finding (2) Analysis and Perspective and (3) Findings and Recommendations.



CONTRACT COMPLIANCE

MCP represents our clients' interests by executing a logical information gathering process to understand contract objectives and then performing a methodical review of documents and responsibilities. If we find discrepancies, MCP recommends a corrective course of action. We establish a plan with milestones, metrics, communications and responsibilities and manage client risk to maximize return on investment.

9-1-1 INVOICE FORENSIC REVIEW

MCP has a knowledge base in tariff structure and related invoicing that often reveals overpayment for services. The MCP team specializes in 9-1-1 network, routing, database and fee collection. Applying our forensics skills, we generate findings and recommendations for cost recovery and negotiate settlements on behalf of our clients at little financial risk to the client.

9-1-1 INCIDENT FORENSICS

MCP provides assessment services to define and mitigate risk. Any system can have components (or technicians) that do not perform as intended, potentially resulting in a loss of life or property. In a pre-event environment, our team evaluates call routing, switching, database integrity, system performance, operating guidelines, and training for service optimization. Post-event, MCP assesses equipment or process failures to define causal effects. We understand the high visibility of any event where system or human error negatively impacts reliable 9-1-1 service, and we offer improvement recommendations without prejudice.



Systems analysis, design and implementation are other key services MCP provides. In today's mission critical environment, the various technologies and applications used to manage risk are integrated with one another in the successful operational environment, and no one system stands alone. By understanding the need for high reliability, low risk performance in the 24/7 world, MCP applies our extensive knowledge of technology, telecommunications, policy, operations, and accountability to achieve success on behalf of the client.

MissionCriticalPartners



Project Experience

MCP has provided the following project experience sheets.



CLIENT: Centre County, Pennsylvania

SERVICES PROVIDED: Relocation of Existing 9-1-1 Dispatch Center and EOC to Meet the Needs of a New Countywide Radio System

CLIENT CONTACT: Steve Dershem
Chairman Commissioner
814-355-6700
sdershem@co.centre.pa.us



PROJECT DATES: January 2012 to Present

CHALLENGE: Centre County retained Mission Critical Partners, Inc. (MCP) to design and manage the procurement and implementation of a Countywide 9-1-1 Radio System. As the project proceeded, it became apparent that the proposed system would require an expanded 9-1-1 PSAP. The County asked MCP to assist them in defining the new PSAP requirements via a needs assessment, proposed alternative location, identification of an experienced PSAP architect, and project schedule and budget. Given that the current 9-1-1 dispatch was co-located with the County Emergency Operations Center (EOC), the challenge included providing the same outcome for the EOC.

SOLUTION: MCP supplied program level support to guide the 9-1-1/EOC assessment. The MCP team defined the requirements for a preliminary needs assessment, identified an experienced PSAP designer and, in concert with the architect, developed a conceptual design, schedule and budget. In addition, MCP worked with the County to define a new location for the combined PSAP/EOC for coordination with the Radio System project.

The County also asked MCP to define the scope of work and fee for a final design, including contract negotiations with the successful architect. MCP will coordinate the ultimate design and relocation of the PSAP/EOC with the Radio System project to maintain the current and newly relocated PSAP for the eventual cutover of the system.

KEY RESULT: MCP provided direct support to Centre County to secure the vendor for architecture and engineering services. MCP will coordinate the construction of the new PSAP/EOC with the Countywide Radio System project for complete system integration within the County's budget.



CLIENT: Madison County, Kentucky EMA / CSEPP

SERVICES PROVIDED: Assessment, Technical Design, Procurement and Consultative Assistance

CLIENT CONTACT: Carl Richards, Madison County
EMA Director
859-624-4787
crichards@madison-county-ema.com

PROJECT DATES: September 2010 to Present



CHALLENGE: Madison County, Kentucky, (County) requested assistance from the Federal Emergency Management Agency (FEMA) through the Chemical Stockpile Emergency Preparedness Program (CSEPP) to renovate their existing emergency operations center (EOC) to add an additional 12,500 square feet of emergency management and communications facility capacity, increasing the total capacity to approximately 26,500 square feet. The County is seeking support in the following areas:

- Technical design
- Project management
- Consultative assistance
- Communication and telephony planning
- Implementation services
- Procurement oversight
- Migration planning



SOLUTION: Mission Critical Partners, Inc. (MCP) was retained as a sub consultant to Innovative Emergency Management (IEM) to support the County’s efforts in the areas of transition and migration planning, infrastructure upgrade projects, audio-visual (AV) systems design and procurement.

MCP will aid the County with planning, engineering, implementation, cutover plan development and project management oversight to complete improvements to the Madison County primary EOC, back-up EOC, Joint Information Center (JIC), primary and backup 9-1-1 Center, and 24-hour warning point.



KEY RESULT: MCP assisted the County in the development of a request for proposal (RFP) for architectural services to perform the EOC renovations and one to replace both the administrative and 9-1-1 telephone systems. MCP will support the County throughout the entire RFP process—preparation, distribution, bid response review and recommendations, and award through contract negotiations. MCP continues to assist the County in its efforts to improve the safety of all residents and visitors to Madison County. The project is currently in the design phase with expected completion of the renovated EOC in 2015.

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CLIENT: Burke County, North Carolina

SERVICES PROVIDED: 9-1-1 Communications Consolidation/Facility Consulting Services

CLIENT CONTACT: Kenneth B. (Bryan) Steen, County Manager
828-764-9350
bryan.steen@burkenc.org

PROJECT DATES: May 2012 to Present

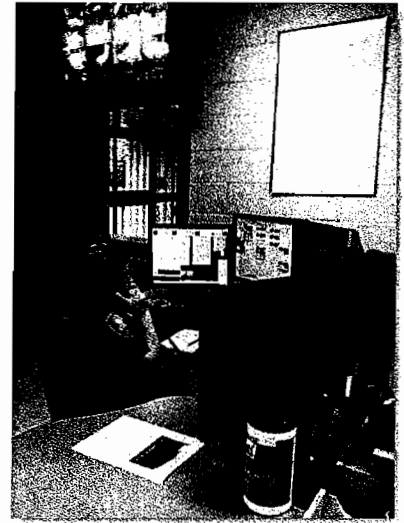
CHALLENGE: Burke County currently operates and staffs four Public Safety Answering Points (PSAP). These include an Emergency Operations Center PSAP, two municipal PSAPs and a PSAP based at the Burke County Sheriff's Office. The County plans to consolidate the four sites into one integrated facility to improve the delivery of emergency services to its citizens and visitors.

SOLUTION: As Program Manager for the project, Mission Critical Partners, Inc. (MCP) is coordinating all activities related to a turn-key solution for the design, construction, migration and implementation of the consolidated PSAP facility. Primary services include:

- Technology integration and programming, including the selection of mission-critical technology and its seamless integration into the new PSAP building
- Conceptualization of a back-up PSAP that meets the NC 911 Board's Operating Standards and has the capacity to handle future County needs
- Development of all Requests for Proposals related to project equipment; land development and site preparation; geotechnical and environmental services; and architectural and engineering services
- Design of a new 10,000 sq. foot consolidated 9-1-1 PSAP facility and its technology
- Comprehensive staffing plans that maximize the efficiencies of shared services
- Ongoing stakeholder updates and communications
- Overall Grant management and oversight

These activities complement other services that MCP has provided to Burke County. In 2010, MCP worked closely with Burke County stakeholders to study the viability and effectiveness of a PSAP consolidation. The findings from that study are guiding the consolidation effort.

KEY RESULT: MCP continues to work with Burke County officials to analyze, evaluate, develop and implement the consolidation recommendations.



"MCP is guiding us towards the implementation of a cost-effective consolidation plan that will improve our services, strengthen our technology capabilities, and streamline operations."
-Bryan Steen, County Manager
Burke County, North Carolina



CLIENT: Estill County, Kentucky EMA / CSEPP

SERVICES PROVIDED: Emergency Operations Center (EOC)
Technical Design, Procurement and
Consultative Assistance, Radio
Communications Improvement Plan,

CLIENT CONTACT: Fred Rogers, Estill County
EMA CSEPP Director
606-723-6533
fred.rogers@estillcountyema.com

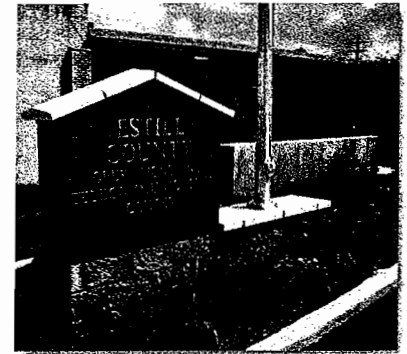
PROJECT DATES: May 2009 to Present

CHALLENGE: Estill County, Kentucky, (County) requested assistance from the Federal Emergency Management Agency (FEMA) under the Chemical Stockpile Emergency Preparedness Program (CSEPP) to upgrade its emergency communications facilities. The County was constructing a new emergency operations center (EOC) / 9-1-1 facility, three communication sites and improving its emergency alert and warning radio communications system.

SOLUTION: Mission Critical Partners, Inc. (MCP), as a sub consultant to IEM, was retained to provide technical design, procurement and consultative assistance with the new EOC / 9-1-1 facility, tower site developments, fiber optic network, microwave and broadband backbone equipment and technical support for the new EOC / 9-1-1 facility.

KEY RESULT: MCP provided design and implementation services to support the build-out for the entire Estill County Emergency Services facility and was responsible for the transition of services to the new facility without interruption of services. The successful conversion occurred by working closely with the Estill County staff, various vendors and the communications service provider. This result has led to ongoing support for the EOC and the development of a communications improvement plan to guide the County in planning and procurement.

In early 2013, MCP met with stakeholders to review propagation studies (coverage maps) in support of the development of the County's radio communications plan.



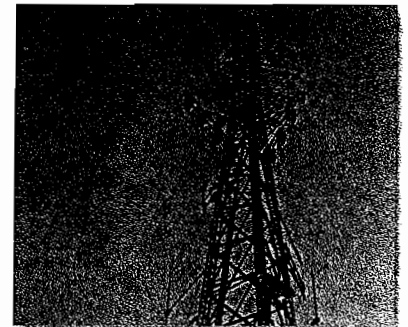


CLIENT: Armstrong County, Pennsylvania

SERVICES PROVIDED: Executive Consulting and Master Planning
Interoperable Regional Radio Systems
Emergency Operations Center Oversight
Migration Plan

CLIENT CONTACT: Randall J. Brozenick, Director of Public Safety
724-548-3430
rjbrozenick@co.armstrong.pa.us

PROJECT DATES: May 2010 to Present



CHALLENGE: Armstrong County, located in southwestern Pennsylvania, took the initiative to upgrade three significant components of its county-wide emergency and non-emergency communications system. The upgrade included:

- Working in partnership with adjoining Indiana County to secure federal funding for and provide broadband capabilities throughout rural communities in both counties
- Replacement of an aging public safety VHF radio system with a P25-compliant digital radio system that meets Federal Communications Commission (FCC) narrowbanding requirements
- Designing and constructing a new county Emergency Operations Center (EOC) and Public Safety Answering Point (PSAP)

“We have been with Mission Critical Partners from their inception and I can say they have put together a truly professional and qualified team. MCP works side by side with us in accomplishing our goals. They truly are our partner in this major public safety initiative.”
—Randall J Brozenick, Director of Public Safety

SOLUTION: The County selected Mission Critical Partners, Inc. (MCP) to serve as Program Manager of this multi-faceted public safety capital improvement project. As its first step, MCP developed a research-based approach which considered the project’s purpose, scope, cost and schedule in relation to the County’s communication mission. This approach guided the MCP team as it managed the process of combining the three projects into one comprehensive solution. This solution included:

- A three-county public-private partnership that would bring broadband capabilities to rural underserved areas. Armstrong County leveraged the broadband network by using it for all levels of connectivity for public safety radio, county telephony and data transport.
- A 14-site P25 800 MHz radio system that was developed by leveraging a master switch in adjacent Westmoreland County for multi-county interoperable communications capability and 95/95 portable coverage.
- An EOC project programmed by MCP in coordination with SCHRADERGROUP architecture, LLC.

As part of its project oversight responsibilities, MCP developed capital and operating budgets for the project. In addition, MCP managed the scope of various vendors, professional service providers and contractors on behalf of the County, as well as system implementation, commissioning and decommissioning.

KEY RESULT: Armstrong County Department of Public Safety and E911 opened its new 5,000 square foot EOC and PSAP in March 2013. The upgrade to a multi-county, P25 compliant digital trunked radio system went “live” in June 2013. The digital trunked radio sites connected by the completed in-county fiber optic network, is nearing completion.



CLIENT: Pueblo County, Colorado EMA / CSEPP

SERVICES PROVIDED: Emergency Operations Center, Technical Design, Procurement and Consultative Assistance

CLIENT CONTACT: Mark Mears, Bureau Chief
Emergency Services Bureau Director
719-583-6201
Mears@co.pueblo.co.us

PROJECT DATES: May 2009 to Present

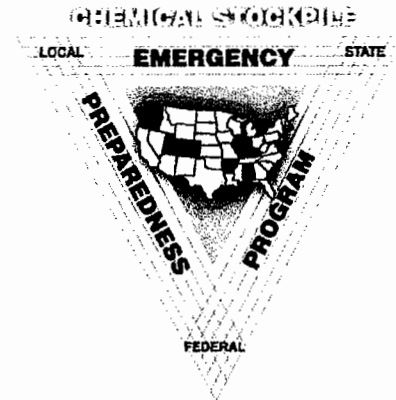
CHALLENGE: Pueblo County (County) requested assistance from the Federal Emergency Management Agency (FEMA) through the Chemical Emergency Stockpile Emergency Preparedness Program (CSEPP) with construction of a 25,116 square foot emergency operations center (EOC) to aid in the coordination of, response to and recovery from manmade and natural disasters. This state of the art facility will house the County Emergency Services Bureau (ESB); County 9-1-1 Center; Joint Information Center (JIC); Information Technology (IT) Department and County CSEPP Staff.

SOLUTION: Mission Critical Partners, Inc. (MCP) was retained as a sub consultant to Innovative Emergency Management (IEM) to work with the County and their designated architect and engineers to provide non-building systems integration into the County's new facility. MCP will perform the following tasks for the overall program and all individual electronic systems needed to support the County EOC / 9-1-1 and equipment rooms:

- Documentation of technical requirements
- Preparation of detailed procurement specifications
- Installation oversight
- Testing and acceptance
- Implementation and cutover

KEY RESULT: The EOC construction project kicked off and MCP has been working with the County to provide project oversight and support throughout the design and build phase. Audio/visual (A/V) locations and inputs were finalized with the vendor who will prepare and submit a final proposal with pricing.

MCP and the County are working closely to coordinate and review the system as-built and end-to-end test documentation, to prepare and document final cutover criteria, develop final acceptance criteria, as well as formulate plan documents and schedules.





CLIENT: Cumberland County, Pennsylvania

SERVICES PROVIDED: Facility and Technical Design

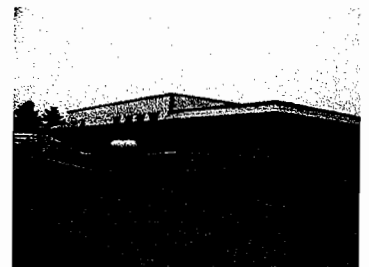
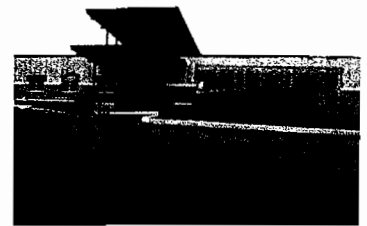
CLIENT CONTACT: Ted Wise, Public Safety Director
Cumberland County
717-240-6400

PROJECT DATES: June 2010 to February 2012

CHALLENGE: Cumberland County was in need of professional services for facility and technical integration design. The original facility and technical designs for the new emergency operations center (EOC) were completed three years prior. Mission Critical Partners, Inc. (MCP) was retained by the County to review the existing designs of the building and make recommendations, as required, to meet all current regulations relative to EOC and 9-1-1 facilities.

SOLUTION: MCP referenced current facility regulations, standards and recommendations to ascertain that the design was in compliance, MCP worked with the Architect, Construction Manager, Technology vendors and the County to provide guidance and direction when adjustments were identified and implemented. MCP also reviewed technical designs and provided recommendations to assist the County in meeting not only today but tomorrow's challenges with 9-1-1 call processing and EOC operations.

KEY RESULT: MCP assisted Cumberland County's smooth transition into the new 22,000 sq. ft. operational facility on October 5, 2011.



CLIENT: Rockingham County, North Carolina

SERVICES PROVIDED: 9-1-1 Communications Consolidation/Facility Consulting Services

CLIENT CONTACT: Reece Pyrtle, Chairman of PSAP Governance Board
c/o City of Eden, Chief of Police
336-623-9755
Rpyrtle@edennc.us



PROJECT DATES: May 2012 to Present

CHALLENGE: Rockingham County currently operates and staffs three Public Safety Answering Points (PSAPs) to serve a rural population spread across nearly 600 square miles. The County plans to consolidate the three sites into a new integrated facility to improve the delivery of emergency services to residents, businesses and visitors.

“MCP is thorough and on top of every issue. Their professionalism has set the stage for a smooth transition to our new facility.”

—Susan Hall, 9-1-1 Director
Rockingham County

SOLUTION: As Program Manager for the project, Mission Critical Partners, Inc. (MCP) is coordinating all activities related to a turn-key solution for the design, construction, migration and implementation of the consolidated PSAP facility. Guided by best practices and a best value procurement strategy, MCP is managing a range of professional services, including:

- Technology integration and programming, including the selection of mission-critical technology and its seamless integration into the new PSAP building
- Development of all Requests for Proposals related to project equipment; land development and site preparation; geotechnical and environmental services; and architectural and engineering services
- Technology installation and oversight, from circuit planning and equipment installation to testing and system activation
- Risk analyses, monitoring and management
- Comprehensive staffing plans that maximize the efficiencies of shared services
- Ongoing stakeholder updates and communications
- Overall grant management, oversight and compliance with local, state and federal laws and standards

All services are provided on-site to ensure open and clear communication between MCP and County representatives.

KEY RESULT: MCP continues to work with Rockingham County officials to analyze, evaluate, develop and implement the consolidation recommendations.



CLIENT: Pennsylvania Emergency Management Agency (PEMA)

SERVICES PROVIDED: Emergency Operations Center
Facility Technology Integration Services

CLIENT CONTACT: Dave Schrader, Architect
SCHRADERGROUP/AEComm Joint
Venture Architecture
215-482-7440; dschrader@sgarc.com

PROJECT DATES: April 2010 to Present

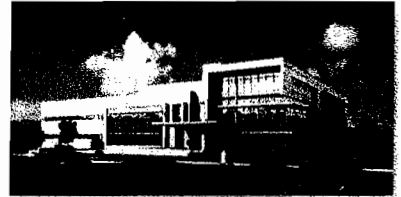
CHALLENGE: The Pennsylvania Emergency Management Agency has retained the joint venture architectural team of SCHRADERGROUP architecture and AEComm to design a new statewide Emergency Operations Center (EOC). Mission Critical Partners, Inc. (MCP) is providing technology design and operational migration planning related to the 97,000-square-foot EOC facility. Collectively, the team is developing the facility program, performing facility and system designs, and overseeing construction and technology vendors. As part of the team's efforts to maintain a stringent construction and transition schedule, MCP will initiate and manage complex EOC technology upgrades as soon as the construction phase is complete. The project requires extensive technology integration to support several state entities that will be housed in the new EOC, including:

- PEMA headquarters
- Pennsylvania offices of Homeland Security, Administration, Radio Project (OPRS), Fire Marshall, Public Information, PennDOT and National Guard
- Joint Information Center
- Senior Leader Situation Room
- Pennsylvania Department of Transportation Area Command
- Pennsylvania State Police Activation Watch Center
- Bureau of Radiation Protection Watch Center
- All-Hazards Information Center with a Sensitive Compartmented Information Facility (SCIF)

SOLUTION: MCP has developed and is carrying out a comprehensive strategy that will ensure a seamless technology transition to the new site. Key components of this strategy include:

- Developing lists of mission-critical and technology-sensitive systems in partnership with PEMA staff
- Holding final decisions on mission-critical technology selection for as long as possible to ensure that the most current technologies are considered
- Coordinating technology with the master project construction schedule
- Integrating technology considerations and requirements into the building design specifications
- Integrating technology systems across multiple tenant agencies in the building

KEY RESULT: Through their combined efforts, the partners are on schedule to design and construct a secure, state-of-the-art Emergency Operations Center. Equipped with the latest mission critical technology, the 21st century EOC will enable state agencies to better coordinate their planning, response and recovery efforts related to natural and man-made disasters.



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

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3. PROJECT TEAM QUALIFICATIONS

RFP Requirement:

- a. ***Provide resumes and describe the responsibility, experience and qualifications of the individual(s) who would comprise the Project Team. Detail any professional certificates the individuals maintain. Designate if the individuals on the Project Team will work on a full-time or part-time basis.***

MCP's Response:

MCP has identified an expert team to support this project and offers the following resumes which highlight their professional qualifications, technical expertise, education, certifications and registrations.

All individuals identified on the project team will work on a part-time basis.

Resumes

Resumes of MCP's staff follow.



Lawrence C. Bickford

Senior Vice President, Client Services

Larry is the Senior Vice President of Client Services for Mission Critical Partners, Inc. As a former County Manager, Larry provides executive level consulting in governmental policy, finance, and capital project procurement and delivery. He also served as a principal in defining public projects, financing strategies, selection of consultants and serving as the owner's representative. Larry has more than 20 years of experience leading county government operations and another 20 years consulting to municipal, county, regional and state governments in the design and construction of Public Safety/Justice facilities. As a consultant in the construction/design industry for over 20 years, he has served as the Project Executive for governmental facilities as diverse as correctional, judicial, law enforcement, administrative and 911/EOC facilities.

Professional Experience

- Government
 - Probation/Parole Officer
 - Court Administrator
 - County Administrator/Manager
- Construction Management/General Contractor
 - Project Manager
 - Sales Executive
 - Project Executive
- Architectural/Engineering/Consulting
 - Project Executive
 - Planning/Programming
 - Account Executive

Relevant Project Experience

- Centre County, PA – Program Manager, Radio Assessment, Design and Implementation
 - PSAP relocation/coordination/governance development
- Burke County, NC – Program Manager, PSAP Consolidation
- Rockingham County, NC – Program Manager, PSAP Consolidation
- Henderson County, NC – Program Manager, PSAP Relocation/Renovation, New Technology Upgrades/Integration
- Franklin County, OH – Client Liaison, Shared Radio Services Study
- Northumberland County, PA – Program Manager, Radio Narrowbanding Study
- York County, PA – Project Executive/Client Liaison for county wide radio system and new 911/EOC
- Indiana County, PA – Project Executive/Client Liaison for new county prison, judicial renovations, county wide radio system design and implementation
- Dauphin County, PA – Consulting, planning, programming for justice/public safety EOC/911 facilities
- Allegany County, NY – Project Executive for public safety, sheriff, correctional and 911 facility
- Blair County, PA – Project Executive/Client Liaison for correctional facility, rural addressing/GIS, and judicial facility projects
- Ontario County, NY – Project Executive for new public safety facility
- Geauga County, OH – Project Executive responsible for assessment, planning, and programming for sheriff/public safety facility
- Butler County, OH – Project Account Executive for county correctional, sheriff and public safety facilities
- Northampton County, VA – Consultant for public safety, sheriff and jail project
- Frederick County, VA – Consultant for EOC/911, public safety, sheriff and judicial facilities
- Centre County, PA – Project Liaison for rural addressing, GIS, facility programming and county wide 911 implementation of radio system

Education

Bachelor of Science, Law Enforcement and Corrections, The Pennsylvania State University
Completed Coursework, Masters in Public Administration, The Pennsylvania State University
Fellow Institute of Court Management, National Center for State Courts, Denver, Colorado

Affiliations

- National Emergency Number Association (NENA)
- International City/County Management Association (ICMA)

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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
- Burke County, NC – Project Manager, PSAP Consolidation
- Henderson County, NC – Project Manager, PSAP Relocation/Renovation, New Technology Upgrades/Integration
- Cumberland County Pennsylvania – Project Manager for migration planning, commissioning of systems and operations for new Countywide PSAP and EOC, transition planning
- Armstrong County, Pennsylvania – Feasibility study planning services
- Morris County, New Jersey – Engineering design services for countywide public safety complex (telecommunications/security)
- Bedford County, Pennsylvania – Facility transition, procurement and implementation support, consulting
- Crawford County, Pennsylvania – PSAP assessment, facility evaluations for future PSAP
- State of Maine – Statewide review of protocol use and effectiveness of quality assurance systems and certification systems
- State of PA– Wireless PSAP assessment, regional 9-1-1 deployment manager, statewide technical audit
- Perry County, Pennsylvania – Wireline/wireless plan submission assistance; procurement and implementation support; consulting
- Franklin County, Pennsylvania – Wireline/wireless plan submission assistance; 400 MHz trunked radio system implementation
- Fulton County, Pennsylvania – Facility assessment, procurement and implementation assistance; consulting
- State of Missouri and State of Maryland – Next Generation PSAP assessment
- Adams County, Pennsylvania – Project Manager, 800 MHz trunked radio system development, procurement and implementation
- 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
- Local Emergency Management Coordinator (2006-Present)

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 Manager Professional (PMP)
- FEMA ICS 100, 700, 800

Affiliations

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

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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Robert P. Lafaye
Technology Specialist

Robert is a Technology Specialist with Mission Critical Partners, Inc., He brings vast experience in implementing and successfully managing multi-million dollar IT infrastructure projects related to data center migration and design, cabling, VoIP (Cisco), data storage, disaster recovery, Audio/Video (AV) and security systems. He has also created and implemented several emergency management plans and programs. Robert has demonstrated analytical skills to interpret and apply policies and ensure compliance with policy, procedures, and various laws and regulations as well as new technology.

Professional Experience

- State of Kentucky – Technical consulting on the CSEPP emergency communications, warning, and alert systems for FEMA/DHS
- State of Kentucky – Technology integration services for State Emergency Operations Center(EOC), Powell County EOC, Rockcastle County EOC new facilities
- City of Sachse, Texas – Project Manager/Emergency Management Coordinator
 - Managed over 100 concurrent projects that included IT infrastructure design, VoIP (Cisco) installation, software upgrades and security
 - Managed the IT data center migration to the new city complexes. Defined scope, developed risk plans/disaster recover, negotiated vendor contracts (RFPs) and monitored process to end.
 - Created first emergency management position achieving advanced levels in planning and training
 - Managed costs associated with a \$20M municipal complex
 - Briefed elected officials on processes, programs and projects requiring funding
 - Planned and executed the relocation of 10 departments to the new campus
 - Responsible for the development, maintenance, and testing of the Emergency Operations Plan (Disaster Recovery/Continuity Plan) that included; all hazard response and mitigation plan.
 - Created and conducted training exercises and after action/improvement plans
 - Developed and maintained key relationships with surrounding cities, regional emergency managers and non-profit organizations
- City of Rowlett, Texas – Emergency Management Coordinator
 - Managed Homeland Security Grants for building and equipping the new Emergency Operations and back up 911 Center
 - Developed an Emergency Operations Plan
 - Established, updated, and evaluated Standard Operating Guidelines
 - Conducted training, exercises and after action reports
- Scott Air Force Base, Illinois , U.S. Air Force – Chief Plans and Programs, Chief Master Sergeant
 - Served in a leadership role from joint command level to instructor of wartime operations/security
 - Supported the United States Antarctic Program in plan and program development for the Department of Defense and U.S. Transportation Command
 - Developed and managed budgets for Support Forces Antarctica command staff

Specialized Training and Experience

- Fire Fighter II
- Emergency Medical Technician-Defibrillator (EMT-D)
- Hazardous Materials Specialist

Education

B.S., Emergency Administration and Planning, University of North Texas, Denton, TX
Associate Degree, Applied Science Logistics, Community College of the Air Force, Montgomery, AL

Certifications

- Project Management Professional (PMP)-in process
- National Incident Management System (NIMS) Instructor

Memberships

- Project Management Institute

Awards

- 2006 Media award - International Assoc of Emergency Managers
- Regional Award for work as Regional Exercise Subcommittee Chairman, North Texas Council of Government

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David W. Hammond, RCDD
Senior Technology Specialist

David is a Senior Technology Specialist at Mission Critical Partners, Inc. David brings more than 25 years of experience in the design and implementation of low voltage cabling systems including voice and data networking. He has performed in local and nationwide projects and has experience in systems design, systems installation, construction services and project coordination. David is a 15 year member of the Building Industries Consulting Services, International (BICSI) and holds the telecommunications industry recognized designation of Registered Communications Distribution Designer (RCDD) and Network Transport System Specialist (NTSS).

Professional Experience

- Pennsylvania Emergency Management Agency (PEMA) New Headquarters Building – Design of telecom, security and A/V systems cable infrastructure design as part of the Architectural Design Team
- Centre County Emergency Services Center – Design of telecom and A/V systems cable infrastructure design as part of the Architectural Design Team
- Armstrong County, PA – Construction Document review for Emergency Operations Center
- Kentucky – Construction Document review for Commonwealth Emergency Operations Center
- Kentucky – Design Support for Bluegrass Army Depot CSEPP video surveillance system
- PEMA – Coordination, review of proposals and oversight of installation and implementation for video teleconferencing system upgrades at the PEMA Headquarters
- PEMA – Coordination of proposals for electrical system upgrades in support of existing video teleconferencing systems at the PEMA Headquarters
- On-going development of MCP drawing and specifications standards
- Pennsylvania – Systems design and electrical team lead for Derry Township Municipal facilities, including coordination with Dauthpin County 911 design team
- Senate at the Main Capitol Complex, PA – Project manager and lead designer for three data centers
- Capitol Complex Fire and Life Safety Upgrade Project, PA– Project coordination and field work
- PA Capitol Complex Security Systems upgrade project – network design/project coordination
- Project coordinator and designer of voice and data network cabling for 500,000 square foot Ingram Micro Distribution Facility
- Seoul Korea – Technical presentation to engineering staff in preparation for Samsung Towers Project
- Kuala Lumpur, Malaysia – Design support for marketing effort for the CyberJaya Multimedia University
- Coordination and oversight of electrical, fire protection, lighting, architectural, historic architectural and structural disciplines
- Project designer/project manager for PA House of Representatives House Chamber technology upgrade, Majority Caucus Room technology upgrade and Minority Caucus Room technology upgrade
- Cobb County, GA – Project designer for 100+ school technology upgrade

Education / Certifications

- BICSI ANSI/TIA Standards update
- CompTIA Networks+
- BICSI Wireless Networking
- BICSI Designing LANs and Internetworks
- HACC Network Communications Technology I
- HACC Network Communications Technology II
- BICSI Introduction to Internetwork Design
- BICSI High-Speed Campus Backbone Design
- BICSI Designing Telecommunications Distribution Systems
- AMP ACT NETCONNECT Designers and Installers Course
- Sumitomo Air Blown Fiber (ABF) Design and Installation
- FC2 Comprehensive Fiber Optic Installation Course
- AMP Fiber Optic Training

Affiliations

- Member, Building Industry Consulting Services, International (BICSI)

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Jeffrey Lupinacci, RCDD/NTS

Project Manager/Technology Specialist

Jeff brings Registered Communications Distribution Designer (RCDD) and Network Transport Systems Specialist (NTS Specialist) certifications to Mission Critical Partners. He is a senior telecommunication and network design professional with experience assessing and meeting customer requirements in a variety of projects and industries. With demonstrated success in multiple technologies and infrastructures, Jeff is recognized as a hands-on professional team leader working to ensure customer satisfaction.

Professional Experience

- Harrisburg, PA – Mission Critical Partners, Inc., Project Manager/Technology Specialist
 - Design, estimating and project management of data centers, and Structured Cabling Systems (SCS)
 - Consultation and technology systems architecture
 - Develop RFPs, bid specifications and drawings
 - Systems testing and commissioning
 - Client account management
- Harrisburg, PA – G.R. Sponaugle & Sons, Inc., Project Consultant
 - Design, estimating and project management of Structured Cabling Systems (SCS)
 - Configuration implementation of Avaya Converged Communications Solutions, PBX and voice mail systems
 - Telecommunications project management
 - Workforce management
 - Materials procurement
 - Certified designer of cabling systems by Hubbell, Leviton, TE Connectivity NET-Connect, and Panduit
- Harrisburg, PA – Brinjac Engineering, Inc., Telecommunications Distribution Senior Designer
 - Development of bid specifications and drawings
 - Technical resource and support for business development, marketing and construction management teams
 - Team supervision and training
 - Customer support and training
- Mattoon, IL – Consolidated Communications, Inc., Supervisor, Project Management
- New York, NY – Netcomm, Inc., Communications Consultant
 - Project management of large scale data center relocation projects
 - Production of telecommunications plans in AutoCAD software, specs and as-built drawings
 - Implementation of ISDN video conferencing networks
 - Conversion of Corporate WANs and private networks
 - Course development and client training on administration and maintenance of communications equipment

Expertise

- Certified designer of Structured Cabling Systems (SCS)
- VoIP and SIP-based systems
- WiFi, WAN and LAN connectivity
- Security and video systems
- PBX and voice mail systems
- Customer needs assessment
- RFP/RFQ development and presentation
- Project management and implementation
- Customer education, training, support
- Process planning and team leadership

Education

BS Industrial Technology – Electrical Systems, Central Connecticut State University, 1984

Certifications

- Registered Communications Distribution Designer (RCDD), 2015
- Network Transport Systems Specialist (NTS Specialist), 2014

Affiliations

- Member-Building Industry Consulting Service International (BICSI)

MissionCriticalPartners



Tim Hennemann
Technology Specialist

Tim is a Technology Specialist for Mission Critical Partners, Inc. With over eight years as an RF Engineer, he brings hands-on experience with RF design with a specialty that includes utilizing RF propagation software to design networks that meet the defined performance specifications of the customer. Tim is a listener who possesses a keen awareness of the customer's needs. With an eye for detail, he accomplishes goals through persistence and hard work.

Professional Experience

- Lancaster, PA – MWF Enterprises, Engineering Consultant
 - Utilized RF propagation software and prepared coverage prediction maps
 - Produced engineering studies for microwave and LMR applications
 - Analyzed radio frequency interference
 - Provided licensing services through the FCC Universal Licensing System and SpectrumWatch
- Harrisburg, PA – CSA Group, RF Engineer
 - Assigned to the Commonwealth of PA's statewide 800MHz digital voice and data network project
 - Maintained the Commonwealth's 1000 plus potential site database
 - Coordinated the field/survey teams when new sites were identified
 - Performed intermodulation studies
 - Produced critical maps for the survey teams, construction crews, and government employees
 - Conducted interference studies for the South Florida Water Management District
- Harrisburg, PA – M/A Com, RF Engineer
 - Predicted projected RF signal coverage
 - Produced Coverage Analysis Reports to both internal project team and the customer
 - Correlated raw data collected from the various drive teams for 67 counties tested
 - Provided MapInfo support to the internal engineering and project management teams

Selected Project Experience

- South Central Pennsylvania Regional Counter Terrorism Task Force (SCTF)
 - Responsible for the design of a multi-band (VHF, UHF, 700MHz and 800MHz) RF overlay and interoperability gateway network engineering study for the SCTF region
 - Responsible for the engineering, design, and system acceptance testing for an eight county, 20-hop microwave network for interconnecting the PSAPs and emergency management agencies in those counties
- Lancaster County, PA
 - Performed RF propagation, FCC license research and filings
 - Provided GIS support using MapInfo
 - Conducted intermodulation studies
 - Responsible for the engineering and licensing for the narrowbanding project for the county and municipalities/entities within the county
- State of Florida
 - Project work that included the creation of the network Statewide Law Enforcement Radio System (SLERS)

Expertise

- Comsite Pro
- EDX Signal Pro
- MATLAB
- RAPTR
- MapInfo
- ESRI
- Microsoft Office
- TSB88 Standard

Education

BS, Electrical Engineering, Iowa State University, 2001

MissionCriticalPartners



James E. Keller, Jr.
Senior Technology Specialist

James is a Senior Technology Specialist with Mission Critical Partners, Inc. He is a leader with extensive experience at the manager level in both establishing and executing strategic initiatives to reduce operational expense and to grow revenue margin. Areas of significant accomplishment include directing process re-engineering, strategic planning, workforce/resource alignment and department/unit consolidation. James has demonstrated quality by effectively utilizing the DMAIC principles of Six Sigma to achieve a "Most Improved Call Center" ranking, and for 10 consecutive years received the "Top Performing Large Business Call Center Manager" recognition. James has extensive experience with quantitative analysis and modeling. In addition, James has several years of experience establishing Visual Dashboards reflecting status of key performance metrics.

Professional Experience

- Senior Technology Specialist
 - Completed a quantitative analysis of PEMA (Pennsylvania Emergency Management Association) State Wireless funding distribution of approx. \$103M annually for FY 2010 thru FY 2012
 - Created and implemented an internal/external Dashboard that provides status of key initiatives for the Region 13 ESNet
 - Developed an RFP (Request for Proposal) quantitative scoring tool for WestCORE
 - Responsible for creation and implementation of a WestCORE dashboard
- Verizon Communications, General Manager - Repair Call Centers for Large Business
 - Responsible for managing six repair call answer centers for accounts representing \$6.9B in revenue
 - Responsible for each call center expense budget
 - Created first profit Call Center for large businesses by implementing strategies to add sales opportunities to grow incremental recurring revenue
 - Recognized as national Subject Matter Expert for multiple work assessment and consolidation teams
- Section Manager – Business Response
 - Directed 90 employees in the management of day-to-day operations of a repair call answer center for National Accounts and General Business customers with a \$6M budget
 - Reduced expenses by establishing front end call flow scripting that decreased call handling time and eliminated the need for overtime
 - Achieved "Most Improved Call Center" ranking by utilizing Six Sigma
 - Achieved the highest customer survey scores across all peer centers
- Regional Manager – Operations Staff Support
 - Responsible for managing staff support groups responsible for process improvement, platforms and process enablers
 - Directed teams in the analysis and implementation of cost savings and process re-engineering initiatives for three states; Established internal communications strategies in PA, OH, and MI
 - Established benchmark performance standards for all field maintenance staff repair and sales call centers
- Regional Manager – Process Re-Engineering
 - Responsible for overseeing the integration and implementation of re-engineered processes, platforms and enablers in three states; Overall company investment exceeded \$1.3B
- Acting State Manager
 - Directed 115 state employees and managed a \$3.1M budget for service provisioning and repair dispatch of outside labor work groups
 - Designed and implemented overall reporting and tracking of service quality, PUC complaints and customer callback groups via quantitative sampling and analysis
- State Coordinator/Manager E911
 - Responsible for E911 technical support as well as process management for new installations

Education

B.S. Management and Finance, Gannon University, Erie, PA
PA State Insurance license
Series 7 Securities license

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Louisa Rand King, ENP
Public Safety Consultant

Louisa is a Public Safety Consultant with Mission Critical Partners, Inc. Her technical writing experience for the public safety communications business spans more than 23 years. Beginning in the Police Department as a Telecommunicator, she progressed into a training role and subsequently transitioned into a supervisory position for the Police Department's Emergency Communications Division for the City of Greensboro, NC. As a Guilford Metro 9-1-1 Consolidated Communications Center team member, Louisa revised policies and procedures necessary for a consolidated center and completed a total revision of the General Operating Guidelines manual for the center including a re-design. She brings expertise in operations, CAD and CALEA accreditation.

Professional Experience

- Technical Editor - Edited reports, documents, correspondence, and presentations; performed quality assurance/quality control on reports and projects
 - Federal Emergency Management Agency (FEMA)
 - Chemical Stockpile Emergency Preparedness Program (CSEPP)
 - Pennsylvania Emergency Management Agency (PEMA)
 - Allegheny County, PA WestCORE
 - Ada County, ID
 - Highland Park, TX
 - Kansas Association of Counties
 - Plano, TX
 - Kaufman County, TX
 - Region 13, PA CPE Procurement and WestCORE
 - Burke County, NC Consolidation

Related Experience

- City of Greensboro, North Carolina – Guilford Metro 9-1-1,
 - Provided supervision to the Consolidated Communications Center
 - Managed city and county personnel
 - Revised policies and procedures for a consolidated center
 - Completed total revision of General Operating Guidelines manual for consolidated center including contributing to revision of EMS portion of manual
 - Built computer aided dispatch (CAD) files for consolidated center
 - Served as CALEA representative for the emergency communications division
 - Coordinated and managed daily operations of two emergency communications squads
 - Greensboro, North Carolina Police Department
 - Provided communications supervision to the Greensboro Police Department
 - Evaluated employees quarterly; maintained employee records and files
 - Ensured compliance with established policies and procedures
 - Trained entry level telecommunicators
 - Performed monthly call take reviews on squad members
 - Word Processing Operator
 - Prepared officer reports and administrative memorandums

Education

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

Certifications/Registrations

- ENP
- ICS 100, 200, 300, 400, 700, 800
- NAED EFD and EPD
- NENA

Instructor

- NENA



RFP Requirement:

- b. Indicate who will be the project leader. Indicate how the quality of staff over the term of the agreement will be assured and how turnover within the Project Team will be addressed with the County.***

MCP's Response:

The overall project leader for Boone County will be Larry Bickford who will serve as Principal-in-Charge and Program Manager. Larry has managed over \$500 million in Public Safety projects as both a construction management professional and architectural and engineering "Project Executive." He is a hands-on leader who will guide the project team in all aspects defined in this RFP. He is managing three very similar projects to include Rockingham and Burke counties in North Carolina and Centre County in Pennsylvania. Both of the North Carolina projects are now in the construction phase with completion near term. Centre County's PSAP/EOC is substantially complete and in operation, currently undergoing final punchlist close out.

Larry also serves as leader for the MCP Facility and Operations Practice. As such, he has assisted in assembling a strong interdisciplinary team of design construction, operations, technology and management professionals. It is these individuals who specialize in the integration of technology within the PSAP/EOC facilities and coordinate with the other architectural, engineering and equipment consultants who would be selected to work with Boone County.

As an aside, Larry intimately understands the County government environment having served for over 20 years in County government in various administrative and leadership positions including County Administrator/Manager. He has been a client and understands what expectations are required to successfully serve as the County's advocate for project success and execution.

MCP has over 60 employees of which eight have been hand picked to comprise the dedicated Boone County project team. MCP has a turnover rate of less than 8 percent, well below industry norms. The leadership of this team are Company leaders, and while there can be no guarantee of turnover, the team identified in our submission will be "the" team assigned to this project. There will be no "bait and switch" of assigned staff.

One of our team's strengths in successful project completion is the method we use to accomplish projects. Our plan is to assign the team members identified by name in the project organizational chart for the duration of the project. They will be completing the tasks identified according to the timeline established in the project schedule.

MCP has a pool of experienced staff who are cross-trained to fill unexpected vacancies. As a result, each position has a backup person that can support the client should the need arise. Furthermore, MCP maintains a virtual bench of pre-qualified staff candidates that have been prescreened interviewed and are available to fill critical positions requiring unique or hard to fill technical expertise should a vacancy occur. The virtual bench is another aspect to our ongoing use of the Topgrading methodology. We are persistent in the efforts to build our virtual bench with individuals who possess uniquely



specialized talents. We are very confident that our approach to hiring great staff has been key in our approach to fulfilling our client's needs.

Should MCP identify any potential staff/project team changes, we will address the issue proactively in a timely manner directly and candidly with Boone County and assign equally experienced and talented substitutions. These individuals would be vetted with the County.

The project team leadership also includes our Senior Project Manager, Sid McConahy. Sid has managed multiple county PSAP/EOC projects and is currently the assigned Project Manager for Burke County and Henderson County, North Carolina. He and Larry are jointly working on several projects and complement each other for project success and client satisfaction. He also led the Cumberland County, Pennsylvania project with a very similar scope to Boone County.

The assigned Boone County Project Manager responsible for daily project coordination is Robert LaFaye. Robert is a Technology Specialist who has successfully implemented multi-million dollar IT infrastructure projects, data center migration and all manner of data storage, disaster recovery, audio/video (AV) and security systems. Robert is a retired US Air Force Chief Master Sergeant who has served in many leadership roles in the military and government.

RFP Requirement:

- c. Provide an organizational chart defining the relationships and areas of responsibility for team members, including their titles, duties, and their reporting structure on the Project Team.*

MCP's Response:

The key to the successful implementation is a consistent project team. Our plan is to assign the team members identified by name in the project organizational chart for the duration of the project. Each of the members proposed has been involved in projects on a local, statewide, or national level where providing support to Public Safety and developing solutions to enhance the delivery of emergency 9-1-1 services are at the heart of all activities.

Organizational Chart

Figure 1 is provided to depict the organizational structure of the MCP team as follows:

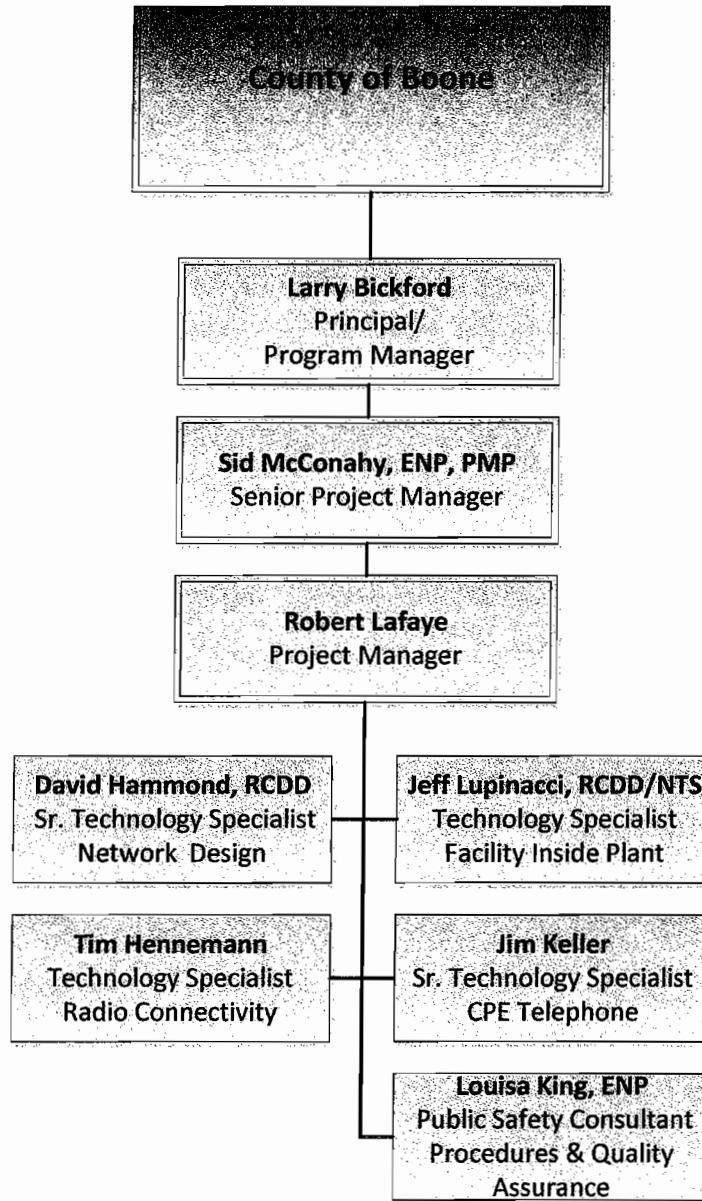


Figure 1 – MCP Team Organizational Chart

RFP Requirement:

- d. Detail the individual's relevant project experience covering the last five (5) years, including titles, duties, and employing organizations, certifications, and affiliations.***

MCP's Response:

Relevant project experience for the MCP team for the last five years follows. The resumes provide additional experience.



Lawrence Bickford

Mission Critical Partners

2011 – Present

Sr. Vice President Client Services

Program Manager

Facility Practice Leader

- Centre County Pennsylvania – Program Manager
 - 800 MHz Radio System
 - 19 site (tower) development
 - PSAP/EOC design/construction
 - Governance negotiations to consolidate Pennsylvania State University with County PSAP
 - Negotiated \$4M payment to Centre County by PSU
 - Demonstrated total project savings in excess of \$5M in contrast to original budget prepared by previous consultant in addition to PSU payment
- Burke County, North Carolina, Consolidated PSAP – Program Manager
 - Consolidated four PSAP's into one County with new facility site, technology and equipment
 - Assisted County in acquiring a \$7.5M grant from the state by preparing a Needs Assessment/Consolidation Study used for grant application
- Rockingham County, North Carolina, Consolidated PSAP Project – Program Manager
 - Retained to manager all aspects of grant compliance, A/E consultant selection, technology assessment, procurements and facility coordination for a \$7.8M Grant Project.
- Henderson County, North Carolina, Relocation, Design and Technology Improvements for a new County PSAP
 - Assisted County in applying for and receiving a \$3.6M State Grant.
 - Currently expanding our Scope to include full program management responsibilities through project completion.

L. Robert Kimball

1995 – 2011

Sr. Vice President / Business Development

Program Manager

Project Executive

Over 20 public safety projects to include corrections, judicial, law enforcement and PSAP/EOCs.

Affiliations

- National Emergency Number Association (NENA)
- International City/County Management Association (ICMA)

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Sid McConahy, ENP, PMP

Mission Critical Partners, Inc.
2010 – Present
Sr. Project Manager

Involved with emergency services for more than 25 years. Created a partial-paid EMS service
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

- Burke County, North Carolina – PSAP Consolidation/New Facility
- Cumberland County, PA – Migration Planning, Commissioning of Systems and Operations for New Countywide PSAP/EOC, Transition Planning
- PEMA – State EOC Programming, Planning, System Integration, Procurement and Implementation
- Henderson County, NC – Project Manager PSAP Relocation/Renovation, New Technology Upgrades/Integration
- Morris County, NJ – Design Services for Countywide Public Safety Complex Engineering

L. Robert Kimball
2005 - 2010
Telecommunication Specialist
Project Manager

- Bedford County, PA – Project Manager PSAP Relocation/Renovation, New Technology Upgrades/Integration
- Perry County, PA – Project Manager PSAP Renovation, New Technology Upgrades/Integration
- Fulton County, PA – Project Manager PSAP Renovation, New Technology Upgrades/Integration; County Facility Relocation Design and Technology Migration
- PEMA – Wireless Deployment Manager 9-County Wireless Phase II (included assessing capabilities and assistance with new technology integration); Wireless Carrier Deployment, Testing and Verification
- PEMA – Statewide Reassessment, Technology/System Upgrades Following Completion of 69 State PSAP Wireless Deployments

Certifications

- Emergency Number Professional
- FEMA Emergency Program Manager
- FEMA ICS 100, 400, 700, 800
- Certified Firefighter I – Commonwealth of PA
- Project Manager Professional
- PEMA – Certified Local Emergency Management Coordinator
- PEMA – Certified PSAP Supervisor

Affiliations

- National Emergency Number Association
- Member, NENA-ENP Study Group
- Associated Public Safety Communications Officials
- Keystone Emergency Management Association
- Member, EMS Regional Board

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Robert Lafaye

Mission Critical Partners, Inc.

2012 – Present

Technology Specialist

- State of Kentucky – Technical consulting on the CSEPP emergency communications, warning, and alert systems for FEMA/DHS
- State of Kentucky – Technology integration services for State Emergency Operations Center (EOC), Powell County EOC, Rockcastle County, Clark County, Madison County, Lexington-Fayette Urban Government EOC new facilities

City of Sachse, Texas

2008 – 2011

Project Manager/Emergency Management Coordinator

- Project Manager for over 100 concurrent projects that included IT infrastructure design, VoIP (Cisco) installation, software upgrades, security, 911 Center
- Created and presented briefings to elected officials (C-level) and community (customers) on processes, programs and projects requiring funding.
- Defined the Audio/Visual solution to document city council and boards/commission meetings,
- Managed the IT data center migration to the new city complexes.
- Obtained State and Federal grants in excess of \$100K under Energy Efficiency and Conservation Block Grant and two Homeland Security Grants.
- Responsible for the development, maintenance, and testing of the Emergency Operations Plan (Disaster Recovery/Continuity Plan)
- Created and conducted training exercises and after action/improvement plans.

Certifications

Project Management Professional (PMP), in process

National Incident Management System (NIMS) Instructor



David Hammond, RCDD, NTS

Mission Critical Partners, Inc.

2011 – Present

Senior Technology Specialist

More than 30 years of experience in the design and implementation of low voltage cabling systems including voice and data networking and telecommunications industry.

- PEMA – Building/Campus Telecommunications Infrastructure Design (support new 127,000 sq. ft. headquarters building housing new State EOC, Regional Traffic Management Center and Regional Traffic Management Center)
- Center County, PA – PSAP and EOC Building Telecommunications Infrastructure Design and Construction Oversight; Procurement Support and Installation Oversight (A/V, satellite phone and emergency communications equipment support)
- Rockingham County, NC – Design Consultation and Overview (consolidated PSAP construction documents development support)
- Burke County, NC – Design Consultation, Design Oversight (consolidated PSAP construction documents development support)
- Cuyahoga County, OH – New PSAP and EOC Planning, Programming and Design Consultation (support schematic design for County and Berkshire Heights emergency services)
- Armstrong County, PA – EOC Construction Document Review
- Kentucky – Commonwealth EOC Construction Document Review
- Kentucky – Bluegrass Army Depot CSEPP Video Surveillance System Design Support
- PEMA – PEMA Headquarters Video Teleconferencing System Upgrade Proposals
- PEMA – PEMA Headquarters Electrical System Upgrade Proposals Coordination (existing video teleconferencing systems support)

Barton Associates

2006 – 2011

Senior Designer, Information Systems

- Information Transport Systems Design - Building and campus cable distribution, raceway systems, telecommunications spaces
- Low Voltage System Design - Audio, Video, Intercom/Paging, Access Control, Intrusion Detection,
- CCTV Surveillance, CATV, Fire Alarm

Education / Certifications

BICSI ITS Design Fundamentals – Grounding and Bonding

BICSI ANSI/TIA Standards update

CompTIA Networks+

BICSI Wireless Networking

BICSI Designing LANs and Internetworks

HACC Network Communications Technology I

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HACC Network Communications Technology II
BICSI Introduction to Internetwork Design
BICSI High-Speed Campus Backbone Design
BICSI Designing Telecommunications Distribution Systems
AMP ACT NETCONNECT Designers and Installers Course
Sumitomo Air Blown Fiber (ABF) Design and Installation
FC2 Comprehensive Fiber Optic Installation Course
AMP Fiber Optic Training

Affiliations

Member, Building Industry Consulting Services, International (BICSI)



Jeffrey Lupinacci, RCDD/NTS

Mission Critical Partners, Inc.

2013 – Present

Technology Specialist

- Burke County, North Carolina – PSAP Consolidation/New Facility
 - Developed systems specifications for various technology components, and services associated with the construction of the new facility. Reviewed and proposed changes to the construction documents to better meet the operations and needs of the client.
- Rockingham County, North Carolina –PSAP Consolidation/New Facility
 - Participant in the programming, needs assessment and facility design covering security, telecommunications, systems technology, and its operationalization
- Pennsylvania Emergency Management Agency (PEMA) – technology design and operational migration planning for new statewide Emergency Operations Center – Prepared and coordinated projects across multiple departmental, and agencies. Established mission critical systems integration and move migration planning to maintain uninterrupted operation.

G.R. Sponaugle & Sons, Inc.

2003 – 2013

Project Consultant

- Responsible for Design, Estimating and Project Management of Structured Cabling Systems (SCS); configuration implementation of Avaya Converged Communications Solutions, PBX and Voice Mail Systems; VoIP and SIP based systems, public address systems, LAN switching hardware, WiFi Networks, and WAN connectivity from Avaya, Nortel, Extreme, Meru; A/V systems, surveillance systems.
- Telecommunications project management, workforce management, procurement of materials to meet milestones of multiple concurrent projects.
- Certified designer of cabling systems by Hubbell, Leviton, TE Connectivity NET-Connect, Panduit.

Certifications

Avaya Professional Design Specialist (APDS) – Unified Communications, expires 2013

Avaya Professional Design Specialist (APDS) – Avaya Networking, expires 2014

Avaya Certified Implementation Specialist (ACIS) – SME Communications, expires 2014

Registered Communications Distribution Designer (RCDD), expires 2015

Network Transport Systems Specialist (NTS Specialist), expires 2014

Member-Building Industry Consulting Service International (BICSI)



Tim Hennemann

Mission Critical Partners, Inc.
2013 – Present
Technology Specialist

- Montgomery County, Pennsylvania – RF propagation studies as part of site identification for a new P25 radio system
- Northumberland County, Pennsylvania – RFP response technical review
- Lawrence County, Pennsylvania – Part 22 and Part 90 license search, interference contour studies for license search

MWF Enterprises, Lancaster, PA
2008 – 2013
Engineer Consultant

Provided extensive hands-on experience with RF design, with specialties that include utilizing RF propagation software to design networks that meet the defined performance specifications of the customer, preparing coverage prediction maps, and analysis of radio frequency interference.

- South Central Pennsylvania Regional Counter Terrorism Task Force:
 - Design of a multi-band (VHF, UHF, 700MHz, and 800MHz) RF overlay and interoperability gateway network engineering study
 - Engineering, design, and system acceptance testing for the SCTF NET, an eight county, 20-hop microwave network for interconnecting the public safety answering points and emergency management agencies in those counties.
- Lancaster County, Pennsylvania.
 - RF propagation, FCC license research and filings, providing GIS support using MapInfo, vendor interviews, and conducting intermodulation studies.
 - RFP preparation for a P25 digital, trunked radio system.
- Emergency Health Services Federation, South Central, Pennsylvania
 - Provided coverage analysis for pre-narrowbanding and post-narrowbanding coverage
 - Developed transition plan for region wide narrowbanding project

CSA Group, Harrisburg, PA
2006 – 2008
RF Engineer

Engineering consultant, assigned to the Commonwealth of Pennsylvania's statewide 800MHz digital voice and data network project.

- RF propagation studies conducted in identifying new radio sites
- Intermodulation studies for new co-located radio sites
- Provided GIS shapefiles for use in interactive statewide coverage map



James E. Keller, Jr.

Mission Critical Partners
2012 – Present
Sr. Technology Specialist

- PEMA (Pennsylvania Emergency Management Association) – Quantitative Analysis
- Created and implemented an internal/external Dashboard that provides status of key initiatives for the Region 13 ESInet; developed an RFP (Request for Proposal) quantitative scoring tool for WestCORE
- Responsible for creation and implementation of a WestCORE dashboard

Verizon Communications
1998 – 2011

General Manager - Repair Call Centers for Large Business

- Responsible for managing six repair call answer centers for accounts representing \$6.9B in revenue
- Responsible for each call center expense budget

Section Manager – Business Response

- Directed 90 employees in the management of day-to-day operations of a repair call answer center for National Accounts and General Business customers with a \$6M budget



Louisa King, ENP

Mission Critical Partners, Inc.
2012 – Present
Public Safety Consultant
Technical Editor

Edits reports, documents, correspondence and presentations; performs QA/QC on reports, projects and all written deliverables

- Federal Emergency Management Agency
- Chemical Stockpile Emergency Preparedness Program
- Pennsylvania Emergency Management Agency
- Ada County, Idaho
- North Central Texas Council of Governments, Texas
- DuPage Public Safety Communications, Illinois
- FirstEnergy Corporation

Consulting – Operational Issues/Staffing

- Wayne County, New York
- Utah Valley Special Service District, Utah
- Jefferson County Emergency Communications Authority, Colorado
- Burke County, North Carolina

L.R. Kimball & Associates
2007 – 2012
Technical Writer
Operations Specialist

- Edit, standardize, and make changes to material prepared by other personnel
- Perform QA/QC control on reports and projects
- Gather project information and coordinate deliverables with project manager
- Verify deliverables meet scope of work/contract requirements
- Compile monthly report, including financial data, for federal project(s)
- Coordinate ENP Study Group
- Conduct staffing studies
- Assess policies and procedures
- Assist in PSAP assessments

Certifications/Registrations

ENP

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

NAED EFD and EPD

NENA



4. RELATED PROJECT EXPERIENCE

RFP Requirement:

- a. ***Provide the Project Team's number of years of experience with all relevant technologies associated with this RFP.***

MCP's Response:

MCP has provided the following average number of years of experience for the MCP Project team for all relevant technologies identified in Exhibit 1 of the RFP. Other staff at MCP have additional experience in these areas and will be utilized as needed for project success.

Technology	Average Number of Years of Experience
911 Telephone	10
Smart911	1
GIS	7
CAD	10
Radio System [VHG 150MHz-170MHz band using conventional mobile relay/repeater mode]	10
Radio Control Consoles [Orbacom TDM-150]	10 (>1 Orbacom)
Mobile Data	5
Voice Recording	10
Protocol Software [Priority Dispatch ProQA and AQUA]	7
Public Emergency Notification	10
Reporting/Data Analysis [Entrinsic Informer and FirstWatch]	10 (>1 Informer/FirstWatch)
Core Network Infrastructure	10

Table 1 – Relevant Technologies, Average Years of Experience

RFP Requirement:

- b. ***Describe the Project Team's experience in RFP preparation for architects, general contractors, radio, and hardware and software technologies for public safety operations. Describe the unbiased process for RFP evaluation.***



MCP's Response:

The MCP team has prepared RFP's for all facets of the County's required related experience. We have existing RFP formats developed specifically for A/E selection, vendors, radio, hardware and software technologies for public safety PSAPs/EOCs. Our RFP's are designed for the traditional procurement methodology of design, bid, construct.

We have worked with all major vendors in this market, know their products and services and maintain project records on their performance, cost and service requirements.

MCP is vendor agnostic and has no business/strategic/financial relationships with any vendors. We work across the Country serving our public safety clients in all facets of facility, technology and equipment areas. We have worked with all major vendors in this market, know their products and services and maintain project records on their performance, cost and service requirements. With respect to our process for evaluating RFPs, we initially sit down with the client to define requirements and preferences, if any. We then prepare RFPs and/or RFQs specifying the County's requirements and industry standards or best practices. Once responses to the RFP are received, we assess compliance with the requirements on the basis of meeting expectations. If the client requests objective ranking protocols, we work with the client to develop ranking criteria for use by the MCP team and County. We provide our experience in other similar projects and geographies with known vendors or consultants and will offer recommendations.

RFP Requirement:

- c. ***Describe the Project Team's project management experience as it relates to:***
 - i. ***New facility construction***
 - ii. ***Technology integration***
 - iii. ***Resolving vendor or professional consultant performance issues***
 - iv. ***Collaboration with multiple agencies in varying disciplines***
 - v. ***Technical assistance with vendor and consultant's contract terms***
 - vi. ***Ensuring projects are completed timely and within budget***
 - vii. ***Ensuring installed components adhere to equipment specifications and design***

MCP's Response:

As referenced in the related Project Experience and Resumes, the Project Team that MCP has assembled to be Boone County's partner has a combined total of over 75 years in public safety facility design, construction and technology integration. This team works with multiple stakeholders—whether it is elected officials, appointed officials, Police, Fire and EMS administration personnel, field users representatives, vendors, architects, or general contractors—with one ultimate goal in mind, to ensure



that all stakeholders come to agreement up front and then to maintain alignment throughout on “What is success”.

MCP staff work to ensure that vendors provide the best possible solution upfront. We assist vendors to understand the bigger picture of the entire system/solution, and the role they play. We monitor their performance so as to minimize any detrimental effect on other project participants or the overall success of the project. MCP works to ensure that vendors include all items up front as much as possible, which limits the issuance of multiple change orders throughout the course of the project. This helps to keep the project on track and ensure it is completed on time and on budget.

We work with the County staff to develop action item registers/punch lists to help track vendor issues and coordinate regular recurring meetings to obtain updates and ensure the project continues to progress. We stand alongside County staff during system testing and acceptance, identifying areas that didn't pass and recommending corrections needed for approval.

RFP Requirement:

- d. ***Provide a scope of work for five (5) similar projects your firm has implemented in the last three (3) years. At least two (2) projects should be public safety systems or communication projects. Provide reference and contact information for the projects. Denote where the individuals assigned to the Project Team have worked on the projects.***
 - i. ***The County reserves the right to contact any and all references and to obtain, without limitation, regardless of proposer's performance on the listed jobs, the same information provided for in the original RFP.***

MCP's Response:

MCP has provided Scope of Work and Client Reference for the following five (5) projects:

SOW Project #1 – Centre County, Pennsylvania

Project: Radio Assessment, Design and Implementation PSAP
Relocation/Coordination/Governance Development
Reference: Chairman Commissioner Steve Dershem
Commissioners Office
420 Holmes St., Bellefonte, PA 16823
Phone: 814-355-6700
e-mail: sdershem@co.centre.pa.us

MCP's Project Team Support: Larry Bickford, Sid McConahy, David Hammond



SOW Project #2 – Burke County, North Carolina

Project: 9-1-1 Communications Consolidation/Facility Consulting Services
Reference: Kenneth B. (Bryan) Steen, County Manager
P.O. Box 219, Morganton, NC 28680
Phone: 828-764-9350
e-mail: bryan.steen@burkenc.org

MCP's Project Team Support: Larry Bickford, David Hammond, Jeff Lupinacci

SOW Project #3 – Cumberland County, Pennsylvania

Project: Facility and Technical Design
Reference: Ted Wise, Director of Public Safety
Cumberland County Department of Public Safety
1 Public Safety Drive, Carlisle, PA 17013
Phone: 717-218-2900
e-mail: twise@ccpa.net

MCP's Project Team Support: Sid McConahy

SOW Project #4 – Armstrong County, Pennsylvania

Project: Executive Consulting and Master Planning Interoperable Regional Radio
Systems Emergency Operations Center Oversight Migration Plan
Reference: Randall J. Brozenick
Director of Public Safety
E. Market Street, Suite 104, Kittanning, PA 16201
Phone: 724-548-3430
e-mail: rjbrozenick@co.armstrong.pa.us

MCP's Project Team Support: Larry Bickford, David Hammond

SOW Project #5 – Rockingham County, North Carolina

Project: 9-1-1 Communications Consolidation/Facility Consulting Services
Reference: Reece Pyrtle, Chairman of PSAP Governance Board
c/o City of Eden, Chief of Police
308 East Stadium Drive
Eden, NC 27288
Phone: 336-623-9755
e-mail: Rpyrtle@edennc.us

MCP's Project Team Support: Larry Bickford, David Hammond



5. PROJECT APPROACH

RFP Requirement:

- a. *Explain how your firm would approach this project.*

MCP's Response:

As noted in the RFP dated June 17, 2013, it is our intention to provide assistance to the County both as the principal 911 consultant and as a partner for project success. The driving force for our growth has been to partner with our clients to assure their success! We recognize that a personal commitment equal to that of our client yields dramatic results and a “delighted client”—not just satisfaction. To this end, we will commit to a focus on

- high level results for project deliverables and schedule
- personal involvement and commitment of team leadership and support

As was discussed at the pre-proposal conference, it will be MCP's intention to provide full service 911 PSAP/EOC consulting for this project if selected. As such, our experience in providing consulting in the areas of radio/wireless, network/911, emergency management communications and operations/facilities will reduce gaps in service and assure project success between multiple vendors and consultants.

It has been our experience, both as former clients and consultants, that communication is a principle driver of project success. It will be a guiding force in our interacting with Boone County, its stakeholders, the responder community, the public and other members of the team. The majority of MCP's staff are former public safety professionals in leadership positions who have been responsible for the operation and management of similar agencies and have experienced these types of projects first hand. As a group, we have taken this accumulated experience and formulated advanced project management methodologies in providing proven solutions for our clients.

After an early internal kick-off meeting onsite with the County leadership team, we will immediately begin an assessment of all existing reports, technologies and facilities. In concert with the County staff, we will confirm existing operations and any gaps that reflect our experience in transitioning these operations/agencies/technologies and facilities for maximum efficiency and effectiveness. Meetings with the stakeholders, County Commissioners and any public meetings will occur in coordination with our client's consent. The results of these activities will include a list of recommendations for improvements, protocols, operations, and methodologies as a guiding force moving forward. We do think the schedule as proposed requires attention and revision. We have no doubt that recommended changes will allow for project completion in 2015 if decisions by all parties are timely.

Assuming that most of the site due diligence and assessments have been completed on the proposed site, progress should be substantial. In our experience, it is usually site improvements, approvals and permitting that can slow a project.



We understand the need to identify a back-up facility and an alternative site and will include this initiative as a priority in our project plan.

A major effort in providing for a new PSAP/EOC facility will be planning for future expansion and flexibility to include technology, staff space, communications operations and equipment. The plan for this facility to include the County's Data Center is one of the reasons we have assigned Robert Lafaye as our Project Manager. His experience in IT infrastructure, data center migration, data storage, disaster recovery and security systems complements the facility and operations experience of our Program Manager Larry Bickford and operations/technology experience of Sid McConahy our Senior Project Manager.

It is expected that the County will provide a space for our on-site meetings. This space does not require a permanent dedicated location. We have noted in this proposal that we are working on similar projects in eight states. We pride ourselves in being with our clients and as such, travel is a requirement of the consulting profession. We likewise have projects throughout the US and have the technology to maximize communication through multiple venues while using the web to maintain all project records in a way that makes them available to the County and project team 24/7.

Of critical importance to this project will be how MCP utilizes the Project Management Institute (PMI) framework for managing projects. This framework allows for a single project management plan that serves to define, execute and close the project.

RFP Requirement:

- b. ***Provide a detailed description of your firm's delivery methodology and processes to ensure a successful project implementation, including procedures to ensure quality control and cost control.***

MCP's Response:

MCP as a company has remained steadfastly focused upon being the number one executive level consulting and design firm in public safety communications. We are intent upon being the best in this arena by hiring the best staff possible and executing complex programs and projects where others have failed.

MCP is a stable and growing company with a pool of over 50 consultants available to support projects. MCP develops a staffing plan for each project proposal to ensure that the project has sufficient resources with the right skills based on project schedule for successful completion. We have a virtual bench of pre-qualified candidates to fill positions as they become available. MCP has sufficient experienced staff on hand to complete this work and no sub-contracting is anticipated for this project.

Our focus has been steadfast in the approach that we deliver solutions in a way that leverages technology and collaboration to achieve an end goal of enhancing operational capabilities.



MCP's team members are assigned roles based on the experience and skill set required for a successful project regardless of their titles or positions within the company. Each of these proposed team members have numerous years of public safety experience detailed in the attached resumes. The majority of the team supporting this project has worked together on previous projects to effectively deliver on time, within scope and budget.

As such, we identify and document the Project process as follows:

Problem Statement

This section describes the business reason(s) for initiating the project, the approach to be used to address the business problem, and objectives. This is used as a foundation in establishing the scope, objectives and deliverables of the project.

Project Scope

The scope defines project limits and identifies the services delivered by the project. The scope establishes the boundaries of the project and ensures alignment of the project with stakeholder expectation. These boundaries are open to modification by mutual agreement with the client.

Stakeholder Identification

MCP meets with each stakeholder to gain an understanding of his or her participation, expectation and communication requirements. By addressing this up front, we create a joint understanding that is used to ensure that stakeholder expectations are addressed.

Critical Success Factors

Factors or characteristics that are deemed critical to the success of the project such that, in their absence the project may fail, are discussed with the client and documented in this section. It is critical that the success factors reflect the client's view of success. These are verified with the client at specific points in the execution of the project to obtain feedback and take corrective action if necessary.

Project Scheduling

MCP utilizes industry recognized tools (e.g. MS Project, Deltek Vision) to develop and maintain schedules as well as track project costs. The level of work breakdown is determined on a project by project basis to ensure adequate management visibility and to align project management costs with the level of effort.

The majority of our professional staff are former or current responders to include law enforcement, fire, EMT as well as 911 dispatchers. They understand the importance of recognizing and maintaining communications with the County's existing responder agencies. At least a half dozen of our staff are former Public safety and PSAP/EOC directors, not to mention former county and state agency staff and directors. We know the how and why of communicating with your established agencies and end users and will provide leadership in concert with our County client.



With 18 ongoing facility projects in various stages of completion across the Country, we know how to procure A/E consultants and coordinate these projects from planning to construction completion. Because our core business is technology expertise, we typically design/specify and procure technology vendors. We are technology consultants and will utilize that in-house experience to assess and recommend communications equipment and technology including coordinating the procurement and installation of these systems into the new facility during critical times in the construction. We have our own technical staff included in this project team who will provide inside plant (inside wiring design) for the facility and coordinate this design with the selected A/E. This is a critical advantage to the County/Project, as most architects are unfamiliar with the specialty nature of these facilities.

A number of the projects provided as examples in this response have been the recipient of substantial funding. This funding includes grant programs, negotiations between governmental agencies or jurisdictions and sharing of services. We stand ready to utilize this experience in service to the County where appropriate.

In understanding the scope of this project, there is a very striking similarity to a project that we have highlighted in our proposal which we would like to further reference. MCP's corporate headquarters is located in Centre County, Pennsylvania. Similar to Boone County, Centre County has a population of approximately 156,000, a major city in State College and a major University in Pennsylvania State University. Centre County implemented the transition of the only 911 PSAP from the Borough of State College to the County in 1992. This became the primary PSAP for the entire County and the first appointed Public Safety/911 Director was also from the Borough. The implementation of that process was the responsibility of Larry Bickford, who was the County Administrator/Manager at that time. Twenty years later, MCP is the consultant designing, procuring and implementing the County's "new" radio system and PSAP/EOC. This project as outlined in this Proposal is being led by Larry Bickford as the Program Manager for MCP. The County has five police departments, 21 fire departments, 10 emergency medical services and 36 townships and boroughs. All of these stakeholders had to become participants and recipients of the current project.

In summary, MCP and its project team have the experience and expertise to provide the leadership to "mind the store" on behalf of Boone County Government and its citizens. Our singular mission will be to not just successfully complete the project, but also to "Delight the County".

RFP Requirement:

- c. ***Explain how your firm will provide updates and communication to various stakeholders throughout the project.***

MCP's Response:

MCP provides the following suggestions on providing updates and communications to all parties:

- Agreed upon regularly scheduled meeting(s) monthly onsite with County officials/stakeholders.
- Bi-Weekly conference calls on an MCP established bridge conference call line.

MissionCriticalPartners



- Meeting minutes of all meetings by MCP to be provided electronically to all participants.
- A MCP hosted website where all project deliverables will be uploaded for County officials/stakeholders to view.
- The MCP Project team leaders Larry Bickford, Sid McConahy and Robert LaFaye will be available by e-mail/cell phone 24/7 for County officials and others as agreed upon.

MCP prides itself on our commitment to the client and project. Any special communication that would facilitate project delivery and client communication would also be considered.

RFP Requirement:

- d. ***Submit a "high-level" project plan estimating the number of hours for each task for this project.***

MCP's Response:

MCP has provided the following estimate of hours for each phase of the project scope.

Task	Estimate of Hours
Task 1	88
Task 2	48
Task 3	38
Task 4	20
Task 5	520
Task 6	98
Task 7	400
Task 8	1148
Task 9	100
TOTAL	2,460

Table 2 – Estimate of Project Hours

RFP Requirement:

- e. ***Provide a general project schedule, showing how project activities relate to each other, starting from contract execution to project completion. Indicate any concerns with respect to the timeline in Section V, Proposed Timeline.***

MCP's Response:

MCP has provided the following project schedule.



6. PROPOSED FEES AND EXPENSES

RFP Requirement:

- f. *The fee shall cover all services necessary for the successful execution of the project. Pricing must be based on time and materials basis with a projected not-to-exceed cost. Pricing should be subtotaled for each of the nine (9) tasks as described in Section III.*

MCP's Response:

MCP's fees are all inclusive for the services necessary for successful completion and execution of the project. Pricing is based on time and materials with a projected not-to-exceed cost. The pricing for each of the tasks is as follows:

Task	Description	Cost
Task 1	Overall Needs Assessment	\$15,976.00
Task 2	Facility Design/Construction Needs Assessment	8,405.00
Task 3	RFQ for Architect/Engineer	6,978.00
Task 4	RFB for General Contractor	3,880.00
Task 5	Facility Design and Construction Implementation	90,726.00
Task 6	Technology Needs Assessment	16,640.00
Task 7	RFPs for Technology	69,140.00
Task 8	Technology Implementation	198,416.00
Task 9	Operations	14,013.00
Not to Exceed Cost		\$424,174.00

Table 3 – Project Pricing

Note: Our Scope and Fee includes all necessary technology and radio consulting inclusive to the PSAP/EOC facility. It would not include a new radio system, i.e. 800 MHz

RFP Requirement:

- g. *Itemized reimbursables need to be included and pricing needs to be all-inclusive.*



MCP's Response:

MCP understands and complies. The hourly rate schedule below includes all expenses. MCP recognizes that it is responsible for costs related to travel, housing, transportation, per diems, communications devices, and computer equipment.

RFP Requirement:

- h. Include the hourly rates of each person assigned to the Project Team as well as the anticipated number of billable hours each team member will spend on each of the nine (9) tasks as described in Section III.***

MCP's Response:

Please refer to Table 4 – Resource Hourly Rate provided below.

Resource Name	Hourly Rate
Lawrence Bickford	230
Sid McConahy	198
Robert LaFaye	170
David Hammond	192
Jim Keller	192
Jeff Lupinacci	175
Tim Hennemann	170
Louisa King	127
Admin/Clerical	77

Table 4 – Resource Hourly Rate Schedule

RFP Requirement:

- i. Include an hourly rate for each person assigned to the Project Team for Special Project Work, as described in Section IV.***

MCP's Response:

MCP will provide the same hourly rate for Special Project Work as identified in Table 4 – Resource Hourly Rate.



Appendix A – Project Team Disclosure

RFP Requirement:

1. ***Disclose any potential conflicts of interest. Disclose any relationship with relevant vendors, including technology, radio and communication systems, or professional consultants, such as architects or general contractors. This includes, but is not limited to, a direct business relationship or marketing agreement.***

MCP's Response:

MCP is independent of all vendors, hardware, and software and equipment providers. MCP desires to serve in an advocacy role without encumbrances of business relationships. We do work with A/E consultants across the Country. One or several of these may submit to the County. If MCP is selected by Boone County, we will disclose/identify the A/E's we are or have worked with.

RFP Requirement:

2. ***Describe any financial reimbursement or material consideration the firm has received from the vendors or professional consultants in the past three (3) years and will receive during the length of this contract.***

MCP's Response:

None

RFP Requirement:

3. ***Disclose if any member of the Project Team anticipates responding to any of the RFPs outlined in the proposal.***

MCP's Response:

As part of our Scope and fee proposal herein, we would provide comprehensive consulting for technology and radio. No other outside consultant will be necessary. This has been noted as well in our Fee Proposal.

RFP Requirement:

4. ***Identify any material litigations, administrative proceedings or investigations in which the firm is currently involved or which may be threatened. Please indicate the current status or disposition of such litigation, administrative proceedings or investigations.***



MCP's Response:

MCP declares that there are no judgments, pending or expected litigation, or administrative proceedings current or threatened.

RFP Requirement:

5. ***Disclose any litigation with any public entity engaged in by any member of the Project Team.***

MCP's Response:

MCP declares that there are no current public entity investigations involving any member of the Project Team.

RFP Requirement:

6. ***Provide information on the circumstances and status of any disciplinary action taken or pending against the firm or individuals assigned to the Project Team during the past three (3) years with state regulatory bodies or professional organizations.***

MCP's Response:

MCP declares there has been no disciplinary action taken during the past three years or to the best of our knowledge pending against the company of any member of the Project Team with state regulatory bodies or professional organizations.

RFP Requirement:

7. ***Provide any other information not previously disclosed which may impair, or create the appearance of impairment, of the Project Team's duty of loyalty to the County in connection with this Project.***

MCP's Response:

None.



Appendix B – Acknowledgement of Amendment #1, Addendum #2 and Addendum #3



BOONE COUNTY, MISSOURI

**Request for Proposal #: 28-23JUL13
911/Joint Communications Consultant Services**

ADDENDUM #1 - Issued July 2, 2013

This addendum is issued in accordance with Request for Proposal number 28-23JUL13 requirements and is hereby incorporated into and made a part of the Request for Proposal documents. Offerors are reminded that receipt of this addendum should be acknowledged and submitted with Offeror's proposal response.

Scope of Work for the above noted Request for Proposal and the work covered thereby are herein modified as follows, and except as set forth herein, otherwise remain unchanged and in full force and effect:

The County is clarifying the day of the week for the Pre-Proposal Conference and deadline for Written Questions as stated in Section XI., Numbers 1. and 2.

- **The Pre-Proposal Conference is scheduled for Wednesday, July 10, 2013 at 10:00 a.m.**
- **All Written Questions should be submitted in writing no later than 5:00 p.m., Wednesday, July 17, 2013.**

By: *Amy Robbins*
Amy Robbins
Senior Buyer

OFFEROR has examined copy of Addendum #1 to Request for Proposal # **28-23JUL13 – 911/Joint Communications Consultant Services** receipt of which is hereby acknowledged:

Company Name: Mission Critical Partners, Inc.
Address: 690 Gray's Woods Blvd.
Port Matilda, PA 16870
Phone Number: 888-862-7911 Fax Number: 814-217-6807
E-mail address: samkerns@mcp911.com

Authorized Representative Signature: *S. E. Kerns* Date: 7/19/2013

Authorized Representative Printed Name: Samuel E. Kerns, Chief Financial Officer

Question #19: Please confirm that the analysis and expansion of the existing County-wide radio system is part of this scope of work.

Response: Analysis, potential expansion and potential improvement of the existing County-wide radio system is part of the scope of work, as well as issuing and evaluation an RFP for a radio consultant, as needed.

Question #20: Please confirm the anticipated Notice to Proceed is scheduled for 9/1/13.

Response: The County's goal is for the Notice to Proceed to be issued in early September, and this may change as the RFP evaluation process occurs.

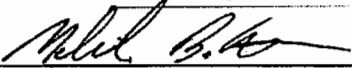
Question #21: Please confirm that decommissioning of the existing location is not in the scope of work. Please confirm that the existing equipment is to remain in the existing facility.

Response: Full decommissioning of the current 911/Joint Communication facility is not within the scope of work. However, if there is technology or equipment from the existing facility that can be transferred to the newly built facility, the County would want that analysis and recommendation, with the Project Team implementing that transfer.

Question #22: Please confirm if the user agencies and stakeholders are those as identified in the Final Report of the Blue Ribbon Panel and will be interviewed as part of the due diligence effort.

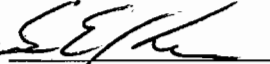
Response: We would expect our awarded Project Team to interview the 13 user agencies at the beginning of the project to ensure that we are consistent in our approach and get their input so their needs will be satisfied in an economical way. There are 13 user agencies serviced by 911/Joint Communications: Boone County Sheriff, Ashland Police, Columbia Police, Centralia Police, Hallsville Police, Sturgeon Police, MU Police Department, Centralia Fire, Columbia Fire, Boone County Fire Protection District, Southern Boone County Fire Protection District, University Hospital Ambulance, and Boone Hospital Ambulance

II. Pre-Proposal Sign-in Sheet – is attached and being provided for informational purpose.

By: 
Melinda Bobbitt, CPPO, CPPB
Director of Purchasing

OFFEROR has examined copy of Addendum #2 to Request for Proposal # 28-23JUL13 – 911/Joint Communications Consultant Services receipt of which is hereby acknowledged:

Company Name: Mission Critical Partners, Inc.
Address: 690 Gray's Woods Blvd.
Port Matilda, PA 16870
Phone Number: 888-862-7911 Fax Number: 814-217-6807
E-mail address: samkerns@mcp911.com

Authorized Representative Signature:  Date: 7/19/2013

Authorized Representative Printed Name: Samuel E. Kerns, Chief Financial Officer

is included in the scope of work and what would be special project work. It is possible that the County will remove selected tasks from the scope of work if it is determined to be in the County's best interest to do so.

Question #5: The RFP asks for potential reimbursable costs to be itemized and included as an all-inclusive amount. What items do you consider reimbursable vs. needing to be included in the fee amount?

Response: The County is seeking clarity on the classification of these costs from the vendor responses. If there is a lack of uniformity in what is considered a reimbursable cost versus what is included in a flat fee, the County anticipates it will negotiate further to reduce a mutually-agreeable solution in writing.

Question #6: Will you list the names of the firms that have requested the RFP?

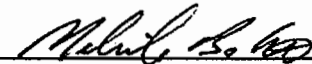
Response: The attendee list from the pre-proposal conference was included on Addendum #2. No other list will be distributed.

Question #7: Will notes from the pre-bid meeting be published?

Response: All questions asked from the pre-proposal conference were included on Addendum #2.

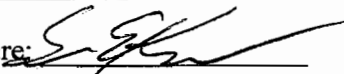
Question #8: It was mentioned that you have a preliminary rendering / drawing of the building as prepared for the voters on the tax increase. Can we get a copy of this drawing?

Response: See attached. The drawings were concept drawings only. The final design will be the responsibility of the architectural team hired for the project.

By: 
Melinda Bobbitt, CPPO, CPPB
Director of Purchasing

OFFEROR has examined copy of Addendum #3 to Request for Proposal # 28-23JUL13 – 911/Joint Communications Consultant Services receipt of which is hereby acknowledged:

Company Name: Mission Critical Partners, Inc.
Address: 690 Gray's Woods Blvd.
Port Matilda, PA 16870
Phone Number: 888-862-7911 Fax Number: 814-217-6807
E-mail address: samkerns@mcp911.com

Authorized Representative Signature:  Date: 7/19/2013

Authorized Representative Printed Name: Samuel E. Kerns, Chief Financial Officer



Appendix C – Response Form

XII. Response Form

In compliance with this Request for Proposal and subject to all the conditions thereof, the Offeror agrees to furnish the services/equipment/supplies requested and proposed and certifies he/she has read, understands, and agrees to all terms, conditions, and requirements of this proposal and is authorized to contract on behalf of the firm named below.

Company Name: Mission Critical Partners, Inc.

Address: 690 Gray's Woods Blvd.
Port Matilda, PA 16870

Telephone: 888-862-7911 Fax: 814-217-6807

E-mail Address: SamKerns@mcp911.com

Federal Tax ID (or Social Security #): 26-4026964

Print Name: Samuel E. Kerns Title: Chief Financial Officer

Signature:  Date: July 19, 2013

Note: This form must be signed. All signatures must be original and not photocopies.

Project pricing shall be provided as detailed in paragraph VI.6.



Appendix D – Work Authorization Certification

**WORK AUTHORIZATION CERTIFICATION
PURSUANT TO 285.530 RSMo
(FOR ALL AGREEMENTS IN EXCESS OF \$5,000.00)**

County of Centre)

)ss

State of Pennsylvania)

My name is Arthur L. Miley. I am an authorized agent of Mission Critical Partners, Inc.(Bidder). This business is enrolled and participates in a federal work authorization program for all employees working in connection with services provided to the County. This business does not knowingly employ any person that is an unauthorized alien in connection with the services being provided. Documentation of participation in a federal work authorization program is attached hereto.

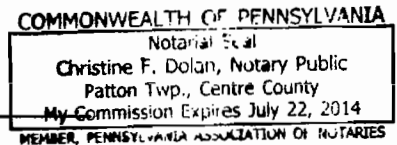
Furthermore, all subcontractors working on this contract shall affirmatively state in writing in their contracts that they are not in violation of Section 285.530.1, shall not thereafter be in violation and submit a sworn affidavit under penalty of perjury that all employees are lawfully present in the United States.

Arthur L. Miley 7-19-2013
Affiant Date

Arthur L. Miley, Human Resources Director
Printed Name

Subscribed and sworn to before me this 19th day of July, 2013.

Christine F. Dolan
Notary Public



Attach to this form the first and last page of the E-Verify Memorandum of Understanding that you completed when enrolling to confirm proof of enrollment.



Company ID Number: 394283

**THE E-VERIFY PROGRAM FOR EMPLOYMENT VERIFICATION
MEMORANDUM OF UNDERSTANDING**

ARTICLE I

PURPOSE AND AUTHORITY

This Memorandum of Understanding (MOU) sets forth the points of agreement between the Department of Homeland Security (DHS) and Mission Critical Partners, Inc. (Employer) regarding the Employer's participation in the Employment Eligibility Verification Program (E-Verify). This MOU explains certain features of the E-Verify program and enumerates specific responsibilities of DHS, the Social Security Administration (SSA), and the Employer. E-Verify is a program that electronically confirms an employee's eligibility to work in the United States after completion of the Employment Eligibility Verification Form (Form I-9). For covered government contractors, E-Verify is used to verify the employment eligibility of all newly hired employees and all existing employees assigned to Federal contracts or to verify the entire workforce if the contractor so chooses.

Authority for the E-Verify program is found in Title IV, Subtitle A, of the Illegal Immigration Reform and Immigrant Responsibility Act of 1996 (IIRIRA), Pub. L. 104-208, 110 Stat. 3009, as amended (8 U.S.C. § 1324a note). Authority for use of the E-Verify program by Federal contractors and subcontractors covered by the terms of Subpart 22.18, "Employment Eligibility Verification", of the Federal Acquisition Regulation (FAR) (hereinafter referred to in this MOU as a "Federal contractor with the FAR E-Verify clause") to verify the employment eligibility of certain employees working on Federal contracts is also found in Subpart 22.18 and in Executive Order 12989, as amended.

ARTICLE II

FUNCTIONS TO BE PERFORMED

A. RESPONSIBILITIES OF SSA

1. SSA agrees to provide the Employer with available information that allows the Employer to confirm the accuracy of Social Security Numbers provided by all employees verified under this MOU and the employment authorization of U.S. citizens.
2. SSA agrees to provide to the Employer appropriate assistance with operational problems that may arise during the Employer's participation in the E-Verify program. SSA agrees to provide the Employer with names, titles, addresses, and telephone numbers of SSA representatives to be contacted during the E-Verify process.
3. SSA agrees to safeguard the information provided by the Employer through the E-Verify program procedures, and to limit access to such information, as is appropriate by law, to individuals responsible for the verification of Social Security Numbers and for evaluation of the E-Verify program or such other persons or entities who may be authorized by SSA as governed

Company ID Number: 394283

To be accepted as a participant in E-Verify, you should only sign the Employer's Section of the signature page. If you have any questions, contact E-Verify at 888-464-4218.

Employer Mission Critical Partners, Inc.

Leonard Kowalski

Name (Please Type or Print)

Title

Electronically Signed

02/21/2011

Signature

Date

Department of Homeland Security – Verification Division

USCIS Verification Division

Name (Please Type or Print)

Title

Electronically Signed

02/21/2011

Signature

Date

Information Required for the E-Verify Program

Information relating to your Company:

Company Name:	Mission Critical Partners, Inc.
Company Facility Address:	200 Innovation Blvd
	State College, PA 16803
Company Alternate Address:	
County or Parish:	CENTRE
Employer Identification Number:	264026964



Appendix E – Debarment Certification

Debarment Certification
(Please complete and return with Proposal Response)

Certification Regarding
Debarment, Suspension, Ineligibility and Voluntary Exclusion
Lower Tier Covered Transactions

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98 Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988, Federal Register (pages 19160-19211).

(BEFORE COMPLETING CERTIFICATION, READ INSTRUCTIONS FOR CERTIFICATION)

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Samuel E. Kerns, Chief Financial Officer
Name and Title of Authorized Representative



Signature

July 19, 2013
Date



Appendix F – Scope of Work Response to RFP 4C

SCOPE OF WORK PROJECT #1 – CENTRE COUNTY, PENNSYLVANIA

NEW CENTRE COUNTY 9-1-1 RADIO COMMUNICATION SYSTEM ASSESSMENT/PHASE I

Phase I – Analysis/Pre-Design

The MCP team will meet with Centre County within six business days of project award to conduct a project kickoff meeting. During that meeting, introduction of team members, team responsibilities and client expectations for the project will be reviewed and confirmed. MCP's project manager, in coordination with County staff, will finalize the project schedule, project report requirements, develop contact lists, and define the communication plan.

During this meeting, our team will work with Centre County to review and discuss in further detail the overall project plan as defined below. MCP and the County representatives will agree on the information to be gathered on systems, resources, operational procedures and any "in" County issues.

Outlined below are the suggested scope items relevant to this project. MCP has reviewed thoroughly the previous consultant study delivered in March of 2008 on Centre County's Radio Communications System Assessment. Given the passage of time, this report is dated. In addition, the Motorola Public Safety Communications System Upgrade Proposal dated November of 2010 has also been reviewed in depth.

Task 1: Re-Evaluation of the County's Needs, Design and Technical Assistance

- System Assessment and Redesign
 - County Propagation Review
 - Re-accomplish propagation analysis throughout the County for the existing system and proposed system and develop comparison maps.
 - Review coverage and capacity requirements and develop a new system design.
- Conduct Focus Group Meetings with Stakeholders / Relay New System Design / Convey Information. Recommended stakeholder groups include:
 - Fire Services
 - EMS
 - Police
 - State College Borough
 - Pennsylvania State University
- Discussions / Negotiations with State College Borough and Penn State University
 - Attend meetings on behalf of and with the County
 - Define requirements and evaluate teaming arrangements
 - Document action items and make recommendations
- Conduct meeting(s) with Motorola

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- o Review system design changes
- o Schedule preliminary meeting to update original scope and new County requirements and technology
- Site Visit(s) / R56 Surveys to Include:
 - o Site Access Roads
 - o Existing Shelters
 - o Power / UPS Requirements
 - o Preliminary Tower Evaluations
 - o Site Civil Construction
 - o Fence Line and Site Security

Deliverables associated with this task:

- An updated system assessment to review and re-confirm the needs and goals for the new system
- A Project Schedule, Scope and Estimated Budget for review and discussion
- A Motorola based R56 site upgrade assessment to be used for budgeting and pricing for existing site upgrades needed for this project

Task 2: System Scope Development

Since the proposed system to be developed by Motorola is somewhat dated and designed to be a single procurement, it will require modification to provide the most benefit to the County. Separate scopes of work will be required to optimize competition. This competition will reduce the overall costs of the system significantly and will allow for the most participation in each category by vendors capable of accomplishing the scope of work within their speciality.

- Develop new scope of work for the Radio System Procurement
- Develop new scope of work for Site Development and Acquisition
- Develop new scope of work for Microwave and Intersystem connectivity

MCP will author these documents for the County and act on the County's behalf in ensuring that requirements are sufficiently documented.

Deliverables associated with this task:

- Scope of Work for procurement of the Radio System Components
- Scope of Work for procurement of the Site Development and Upgrades for existing and new sites
- Scope of Work for procurement of the microwave / fiber backbone network to support the new radio system

Task 3: Budget, Schedule, Scope

Due to the changes to the original system scope documents, a new expectation of the budget, schedule and scope is necessary to clarify the requirements, develop the new project timeline and gain

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acceptance from County stakeholders. MCP will work with these new scopes of work and key personnel to identify any areas of concern and further refine requirements.

- County commissioners and staff
- Stakeholders
- Motorola negotiations to further refine system costs and budget
- MCP will conduct further research on tower locations and determine any additional cost savings or concerns
 - Fill (ISR) Site Locations
 - Existing County Site Locations
 - Private Leases

Deliverable associated with this task:

- Schedule and Budget spreadsheets to be used for pricing of system and options
- Updated Scope of Work and pricing from Motorola
- Updated Budgets and Scope of Work for the microwave-fiber network to support the radio network
- Meeting Minutes and Project Schedule

**CENTRE COUNTY, PENNSYLVANIA –
STATEMENT OF WORK/PHASE II**

MCP has been asked to provide Centre County with overall Program Management Services for this project. To this end, MCP will work with Motorola and the County to finalize system specifications. In addition, MCP will conclude system procurement, evaluate and recommend technology vendor proposals and manage the overall system implementation.

Task 1 – Procurement

- Final Motorola Design – Price
 - Site Development RFP
 - Site Rehabilitation RFP
 - Microwave Assessment
- Project Plan/Schedule
- Budget
- Stakeholder Meetings
- County Meetings
- Site Acquisition/Lease Negotiation(s)

Task 2 – Contracting

- Vendor/Term Negotiations
- Language Review
- Scope Development/Review



Task 3 – Kickoff

- Site builds
- Microwave
- Motorola

Task 4 – Construction Management/Project Management Services

- Oversight and management of communication site/facility development
- Facilitate communications/conduct coordination meetings
- Provide coordination for all vendor efforts
 - Site Construction Contract
 - Microwave System
 - Radio System Contract

Task 5 – System Testing and Acceptance

- Evaluate vendor proposed testing and acceptance documents
- Oversee all aspects of testing
 - Site Construction
 - Microwave System
 - Radio System

Task 6 – Final Report

- Summary of recommendations for County acceptance of new system
- Listing of major items requiring consideration prior to acceptance by the County
- Punchlist development/closing out of contracts commissioning facility
- System Inventory Services: Inventory for all fixed and field assets



SCOPE OF WORK PROJECT #2 – BURKE COUNTY, NORTH CAROLINA

5.3 Proposer Solutions

5.3.1 -- Describe your firm's experience in analyzing, evaluating, and developing plans for emergency services dispatching systems and organizations. Provide firms location(s) from which services will be provided to the BCECC.

MCP Response:

MCP understands and complies.

As evidenced in MCP's previous service to Burke County, we were selected to conduct a consolidated study and prepare a proposed path for consolidation. Over an approximate six month period, we worked closely with the existing stakeholders to prepare a plan which would meet the needs of the existing four (4) PSAPs into one consolidated PSAP serving all of Burke County. The current RFP for 911 Public Safety Answering Point Consulting Service calls for the selected consultant to manage a turn-key solution for the design, construction, migration and implementation of this new consolidated PSAP at Kirksey Drive in Morganton, NC.

MCP serving as the project's Program Manager will facilitate a smooth transition into this new facility for all of the existing agencies and transitioning personnel. The overall goal of this project includes thirteen (13) specific objectives identified by the stakeholders as a result of MCP's study. The overall goal of PSAP consolidation is to improve the delivery of emergency service to the citizens and visitors of Burke County.

MCP has worked with multiple jurisdictions to identify the most appropriate plan by conducting joint programming studies to determine the cost and strategy for constructing a new PSAP that would integrate public safety functions. MCP has prepared the necessary RFP's for our clients to solicit those other consultants to include architects, engineers and technology vendors. MCP has led the implementation of the approved plan as well as bid, award and overall management of the project through coordination of the project team members on behalf of the client. These services included coordination of facility design and construction, systems and telecommunications technology, migration of staff and assistance to the PSAP leadership in the transition of the project. MCP's leadership will result in the development of an overall plan, budget and schedule for all facets of the project tying together all of the components necessary for a successful consolidation and turn-key solution.

The projects included in this submission reflect our ongoing experience in analyzing, evaluating and developing plans for emergency services dispatching systems (Facilities/Technology) as well as implementing these plans on behalf of our clients.

The project team proposed for Burke County includes the most qualified staff from our Texas and Pennsylvania locations. The MCP team represented on the organization chart includes expertise in the following areas:



- Program Management
- Project Management
- Facility Design/Construction Management
- Site Design
- Technology Needs Assessment
- Space Planning
- Transport Networks
- IP Network
- Telephony
- Radio
- Server Systems
- Storage Systems

The MCP offices providing service to Burke County project are as follows:

920 W Southlake Blvd
Suite 120
Southlake, TX 76092

200 Innovation Blvd
Suite 205
State College, PA 16803

Phone: 888-862-7911
Fax: 814-217-6807

5.3.2 -- Describe how your firm will address each of the contract requirements (Section 7) and criteria identified including the methodology your firm would employ to award contracts to subcontractors such as architectural firms, technology plans, and construction during their respective phases.

MCP Response:

MCP understands and will comply.

The MCP Program Manager will fulfill the contract requirements on behalf of Burke County as a Subgrantee for grant management of the PSAP Consolidation Grant awarded to Burke County by the NC 911 Board on September 30, 2011. MCP staff will also seek additional grant opportunities on behalf of Burke County. To this end, MCP will provide grant management through our program management services to include:

7.1.1 Request to Subcontract Grant Management.

MCP as Program Manager will be subject to the conditions of the Burke County 911 Board Grant Agreement, 911 PSAP Consolidation Grant Policy's and Procedures as well as all local,

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state and federal laws and regulations pertaining to this agreement. MCP acknowledges Section 8.15 Grant Fund of the RFP and understands and will comply.

7.1.2 Program responsibilities.

MCP acting as the Program Manager will oversee administrative aspects to include grant reporting, developing detailed timelines, bidding, coordinating with other contractors and subcontractors and the other grant requirements. The Program Manager will meet with the four dispatch centers and conduct meetings sufficient to complete the project. This includes meetings with CTAB or its designee regarding any and all needed information to advance this project. MCP will produce reports, schedule and detailed forecasts for five fiscal years for BCECC operation.

MCP will develop a Gantt chart identifying all aspects of the project to include grant, facility, site, technology, staffing and turnover/transitioning to the new facility. Each task will be superimposed in a project schedule reflecting a time span of 21-24 months. These tasks will be assigned in a logical sequence with assignment of responsibility to MCP, contractors, subcontractors, vendors or the owner's responsible agent. The overall responsibility for project success will rest with MCP through the assigned Program and Project managers as a turn-key solution.

MCP is prepared to provide appropriate staff to be present in Morganton and on site to personally oversee and make recommendations to the County Manager or his assigned designee(s) during critical project phases of the total project such as site selection and preparation, facility construction, installation of equipment, and other phases as deemed appropriate by the County Manager. This includes during the entire time a critical project phase is underway until successful completion.

7.1.3 PSAP Director.

MCP with the approval of the CTAB will screen, interview and hire a person capable of transitioning into the Director's position for the BCECC as a member of MCP's project team within 6 to 8 months of the contract award.

The consultant (MCP) will prepare a job description in concert with CTAB and upon approval disseminate the position description and salary requirements via advertisements both within North Carolina and nationally for recruitment. Upon receipt of applications, MCP will prepare a shortlist of candidates, establish an interview schedule and coordinate with CTAB for interviews and final selection. The successful candidate will become part of MCP's team throughout the balance of the project as a possible candidate for the new PSAP Director.

7.1.4 Minimum outputs, results, or service required.

MCP as Program Manager will conduct presentations and informal discussions with the CTAB to facilitate the project. MCP will identify potential impediments and suggest solutions in concurrence with the CTAB.



MCP's written and verbal reports will identify options for CTAB to include a cost benefit analysis, an implementation plan for the selected option based on the prescribed criteria and goals listed in the RFP within this section.

7.1.5 Reports required from the successful proposer.

MCP as the Program Manager will comply with the reporting requirements of the Burke County 911 Grant Agreement, including Exhibit A referencing the reporting schedule within the Grant Agreement.

7.1.6 Prescribed activity.

MCP as the Program Manager will follow the provided reporting requirements and follow the results of our MCP study completed in 2011 unless both CTAB and MCP concur regarding an approved deviation from MCP's study.

7.1.7 Subcontractors.

MCP as the Program Manager will supervise contractor/subcontractor performance to include compliance with all terms and conditions of the Burke County 911 Grant Agreement and all applicable local, state and federal requirements.

- 5.3.3 -- Program delivery – Outline the tasks your firm proposes to accomplish providing a detailed schedule, methodology and timeline for each task.**

MCP Response:

MCP understands and complies.

MCP as Program Manager would apply the following methodology(s) to assist Burke County in program delivery. That which follows is a general outline of the tasks MCP proposes to accomplish.

OBJECTIVES

Create a reliable, flexible, state-of-the-art secure facility that transitions the four existing PSAPs into a consolidated new facility. This transition includes new integrated technology, personnel, grant compliance and conformance to minimum local, state and federal laws and standards. MCP proposes to complete the project at the most reasonable cost to Burke County by using "best practices" and utilizing a "best value" procurement strategy.

Scope Description / Technology, Systems and Equipment Needs Assessment

- Confirm the list of mission-critical technology-sensitive systems in coordination with CTAB staff
- Hold final decisions on mission-critical technology selection until as far along in the building construction process as possible to assure current applicable technologies are considered in decision-making
- Coordinate technology with the master project construction schedule
- Integrate technology considerations and requirements into the building design specifications



- Integrate technology systems in the building
- Conduct regular meetings with project stakeholders, document minutes and provide project updates on a regular (mutually agreed) schedule

Requirements

- Determine technical specifications for systems as outlined in the MCP study
- Develop procurement documents for systems as outlined
- Oversee the technology procurement process; review vendor responses; make award recommendations
- Coordinate technology implementation of building systems during Construction Administration
- Act as technology integrator for non-building and proprietary systems
- Provide Program Management services for technology for the duration of the project
- Provide Schedule, Diagrams, Meeting Minutes, and Program Oversight Services
- Communicate Issues and track Action Items Deliverables

Approval Requirements

Activities will be coordinated with CTAB.

Acceptance Criteria

Acceptance of services will be subject to the 911 Grant requirements and Burke County.

ESTABLISHMENT OF BACKUP PSAP

In the project design phase, MCP will conduct discussions with the County to consider the establishment of a backup PSAP. This “Plan” will be developed in concert with the County and selected consultants to meet NC 911 Board Standards and the BCECCS future needs.

SELECTION OF VENDORS, CONSULTANTS AND SUBCONSULTANTS

MCP will identify and prepare, in coordination with the County, the necessary RFP documents for vendor selection to include:

- Equipment
- Site Preparation
- Geotechnical
- Architectural/Engineering
- Environmental

At such time as the County receives responses to the various RFPs, MCP will validate, rank and offer recommendations on the successful candidates.

SITE SELECTION / LAND DEVELOPMENT APPROVALS / PERMITTING / SITE DESIGN AND PREPARATION



At such time as the site/civil consultant is selected, MCP will coordinate on behalf of the County for the necessary Land Development approvals and permits, site design and site preparation to include any necessary geotechnical studies that might be required once the building foot print has been established. This effort will also include coordination with the selected architect in the Programming/Schematic Design Phase.

PROJECT DELIVERABLES

Project Initiation

During project initiation, all team members (County/Consultant/CTAB) will review project scope and contract documents to gain alignment on the responsibilities, deliverables and schedule for the project. Presentations and qualifying questions are prepared for the project kick-off. The list of stakeholders is reviewed, roles are outlined and the project plan is updated per final contractual specifications.

The project kick-off meeting concludes the initiation activities and prepares for the programming and schematic design stage. At the kick-off meeting, project objectives are reviewed with stakeholders, schedules are previewed, roles and responsibilities outlined and communication channels defined.

Subtasks:

2. Project Initiation
 - 2.1. Project Preparation
 - 2.2. Kick-off Meeting

Programming/Schematic Design for Facility and Technology

The Schematic Design (SD) phase normally follows a “planning and programming” activity which results in the project program that is used as the primary basis for design of this project. This project will start with the development of short programming session(s) to include the selected A/E consultant(s) to further develop and finalize the project stakeholders objectives as well as the building and technology components.

Technology programming actions will develop the list of mission-critical, technology-sensitive systems in coordination with CTAB staff. Systems will be surveyed and categorized as “building” or “non-building.” Building systems will synchronize with the building programming activities. Mission-critical non-building systems will be incorporated into the programming and functionally documented, but their procurement forestalled as long as possible, in coordination with the construction schedule. The delay will ensure that the latest applicable technologies are considered in decision-making. The goal is to provide for a state-of-the-art facility as of its activation.

Schematic design will result in a "Basis of Design," providing criteria for the technology systems and the PSAP facility including such items as description of the system architecture, drawings, interoperability/interaction of systems, closet/distribution layout, cable routing, and design standard or rating of systems.

Subtasks:



3. Schematic Design
 - 3.1. Project Programming
 - 3.1.1. Stakeholder Interviews
 - 3.2. Standards Review
 - 3.3. Document Basis of Design
 - 3.3.1. Technology Surveys
 - 3.3.2. Prelim Design
 - 3.3.3. "AE Review, Baseline Requirements"
 - 3.3.4. Technology Scope Definition
 - 3.3.5. "Review, Schematic Design"
 - 3.4. Project Management
 - 3.4.1. Status Meetings
 - 3.4.2. Reports

Design Development Phase / Facility and Technology

Develop and deliver complete design documentation necessary to bid, commission and fully activate the new Consolidated 9-1-1 PSAP and related technology support spaces. This includes engineering and consultative design input for the building as well as the network, technology spaces, cabling and infrastructure that will be bid as part of the building. The design criteria for all communication systems are necessary to provide space planning, security, cable pathways, power, HVAC, etc., for the overall building design.

Efforts in the design development phase culminate in the preparation of design documents, including design submittals, building/system drawings, specifications, calculations, and other written matter to support the project, both facility and technology.

Design development shall be staged to support a bid package strategy:

- Building systems – staged for development coincident with the building design
- Non-building systems – forestalled to coincide with building completion to ensure most-current technology

Subtasks:

4. Design Development
 - 4.1. Procurement Specifications
 - 4.1.1. Building Systems
 - 4.1.2. Non-Building Systems
 - 4.1.3. Proprietary/Sole-Source Systems
 - 4.2. Bid/Procurement Budgets
 - 4.3. Design Reviews
 - 4.3.1. Building Systems
 - 4.3.2. Non-Building Systems
 - 4.3.3. Proprietary/Sole-Source Systems



Construction Documents (CDs)

Documents suitable for release to bid for the building and related systems follow the design efforts of the step above. All documents let out to bid as part of the building are prepared and finalized. Actions will be to develop and document detailed technical specifications, procurement documents and/or Requests for Proposals (RFPs) that will meet the desired system performance levels.

Completed Construction Documents will consist of drawings, specifications and other documents necessary for full and complete bidding and construction of the project. Construction Documents will be reviewed at 50% and 95% of completion. Supporting documents include forecast estimates of project systems cost.

Subtasks:

- 4.4. Construction Documents
- 4.5. Project Management
 - 4.5.1. Status Meetings
 - 4.5.2. Reports

Bidding of Facility, Technology, Systems and Equipment

Bidding support efforts include scheduling pre-bid meetings, responding to bidder questions and issuing addendum/clarifications. Review all bid submission and make recommendations on award to the County.

Construction Administration (CA)/Systems Integration (SI)

During construction administration, technology support will comprise schedule updates and review of bid compliance for all components. Where required, reviews will include change requests or issue clarifications.

CA Support will include attending monthly construction meetings. Issue/request review and response criteria include:

- Process submittals and responses to requests for information
- Coordinate the correction of discrepancies and errors in the Construction Documents

For non-building systems, integration support will include preparation of written responses to all requests for information (RFIs). Processing will include copies to CTAB and/or the County for review and comment (if applicable). Addendum will be issued to update all documents to reflect building schedule and estimated installation dates. Drawings, schedule and scope will be completed for the packages.

Systems integrations support will entail documenting technical requirements, detailed procurement specifications, installation oversight, testing, acceptance, implementation, and cutover for the overall program and all individual electronic systems needed to support the Consolidated Dispatch Center.

Specifications – Develop and document detailed technical specifications, procurement documents and/or Requests for Proposals (RFPs) that will meet the desired system performance levels. Conduct



thorough reviews of all responses to the RFP. Make a recommendation(s) for award to qualified suppliers, based upon the best solution offered in the responses with consideration for pricing, performance, maintenance and vendor past experience with similar applications.

Installation Oversight – Provide project oversight throughout the stages of circuit planning, equipment installation, equipment integration, labeling, documenting, cross connection to the public switched network, testing, system activation, training, warranty initiation and system acceptance.

Acceptance and Cutover – Coordinate and review all system as-built documentation, end-to-end test documentation and final acceptance criteria. Working closely with CTAB and other stakeholders to develop and document final cutover criteria and planning documents, and schedules. Cutover activities shall be planned to achieve minimum disruption of overall operations.

Personnel / Staffing

Currently, with four operating PSAPs, each unit employs staff according to their current service requirements. The following summarizes staff compliments by PSAP:

- Burke County EOC PSAP
 - FT 6 persons
 - PT 12 persons
- City of Morganton Fire/Police PSAP
 - FTE 8 persons
 - PTR 1 person
- Town of Valdese Fire/Police PSAP
 - FTE 5 persons
 - PT 4 persons

Note: Only one dispatcher expected to transfer to the new BCECC.
- Burke County Sheriff's Office
 - FTE 8 persons
 - PT 1 person

The personnel phase of this project will evolve as the current configuration above begins to consolidate into one unified PSAP model. The current combined compliment of the existing PSAPs amounts to 27 FTEs and 18 PTEs. It is envisioned that the unified PSAP will employ approximately 36 employees once completed based on an accepted modeling formula.

MCP will lead in the identification and recruitment of the future PSAP Director in concurrence with the CTAB. Once on MCP's staff, we will work with the proposed Director in developing operational Standard Operating Procedures (SOPs). These operating procedures will drive the functioning of the facility. A Job Task Analysis will be developed to identify those factors which will affect the selection and hiring criteria to include job descriptions.

MCP has developed staffing plans in concert with shared services and consolidation projects and will assist the CTAB and its designee(s) in this important function.



5.3.4 -- Detail your firms understanding of the challenges and barriers in completing this project and proposed approach to overcoming these barriers.

MCP Response:

MCP understands and complies.

The significant driving factor for a PSAP consolidation should be to improve delivery of emergency services. While cost savings may be a driving factor, it is important to manage expectations with realistic costs and a clear understanding where economies of scale may be realized – all going to improve the level of service to the citizens of Burke County.

The primary barrier to attaining success with similar initiatives relates to change. Change management requires extensive and constant communication with stakeholders. As Burke County’s Program Manager, MCP emphasizes a regular communications rhythm to provide information relative to program priorities, metrics and accountabilities. Our project team members have served in public safety roles as clients. That client side experience is focused upon achieving solutions that benefit the delivery of public safety service. The singular focus of the Mission Critical Partners team is to achieve mission critical program success for Burke County.

It is evident that there is a consensus on the buy-in from the four PSAP entities on this effort, and that a progressive approach will be taken by stakeholders to achieve the end result.

Ultimately, the citizens of Burke County will be the primary benefactors in the increase of the level of care and practice resulting from the improvements to the delivery of public safety services achieved by the consolidation of the four PSAPs. MCP endeavors to seek success in mastering and meeting the goals of the BCECC.

5.3.5 – Identify potential risk factors in completing this project and then identify methods for dealing with these factors.

MCP Response:

MCP understands and complies.

MCP utilizes a Risk Management process to anticipate, identify and address events or occurrences which, left unabated, could negatively impact the success of this project.

Description of the Process:

There are a number of risks that may have a negative impact on this project. Risks are defined as an event which will have a negative impact on the successful implementation of the project. Risk management involves the identification of potential risks and predicting the likelihood and consequences of the events occurring.

The MCP approach to risk management is to develop this risk management process, which includes the following components:

- Risk Identification
- Risk Analysis
- Risk Response
- Risk Monitoring and Control

Risk Identification

Risk identification includes identifying project risks and organizing them so that they can be properly analyzed. Risk identification is an ongoing process throughout the life of the project and the steps taken at the beginning of the project identify the risks that are known at that time. In addition, the risk identification and analysis is an interactive process. It begins with MCP identifying potential risks based on our experience with other similar projects and our knowledge of this project. The list is then refined by the PUC project team, with items added from their perspective.

The project risks are categorized into the areas they are most likely to impact. It is possible for one risk to impact the project in multiple categories. The categories are:

- Communications
- Schedule
- Financial
- Technology
- Change Management
- Quality Assurance
- Security

Risk Analysis

The risk analysis process involves a quantitative determination of risk exposure. The Risk Management/Risk Mitigation Matrix is the quantitative initial risk analysis developed by MCP and will be modified based on the inputs of the PUC project team. Each of the identified risks is analyzed and assigned a value for the following factors:

- Likelihood or Probability
- Severity or Impact

Each factor is assigned a value from 1 to 5, with five being the highest and one the lowest. The two values are then multiplied to yield a priority ranking. The priority scale ranges from 1 to 25.

Risk Response

Risks may be addressed in different ways. Each risk will be assigned an identifier. The action (such as acceptance, transfer, avoidance, or mitigation) planned to address each risk is based on the level of prioritization defined for the risk item. Descriptions of these risk response actions follow:

- Accept the risk, with no investment of effort or cost. This is appropriate when the cost of mitigating exceeds the exposure, and the exposure is acceptable.
- Transfer the risk to someone else, or agree to share the risk. If a customer or partner is better able to handle the risk, this is probably the most effective approach.

- Avoid the risk by funding and staffing the efforts to reduce the probability that the risk will become a problem. Such mitigation tasks might include providing additional staff to help in developing work-around plans, getting special training for members of the team, or completely removing the risk item from the project.
- Mitigate the risk by funding and staffing the efforts to reduce the loss associated with the risk should it become a problem. Examples might include keeping a backup local area network (LAN) operational during the deployment of a new network.
- Establish contingency plans for significant risks that cannot be mitigated or otherwise resolved. Risk mitigation, the work required to handle the risk, may be small or significant. In case, risk mitigation and cost assessment activities will be included in the project schedule. Contingency management, the additional work required to handle the risk, must be budgeted and planned if the contingency event or condition occurs.

Risk Monitoring and Control

Risk monitoring and control is the process of keeping track of the identified risks, monitoring the residual risks, identifying new risks, ensuring the execution of risk management plans, and evaluating the effectiveness of actions taken to reduce the risk. Risk tracking and control is an ongoing process for the life of the project. The risks change as the project matures; new risks develop, or anticipated risks disappear.

Good risk monitoring and control procedures provide information that assists with making effective decisions in advance of the risk's occurring. Communication to all project stakeholders is essential to periodically assess the acceptability of the level of risk on the project.

Risk Tracking

The purpose of risk tracking is to determine if:

- Risk responses have been implemented as planned.
- Risk response actions are effective as expected.
- New risk responses are needed.
- Project assumptions are still valid.
- Risk exposure has changed.
- A risk trigger has occurred.
- Proper policies and procedures have been followed.
- Risks have occurred or arisen that were not previously identified.

The project will employ periodic risk reviews as a part of its project management procedures. Generally, the risks will be reviewed in preparation for scheduled project meetings. Changes will be communicated to all project participants in conjunction with the project status reports.

Risk Reporting

Risk mitigation activities will be reported to the BCECC team in conjunction with the project meetings. For each mitigation action identified, the following will be reported where appropriate:

- Did the action start on the date planned?
- Was the action completed on the date planned?



- Was the amount of effort required consistent with the plan?
- Was the action effective?
- Future actions required?
- Risk status?

5.3.6 -- Describe your experience working with professional entities, such as law enforcement, fire, and EMS services.

MCP Response:

MCP understands and complies.

MCP has extensive experience working with County Government and public safety agencies. Many MCP staff working this project have origins in Law enforcement, fire service, emergency medical services and/or Emergency Management. As the Burke County Program Manager we excel at having an intuitive understanding of the emergency communications requirements for ensuring the safety and well-being of the Burke County first responder community.

In addition, the MCP employees assigned to this project collectively bring to the table the broadest body of knowledge that provides the foundation for all aspects of planning, design and implementation of an integrated PSAP.

5.3.7 -- Describe site requirements, office space, or resources that Burke County will need to provide for your firm to complete this project.

MCP Response:

MCP understands and complies.

MCP serving as the County's Program Manager will need a standard size room (150-200 sq. ft.) with proximity to the County's point-of-contact for this project. If there is a designated location for CTAB meetings through the planning and design phases, this location would be preferable.

At such time as the proposed site on Kirksey Drive in the City of Morganton has been prepared for construction activity, then relocation of the Program Management Team to the site is preferable. This is typically accommodated as part of the General Contractor's Bid and Award Package by specifying a construction trailer on site with utility hookups, power, heat and telephone services.

It is understood that Burke County will provide basic office equipment and multiple work stations at both locations. There will need to be multi-purpose use space for meetings of 5 to 10 persons throughout the project.



SCOPE OF WORK PROJECT #3 – CUMBERLAND COUNTY, PENNSYLVANIA

9-1-1 PROJECT MANAGEMENT, FACILITY TRANSITION PLANNING AND CONSULTING SERVICES

Scope of Services

Specific Task 1—Communications Transition Plan

Consultant will assist the County in the development and implementation of a Plan for the Relocation of Communications involving and addressing all subsystem vendors, DPS operational personnel, the Construction Project Manager, the facility construction team, and the public. It will minimally include:

Response: MCP anticipates this early effort to define the project elements and approach needed to realize success. The transition plan defines the project objectives, schedule, milestones, stakeholders, budget, processes, accountabilities and metrics. This plan serves as a dynamic tool to manage the many variables introduced during the course of the project. Each of the following tasks is integrated into the plan and ultimately influences the amount of effort required to holistically execute this program.

MCP projects the plan to be developed over the first three months of the project engagement with ongoing updates to the plan accomplished via the Project Management task below.

a. Stakeholder Definition

Response: Upon authorization to proceed, MCP works with the County to establish a project initiation meeting. An internal meeting is scheduled with the County to finalize project approach, communications

The initiation meeting establishes the final scope of the project, roles, communications path, and communications rhythm.

paths and develop a project charter as noted above. The initiation meeting establishes the final scope of the project, roles, communications path, and communications rhythm. MCP seeks feedback of project risks, variables and influences that might impact project success and stakeholder satisfaction. The meeting also is used to finalize the project schedule including project milestones and deliverables. MCP also seeks the identities of project stakeholders for inclusion with the project

plan and schedule. Attached as Appendix A is a sample work breakdown structure (WBS) that serves as a master plan of tasks for incorporating into PAST.

Ultimately, upon completion of the meeting, the County and MCP shall be in alignment with the answer to the question, “What is success?”

Following the internal initiation meeting with the County, MCP schedules and conducts a project initiation meeting with the identified stakeholders to establish similar project scheduling, milestones,

accountabilities and role definition, and a communications plan. It is anticipated the stakeholders include the Construction Manager and General Contractor for the new facility, County DPS staff, County Information Technology support, vendors and maintenance support for radio and microwave (Alcatel), CenturyLink, Cross Current and yet to be identified vendor participants.

It is anticipated that this meeting is an “all hands” meeting to address cross vendor/contractor issues and establish formal responsibilities and communications paths.

b. Project background and definition

Response: Cumberland County is moving its public safety communications and emergency management administrative and operations technology, staff and functions from the current site to a new site across the road. The County has recognized the need to have a project manager to support the issues associated with relocating operations, technology and staff to the new facility. The County anticipates construction being substantially complete by March 2011. Subsequent to that date, communications and technology systems install is initiated, with staff training to be performed in the second quarter of 2011.

The cutover will be accomplished in a manner that maintains continuity of operations for delivery of service to the public and first responders.

MCP anticipates County cutover to full operations at the new site with a live cut very late second quarter or early third quarter of 2011. The cutover is accomplished in a manner that maintains continuity of operations for delivery of service to the public and first responders.

MCP understands the County intends upon retaining Cross Current CAD while seeking to procure other systems. MCP provides procurement support for master clock system electronic equipment racks, alarm panel relocation, CML telephone switch, in-building reception, new communications tower, cabling and grounding design, emergency operations center (EOC) and 9-1-1 backup phones, recorders, 9-1-1 console furniture, EOC furniture, administrative furniture and audio/visual systems. The MCP role is to develop technical specifications, review vendor proposals, and provide recommendations for vendor selection.

MCP also understands that this proposal serves the purpose of designating MCP as the project manager for public safety answering point (PSAP) and EOC migration. It is recognized that the responsibility includes systems and services vendor coordination, scheduling, communications and management. We understand that CenturyLink leads on migrating emergency and non-emergency telephony systems.

Working with the stakeholders defined through Specific Task 1a above, MCP creates a transition plan that integrates construction, procurement, install, training and migration schedules. MCP also anticipates the need to inventory and document all known systems and to communicate with all stakeholders associated with the systems/project. Detailing these elements enhances the likelihood of



success. This process incorporates the known entities into the project plan from the beginning and promotes the participation and awareness of all stakeholders from the project planning through project closeout. It also provides MCP the opportunity to develop a more comprehensive plan upon project onset.

MCP develops and maintains a regular communications rhythm with defined stakeholders for status updates, information sharing and accountability. It is anticipated that several forms of communications tools are incorporated into the communications plan including regular meetings, e-mail, fax and “face-to-face” conversations that are documented for County review.

The MCP team provides project management, coordination and vendor oversight for system moves and installs.

c. Progress Updates

Response: MCP develops and utilizes a PAST to serve as an automated project punch list. PAST is kept current by MCP and serves as the primary methodology to capture action items and issues associated with the transition. The document is reviewed at each progress meeting with accountabilities assigned for “who will do what, when” with each action item.

PAST serves as the master document for progress tracking, and it is made available to all stakeholders and the County for discussion and review. It is reviewed and updated by MCP at every project progress meeting.

PAST serves as the master document for progress tracking, and it is made available to all stakeholders and the County for discussion and review.

In addition, MCP shares progress milestone metrics with the County and stakeholders, at the direction of the County.

d. Scheduling

Response: Project scheduling is developed and integrated with all stakeholder involvement. As with any complex project, developing a cohesive schedule that all parties can achieve is challenging. MCP acknowledges and accepts the challenges associated with real world variables impacting construction, procurement, installs coordination and completion. We have developed the PAST tool noted above for proactively managing these matters to achieve the successful outcome desired.

MCP utilizes Microsoft Project software for formal project scheduling and customizes PAST for Cumberland County. PAST is kept current by MCP to monitor all open issues as action items and hold each party accountable. PAST is reviewed at each project meeting to address current open items and close those items that are resolved. MCP imparts direction and coordination to all stakeholders to retain previously agreed upon milestones. MCP works with affected parties to track and resolve each issue in a proactive manner by working on behalf of the County to:

PAST is kept current by MCP to monitor all open issues as action items and hold each party accountable.

- Take on/Make assignments with deadlines and document for review at following project progress meetings
- Close out action item or update and document progress

- Define the issue and document for tracking
- Establish the roadblocks preventing resolution and document for tracking
- Develop an action plan and track action items

e. Stakeholder assignment and accountability

Response: MCP evaluates vendor and contractor contract documents to develop action items and project scheduling. Upon project initiation, PAST is used to proactively track all tasks, subtasks and recognizable action items for all vendors, contractors, MCP and the County. It defines and documents responsibilities for coordination and scheduling by and between all project participants.

MCP proactively manages this process on behalf of the County. MCP keeps the County informed of all open issues and action items, the resolution path and schedule is also documented through PAST. MCP directs the resources necessary to complete each pending action item and manages schedules and cross vendor/contractor coordination to close each task and subtask successfully.

MCP proactively manages this process on behalf of the County.

Consultant will assist the County in the development of a detailed transition plan to guide the relocation of the EOC and 9-1-1 Center to minimize impact on critical operational services to the public and emergency response personnel. The following subtasks cover plan development, maintenance and implementation. These subtasks also address plan and process coordination among the parallel efforts of facility, technology, operations and staff. Actual scheduling of these subtasks is based on priority, staff availability and overall construction timeline.

The transition plan incorporates and integrates all program elements into an overall comprehensive plan managed by and through MCP on behalf of the County.

- a. Develop a master Transition Plan outline. This outline will identify, define, correlate, and/or prioritize the phases and associated tasks of the overall process. It will also serve as groundwork for future iterations of the plan(s).**

Response: Upon project initiation, MCP develops a master transition plan for each program component. The transition plan incorporates and integrates all program



elements into an overall comprehensive plan managed by and through MCP on behalf of the County. The transition plan establishes the objectives for program success and the path for accomplishing the successful outcome. The plan establishes the project schedule, accountabilities and priorities for “who will do what, when.”

Systems: Establish systems requirements plan. Systems objectives are defined and incorporated into the Project Management plan and PAST for focused monitoring and progress documentation. It is recognized that systems designated for retention (Cross Current CAD) require a migration plan without downtime. MCP leads the outreach effort to develop the transition plan with Cross Current, facility contractors and the County. MCP develops the systems relocation schedule for components, hardware, workstations, etc., and the cutover plan. This is accomplished in a cooperative environment with vendor and facility contractors coordinated through MCP. MCP tracks all assignments and transition processes via PAST with full information sharing by and between all involved stakeholders.

It is understood that CenturyLink is accountable for relocating and installing all emergency, non-emergency and administrative telephony systems. MCP uses PAST and captures and tracks the task and subtask elements associated with the CenturyLink role for coordination, scheduling and accountability.

Office systems also require transition planning for relocation and install in the new facility. MCP works with the County to define the office systems and manages the transition for each via PAST. Included in this role is identifying the specific data and power support needs for each administrative office and reviewing those requirements with the facility contractors to establish administrative workstation level readiness. MCP supports the County with specification development. It is understood the systems to be procured by the County may include:

- *Master clock system*
- *Electronic equipment racks*
- *Alarm panel relocation*
- *CML telephone switch*
- *In-building reception system*
- *New tower*
- *EOC and 9-1-1 backup phones*
- *Recorders*
- *9-1-1 console furniture*
- *Administrative furniture*
- *EOC furniture*
- *Audio/Visual systems*

MCP works with the County and facility contractors to develop a procurement, install, acceptance testing and training schedule. MCP captures these systems via PAST and integrates them into the transition plan.

It is anticipated that outreach is required to third-party stakeholders, such as the systems maintenance contractors, Pennsylvania State Police (PSP), Pennsylvania Emergency Management Agency (PEMA)

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and others to fully integrate all systems into the transition plan. MCP leads that effort once it is defined through the stakeholder definition process described in Specific Task 1a above.

Operations: MCP works closely with the County to develop an operations migration plan. Upon finalizing the systems install and acceptance test plan, MCP develops the training schedule by coordinating with the vendors and County DPS. The training schedule shall include administrative, operations/user and maintenance training for all systems and sub-systems. MCP also develops the move plan for staff, systems and operations, including administrative staff. Parallel operations and decommissioning criteria are incorporated into the plan.

b. Develop and maintain the physical relocation/migration plan and schedule for personnel and operations.

Response: MCP works closely with the County to develop an operational migration plan to include all elements of training, staffing and systems “shakedown.” MCP would propose to work on a “silent cutover” approach with the County. MCP establishes and manages a cutover process that maintains continuity of operations.

MCP employs PAST to create an operations-oriented tracking process similar to the technology process defined above. MCP creates and maintains the tracking of all critical path elements including:

- Training and orientation of staff
 - o Curriculum definition
 - Facility
 - Systems
 - Operations and Standard Operating Guidelines (SOG) impacts
 - Administrative
 - Cutover assignments
 - o Scheduling
 - Training classes
 - Cutover
 - Decommissioning and retirement of legacy systems
- Transition move planning
 - o Assignments
 - Vendor
 - Administrative
 - Operations
 - o Go/No-go metrics

MCP establishes and manages a cutover process that maintains continuity of operations.

c. Determine order and priority, criteria to base go/no-go decisions, migration process and acclimation, pre- and post-cutover support and activities.



Response: Go/No-go—MCP seeks to define the answer to “What is success?” in the project initiation meeting. That same question is asked and answered regarding every system and subsystem supporting PSAP, EOC and administrative functions. MCP develops a set of metrics for technology and telecommunications systems for implementing transition readiness. MCP promotes full systems testing in a parallel mode and by coordinating testing with vendors, the acceptance test results are documented for incorporation into the go/no-go decision process. MCP, through the pre-defined success metrics, acceptance testing, and operational readiness processes, captures and manages the transition readiness.

Migration Process—MCP anticipates working with the County to develop this process. It is anticipated the MCP team develops the decision matrix for County approval to minimize risk factors associated with a major migration of this type. Our experience with planning and executing similar moves provides a baseline for benchmarking and approving migration readiness. Some of the relevant criteria include:

- *Successful acceptance test results for all mission critical systems*
- *Specific assignments for all stakeholders prior to and during the transition event*
- *Staff training complete*
- *Scheduling for a low-impact time period*
- *Parallel operations at current and new site*

Employing and openly sharing project status via PAST promotes accountability to the County and other stakeholders in the transition plan process. Directly spoken, “There are no secrets!” regarding readiness for cutover.

Pre-post Cutover Activities—MCP manages pre-cutover assignments on behalf of the County based upon information and data gleaned from all other tasks associated with this proposed scope. We work shoulder to shoulder with the County-designated project manager to assure full readiness and awareness of all elements of the program. MCP directs the resource assignments associated with the migration/transition planning and execution. To be clear, this is done in a professional manner, openly communicating with participants and fully documenting action items and results associated with the cutover.

MCP directs the resource assignments associated with the migration/transition planning and execution.

Post-cutover—As part of the transition plan, MCP works with the County to define the criteria for decommissioning the current PSAP/EOC site. We anticipate post-cutover activities to include public safety staff occupancy to shift to the new site. It is anticipated that parallel operations end upon verification and validation by MCP that all systems are performing at required levels.



Post-cutover activities include, but are not limited to, retirement of systems remaining at the current facility. MCP prepares a project schedule with action items to fully decommission the site. It includes terminating unneeded network connectivity, mothballing systems components, and removal of any chemicals, supplies, equipment or ancillary items defined through the County. MCP also anticipates the review of maintenance and support contracts may result in contract revision or termination through the decommissioning process. Facility-oriented responsibilities carried out by public safety staff may require reassignment.

Utilizing PAST, all decommissioning activities and accountabilities are tracked and managed by MCP.

d. Maintain schedules, noting milestones/benchmarks, managing risk factors and resources.

Response: MCP employs Microsoft Project software to develop an overall large-scale project plan including milestones and benchmarks associated with the move and/or install of systems through live operations.

PAST is used to capture, identify, schedule, track, designate, and communicate resource assignments, risk factors and action items associated with the transition schedule.

In addition, PAST is used to capture, identify, schedule, track, designate, and communicate resource assignments, risk factors and action items associated with the transition schedule. This tool is developed in a spreadsheet format that is easily adopted by all stakeholders as the project checklist for each and every progress meeting. PAST is reviewed and updated at each progress meeting, with each stakeholder given the opportunity to address previous action items and issues and to introduce new matters for action. MCP maintains and shares this tool with the County and all stakeholders. Issues carrying over beyond a milestone or a previously defined target date are red flagged for special attention by MCP. Interim follow-up steps are taken to communicate with the party accountable for the action item, with an action plan put in place to ensure legacy items are resolved.

PAST is reviewed at every project progress meeting for action item assignment, discussion and progress reporting. It is anticipated that progress meetings are held with greater frequency as the transition date approaches.

MCP establishes the Project Schedule through PAST, which is communicated with and shared with all participants.

e. Coordinate scheduling of network convergence, systems procurement and implementation, facility infrastructure and service providers within the overall transition schedule for the facility.

Response: MCP establishes the Project Schedule through PAST, which is communicated with and shared with all participants at the regularly scheduled project meetings. MCP develops this schedule with the key participants and introduces it at the onset of the project.



From a project scheduling standpoint, MCP identifies the target date for transition of operation and backing. From that date, MCP identifies all project milestones including acceptance testing, training, systems install, systems move plans, and procurement schedule. It is recognized by MCP that this requires coordination with the facility construction manager and prime contractors to develop install dates when environmental and infrastructure readiness conditions in the new facility allow. MCP advocates that the MCP project manager attend relevant construction meetings to keep systems and operations transitioning in alignment with the facility readiness schedule.

As noted elsewhere in this proposal, the regularly scheduled project progress meetings are the forum for coordinating and managing all aspects of project scheduling, including network and systems procurement. MCP ascertains alignment of all parties with the project schedule at every project progress meeting.

The Transition Plan development process requires the above tasks to be prioritized, scheduled and carried out in accordance with the overall goal date for cutover in as early as January 2011. Aligning the Transition Plan and process with the facility construction schedule is critical to the success of the project; therefore, Consultant includes the construction schedule in the baseline schedule for the entire consolidation process.

MCP intends to apply the construction schedule as the baseline for developing all other aspects of transition scheduling.

Response: MCP proposes to attend relevant facility construction meetings to maintain alignment in the systems and operations transition plan schedule. MCP intends to apply the construction schedule as the baseline for developing all other aspects of transition scheduling. MCP recognizes and agrees with the need

to keep these schedules in alignment and is intent upon incorporating it into the PAST document for distribution and schedule management.

Specific Task One: MCP Responsibilities

- *Schedule stakeholder meetings to include project progress meetings and the development of meeting agendas and distribution of minutes*
- *Attend relevant construction meetings*
- *Develop a comprehensive work breakdown structure (WBS)*
- *Develop, distribute, maintain and communicate PAST*
- *Develop project schedule for systems procurement, install, testing, acceptance and training*
- *Develop move plan for systems, operations and administration*
- *Develop criteria for transition readiness*

Specific Task One: County Responsibilities

- *Identify project stakeholders*

- Attend project status meetings
- Designate a Project Manager single point of contact
- Designate MCP role to vendors and stakeholders via “letter of agency”

Specific Task 2—Procurement Operations

Consultant will support County procurement processes for sub-systems by providing technical assistance in system descriptions, to include product or service specification, and technical product research as requested.

Response: The MCP team understands the County intends to competitively procure the systems and subsystems defined in this task. MCP supports the County in procurement for subsystems by providing technical assistance in the form of technical specification development, proposal review support and vendor selection recommendations. MCP anticipates the systems and subsystems included in this task to be:

- Master clock system
- Electronic equipment racks
- Alarm panel relocation
- CML telephone switch
- In-building reception system
- New tower
- EOC and 9-1-1 backup phones
- Recorders
- 9-1-1 console furniture
- Administrative furniture
- EOC furniture
- Audio/visual systems

MCP supports the County...in the form of technical specification development, proposal review support and vendor selection recommendations.

MCP anticipates some systems defined above can be “bundled” into one procurement process by providing the option for proposers to selectively bid on some or all of the subsystems encompassed within the document. For example, the telephony systems procurement might also include the master clock systems, electronic racks, CML telephone switch, EOC and 9-1-1 backup phones and recorders. This approach streamlines the procurement process and promotes opportunities for achieving efficiencies through economies of scale.

MCP captures procurement scheduling. It is integrated with the project transition plan scheduling for sequencing chronological events and milestones needed to execute the systems’ install and operational move on time.

Specific Task Two: MCP Responsibilities

- Establish procurement schedule and document
- Specification development for systems noted in Task Two



- *Address questions for vendors regarding procured systems*
- *Recommendation for vendor selection for each system procurement*

Specific Task Two: County Responsibilities

- *Schedule procurement processes*
- *Advertise and procurement processes*
- *Prepare procurement documents by incorporating technical specifications into County boilerplate*
- *Establish contracts with selected vendors*

Specific Task 3—Project Management

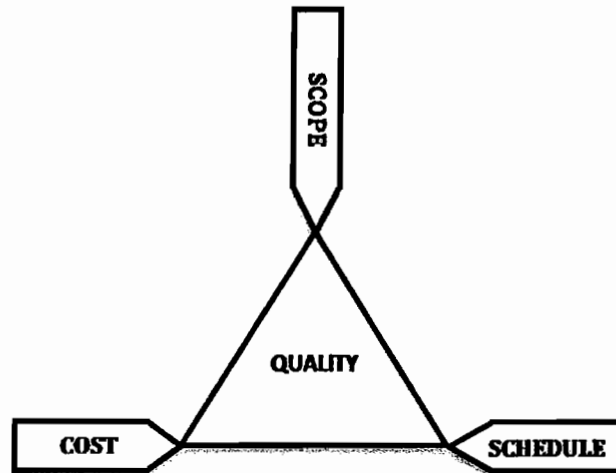
Consultant will act as the County’s project manager for scheduling, installation, integration, training, testing and acceptance of the DPS building component systems.

MCP anticipates construction being complete in March 2011, based on a 450-day construction schedule. We have applied our experience with similar PSAP/EOC construction projects to allocate project management effort. As per the anticipated schedule, this project management effort peaks from January through end of July of 2011. This accommodates the effort required for vendor coordination, scheduling and documenting systems install, move planning, integration, testing and acceptance, training and cutover.

MCP recognizes the County seeks success in transition to the new facility. We believe MCP can accomplish this aggressive schedule with disciplined project planning and management. In the event of construction delays, or other scheduling beyond the control of MCP, we work with the County to reallocate effort as deemed necessary through a rational change management plan.

- a. Consultant provides project management for vendor coordination with respect to timing, reception, temporary storage, installation, integration and acceptance of procured systems. Consultant submits progress reports as requested.**

Response: MCP executes Project Management services within the framework of the PMI methodology. MCP develops a project charter that encompasses all aspects of budgeting, scheduling, stakeholder accountabilities, monitoring, controlling, and change management through project closure. Through our experience, we recognize the need to closely manage the project constraints of budget, schedule and scope by vendors and stakeholders.



We understand the necessities and realities of balancing the varying constituencies, stakeholders and competing interests to achieve success. Throughout the project, MCP is accountable to the County to provide regular progress reports documenting open and closed issues. MCP assists the County by managing project scope schedule and budget to achieve the desired results.

MCP develops a project charter that encompasses all aspects of budgeting, scheduling, stakeholder accountabilities, monitoring, controlling, and change management through project closure.

MCP supports the County by performing vendor coordination efforts including scheduling, shipping and storage, installation, systems integration, burn in, acceptance test planning, acceptance, and training. This is accomplished by working with the County’s designated Construction Manager and General Contractor to coordinate facility readiness milestones with all aspects of systems procurement. MCP documents and communicates each aspect of the coordination efforts and status to all parties for alignment and successful completion with PAST. MCP constantly updates PAST with regular reviews at project progress meetings.

- b. Consultant prepares and monitors “punch lists” for the County identifying issues and problems that need to be resolved. With any project of this nature, issues are confronted during implementation that will need resolution before systems/equipment can be tested and/or accepted. Consultant identifies and tracks these issues for the County as a means of providing an accurate status of the project’s progress and potential delays. These “punch lists” help drive periodic status meetings during the project. Consultant conducts a final on-site punch list review and sign-off to indicate that documented deficiencies for each system have been corrected.**

Response: MCP concurs with this requirement and is committed to developing the required punch lists. PAST serves as the proper tool for developing and maintaining all open issues, target dates, and accountable party(ies). It also serves to document closed issues. PAST is referred to daily and

recalibrated as often as necessary to keep project issues current. It serves as the agenda for daily activities (the to-do list) of MCP and responsible stakeholders. It is also reviewed and updated at each project progress meeting. To be clear, PAST serves as a mechanism to track and document all activities for the project at large but also for each task and subtask element of the project.

MCP also develops individual acceptance test plans for each system and documenting all action items, updates, accountable parties, due dates and results, via PAST.

- c. Consultant assists the County staff to develop program operations migration strategies for implementation of the new systems to attain full functionality with minimal impact upon operations. The migration plans will incorporate human, technology, and operational factors to maintain delivery of service to the public and emergency providers. In all phases of this project, Consultant works closely with the DPS Staff and the County to minimize any negative impact upon the system stakeholders.**

Response: MCP serves the County by developing the operations migration plan in a logical sequential manner. This starts with the initial project plan and schedule by developing a procurement schedule around the construction schedule for the new facility. MCP seeks to determine the most accurate date possible for system install based upon the new facility readiness date. By establishing that date, MCP works with the County to define the critical path for procurement of systems including scheduling procurement through available contract opportunities; i.e., state contracts, GSA, etc., versus competitive procurement through RFP and bid releases through the County. MCP recognizes the unique scheduling requirements for each system and subsystem and prepares the schedule for the County to coincide with facility readiness.

MCP also develops the schedule for post-facility readiness. This schedule includes system and subsystem install, acceptance testing, acceptance, and training (user, administration, maintenance). MCP develops the cutover plan by incorporating all elements of the systems and subsystems into PAST. Prior to cutover:

- Systems and subsystems at the new site have been verified through acceptance testing as operational with network connectivity in place.*
- Staffing and scheduling of operational positions is coordinated with the County.*
- Systems and network cutover for call receipt, processing and dispatch is coordinated with CenturyLink, system vendors and the County.*

This task, as with many others, requires an extraordinary commitment to communicating.

Individual task and subtask assignments are captured and tracked through PAST and reviewed prior to cutover.

This task, as with many others, requires an extraordinary commitment to communicating by and between MCP, the County, the Facility Construction Manager, individual vendors, contractors,



maintenance staff, etc. MCP is familiar with these requirements and commits to performing to the County's satisfaction.

- d. Consultant assists the County staff with the development and review of subsystem connectivity of all appropriate compatible components. Full integration and connectivity are critical to the operations of the system components.**

Response: MCP concurs with the need for systems to be highly integrated and easily interoperable. MCP has extensive experience with the integration of critical PSAP equipment, having designed and provided

implementation oversight for over 200 PSAPs. The relocation of a PSAP requires detailed knowledge on the individual PSAP goals and challenges, as well as technical knowledge of legacy network interfaces and protocols and emerging protocols that are currently under development by the leading 9-1-1 equipment manufacturers. Our efforts include assessing and documenting infrastructure requirements for connectivity, cabling, power, grounding, etc. We perform document review of vendor install and migration to confirm readiness prior to cutover.

Our efforts include assessing and documenting infrastructure requirements for connectivity, cabling, power, grounding, etc.

MCP has extensive experience with the local and national CenturyLink team, as well as multiple equipment and service providers. The experience is of great assistance in the development of a detailed migration plan. MCP's PSAP/EOC equipment and network design support include conceptual design, bandwidth sizing, scaling and interface knowledge for both the older time division multiplex 9-1-1 central automatic message accounting/automatic location identification (CAMA/ALI) networks, as well as Internet Protocol (IP) network transports such as multiprotocol label switching (MPLS) and Next Generation (NG) 9-1-1 Voice over Internet Protocols (VoIP), Radio over Internet Protocols (RVoIP) and Session Initiated Protocols (SIP).

MCP anticipates all PSAP systems connected by local area network/wide area network (LAN/WAN) are inclusive in this effort. We recognize the need to potentially incorporate County LAN, State NCIC/CLEAN, JNET Emergency Management, security networks, networks serving the PSAP and EOC, logging, CAD, RMS, resource management, etc.

MCP anticipates working with Alcatel to ensure a comprehensive plan for relocation and cutover of microwave connectivity.

Migrating a PSAP and an EOC to a new location is far more complex than replacing a single system. Our extensive, "well rounded" experience is fully utilized.

Specific Task Three: MCP Responsibilities

- *Prepare and maintain schedule with PAST for installation, testing, training and commissioning of systems*

- Prepare documentation of procured systems status for shipping, storage, install through commissioning
- Maintain project punch-lists through PAST for issue tracking and resolution
- Develop and manage the program operations cutover to the new facility
- Document, track and report on system and subsystem connectivity

Specific Task Three: County Responsibilities

- Review and approve systems install through testing and training scheduling
- Make staff available for training
- Accept and approve resolution of punch list items
- Approve cutover schedule

Specific Task 4—Test and Acceptance

Consultant works with the County in developing, staging, and documenting formal functional, reliability, and acceptance testing for system implementation and integration of subsystems.

- a. Consultant evaluates vendor proposals and makes recommendations for the process of system acceptance testing and works with vendors to schedule and perform acceptance tests.**

Response: MCP works with the County to develop a test plan for individual vendors based upon contractual agreements between the County and the vendor(s). Such test plans are developed based upon the contracted scope for system performance compliance as required by contract. MCP communicates the project critical path to the vendors and works with the vendors throughout the procurement cycle to develop a coordinated schedule for testing and acceptance. Test plan scheduling, punch-list requirements, action items, etc., are captured via PAST and circulated among all stakeholders.

Test plans are developed based upon the contracted scope for system performance compliance as required by contract.

MCP anticipates participating with and/or on behalf of the County for system acceptance testing and recommending approval or disapproval of systems based upon observable results.

- b. Consultant assists the County in establishing local testing of project components leading to acceptance for each of the subsystems. System reviews are conducted utilizing agreed upon performance-based criteria.**

Response: MCP provides support to the County by providing on-site testing against established acceptance criteria. The performance criteria are benchmarked, incorporated into PAST as punch-list items and tested individually for compliance. All testing is documented and captured via PAST.

- c. Consultant documents test results and recommends system acceptance to the County when all specification requirements are satisfied and all known deficiencies have been addressed. The recommendation for system acceptance is delivered as a letter, and a formal presentation will be delivered to the County that documents the status of the project and makes the appropriate recommendations.**

Response: MCP supports the County with documentation of all testing process, punch-list items, scheduling, acceptance, etc. The PAST tool is used to capture and document all system requirements and testing outcomes. Upon vendor compliance with contracted performance requirements, MCP develops a recommendation to the County in writing for acceptance. Likewise, system performance deficiencies are documented with action items for successful completion.

MCP supports the County with documentation of all testing process, punch-list items, scheduling, acceptance, etc.

MCP prepares a formal presentation to the County documenting project progress along with recommendations for advancing the project to successful conclusion.

Specific Task Four: MCP Responsibilities

- *Develops system and subsystem contract compliance acceptance testing processes*
- *Schedule acceptance testing*
- *Perform and document acceptance testing*
- *Recommend resolution and/or acceptance for each system and subsystem*

Specific Task Four: County Responsibilities

- *Approval of test processes*
- *Assist MCP with defining County-desired performance criteria*
- *Attend final acceptance test*

Specific Task 5—Other Services

Consultant attends meetings, provides reports, represents DPS, and provides other technical support as required.



Response: MCP supports the County with attendance at project meetings. MCP is prepared to develop meeting agendas and minutes. MCP also prepares, maintains and continually recalibrates PAST for comprehensive project tracking. PAST is shared with the County and other stakeholders at the direction of the County.

MCP provides the County with relevant reports documenting schedule compliance, project activities, milestones, deliverables and pending issues. MCP uses PAST as the preferred reporting tool, unless directed otherwise by the County.

As noted earlier in this proposal, MCP seeks to acquire a “letter of agency” authorizing MCP to act on the County’s behalf with appropriate constraints.

Specific Task 5a Optional services

MCP provides support for all aspects of public safety and emergency management technology. Our staff has extensive experience and expertise with public safety grade networks, applications, hardware, equipment and operational integrity.

MCP can provide the County with additional procurement support by offering contract negotiation services with vendors following recommendation for selection. These services include negotiation for scheduling, price, systems performance, features, functionality, integration and maintenance/service requirements for incorporation into the vendor contract with the County.

MCP provides support for standard operating guidelines development, review, quality assurance etc. With migration to a new operations center and new technologies, SOGs may be impacted. To the extent that modification, updates and creation of call taking, dispatch, and administrative guidelines are required, MCP is available to support the effort.

Next Generation services are offered by MCP to advance the capability of the County to receive 9-1-1 voice and data from non-traditional telecommunications devices. Our services include planning, design, procurement, project management, testing, training and acceptance.

Specific Task Five: MCP Responsibilities

- Meeting agenda and minutes preparation and distribution*
- PAST updates*

Specific Task Five: County Responsibilities

- Acceptance of documents provided prior to distribution*
- Letter of agency*



SCOPE OF WORK PROJECT #4 – ARMSTRONG COUNTY, PENNSYLVANIA

STATEMENT OF WORK OUTLINE

MCP has been asked to provide Armstrong County with management services of the overall public safety program, comprised of multiple projects, each geared toward improving an aspect of the program. Armstrong County is embarking on an ambitious program to install broadband fiber network interconnectivity, upgrade radios communications and associated infrastructure, integrate public safety systems with the enhanced communication systems, maintain staff performance throughout the changes and train staff on the new systems.

This outline describes the list of services MCP can provide as part of a comprehensive program management package, providing planning, control and execution oversight of all sub-projects within the program.

1. Major Deliverables
 - a. Project Management
 - i. Coordination issues
 1. Inter- and Intra-county
 2. Region 13
 3. Vendor
 - b. Project Planning
 - i. Broadband project
 1. Fiber
 2. Microwave
 - ii. Radio project
 1. Construction
 2. Connectivity
 3. Change Management
 - iii. Operations planning
 - c. Acceptance Test Plans
 - i. Broadband
 - ii. Radio
 1. Shelters
 2. Tower
 3. Connectivity
 4. Coverage
 5. Inventory and infrastructure
 - iii. Emergency Operations Center
 1. System Readiness
 2. Administrative staff readiness
 3. Operational readiness 24x7



- d. Implementation Control
 - e. Mentoring/Coaching
 - f. Go-Live Support
2. Project Initiation and Planning—for each sub-project in the County’s overall program:
- a. Establish the Project Charter
 - Define “success” for each sub-project; what are the objectives; who are the stakeholders; what are the required outcomes
 - b. Develop Preliminary Project Scope Statement
 - Define the scope of activities to be performed under each sub-project
 - c. Project Kick-Off
 - Conduct an initiation kick-off meeting for each sub-project to ensure alignment on the desired outcomes, the schedule and the anticipated costs
 - d. Develop Project Management Plan
 - i. Scope Planning & Definition
 - ii. Create Work Breakdown Structure (WBS) outlining the key ‘packages’ to be completed as part of the scope
 - e. Integrate time/resource management
 - i. Task Definition
 - ii. Task Sequencing
 - iii. Task Resource Estimating
 - iv. Task Duration Estimating
 - v. Schedule Development
 - f. Integrate Cost Management
 - i. Cost Estimating
 - ii. Cost Budgeting
 - g. Quality Planning—establish functional/operational requirements and thresholds
 - h. Human Resource Planning—what are the impacts on staff from the project(s)
 - i. Communications Planning
 - j. Risk Management Planning
 - i. Risk Identification
 - ii. Qualitative Risk Analysis
 - iii. Quantitative Risk Analysis
 - iv. Risk Response Planning
 - k. Plan Purchases and Acquisitions—document requirements
 - l. Plan Contracting—procurement strategies
 - m. Consultant Responsibilities
 - i. Project Communications with
 - 1. Customer PM: _____
 - ii. Monthly Status Reports
 - iii. Conference Calls
 - iv. Manage/coordinate efforts
 - v. Coordinate delivery—hardware, software, services
 - vi. Project Plan in MS Project
 - vii. Resolve deviations from Project Plan



- viii. Status Reports to Customer PM
- ix. Project issue list
- x. Administer Change Orders
- xi. Acceptance Test Plan
- n. Customer PM Responsibilities
 - i. Liaison—Consultant::Customer
 - ii. Provide information, data, decisions and approvals w/n timeframes
 - iii. Coordinate resources
 - iv. Make subject matter experts (SMEs) available
 - v. Designate point of contact (POC)
 - vi. Resolve/escalate issues
 - vii. Attend meetings
 - viii. Resolve deviations from Project Plan
 - ix. Administer Change Orders
- 3. Project Execution and Control
 - a. Direct and Manage Project Execution
 - b. Monitor and Control Project Work
 - c. Integrated Change Control
 - d. Perform Quality Assurance
 - e. Assemble Project Team – Consultant & County participants
 - f. Develop Project Team – build cohesion
 - g. Manage Project Team
 - h. Manage Stakeholders
 - i. Information Distribution - communicate
 - j. Scope Verification
 - k. Scope Change Control
 - l. Schedule Control
 - m. Cost Control
 - n. Perform Quality Control
 - o. Performance Reporting
 - p. Risk Monitoring and Control
 - q. Implementation Services
 - i. Systems Procurement
 - 1. Solicit Seller Responses
 - 2. Select Sellers
 - 3. Contract Administration/Negotiation
 - 4. Procured by County; managed by Consultant
 - ii. System Delivery and Installation Services
 - 1. Phase I—Staging, Pre-delivery Oversight
 - 2. Phase II—System Delivery and Acceptance
 - r. EOC transition planning, coordination, scheduling, execution
 - s. On-site migration execution
 - t. Educational Services



- i. Staff Mentoring/Coaching—Consultant training on operations impact and industry practices
 - 1. Consultant Responsibilities
 - a. Coordinate schedule
 - b. Ensure connectivity
 - c. Train staff
 - d. Provide 'vision'
 - 2. Customer Responsibilities
 - a. Coordinate schedule
 - b. Designate personnel
 - c. Ensure attendance
 - d. Provide agency-specific policies/procedures
 - e. Provide facility
 - ii. Go-Live Support—live implementation of systems
 - 1. Consultant Responsibilities
 - a. Coordinate schedule
 - b. Designate personnel for: prep, go-live, support
 - 2. Customer Responsibilities
 - a. Coordinate schedule
 - b. Designate personnel
 - c. Designate personnel for support
 - u. Acceptance Testing Procedures
 - i. Function Testing
 - 1. Consultant Responsibilities
 - a. TBD as part of ATPs
 - 2. Customer Responsibilities
 - a. TBD as part of ATPs
 - ii. Reliability Testing
 - 1. Consultant Responsibilities
 - a. TBD as part of ATPs
 - 2. Customer Responsibilities
 - a. TBD as part of ATPs
 - v. Project Control
 - i. Project Communication
 - 1. Consultant Responsibilities
 - 2. Customer Responsibilities
 - ii. Change Management Process
 - iii. Risk Management Process
 - iv. Conflict Management Process
 - v. Scope Management Process
4. Program Close-Out
- a. As-built documentation
 - b. Sustainable processes



SOW PROJECT #5 – ROCKINGHAM COUNTY, NORTH CAROLINA

5.3 Proposer Solutions

5.3.1 – Describe your firm’s experience in analyzing, evaluating, and developing plans for emergency services dispatching systems and organizations. Provide firms location(s) from which services will be provided to RCEC.

MCP Response:

MCP understands and complies.

The current RFP for 911 Public Safety Answering Point Consulting Service calls for the selected consultant to manage a turn-key solution for the design, construction, migration and implementation of this new consolidated PSAP located in Wentworth, North Carolina, on County owned property.

MCP serving as the project’s Program Manager will facilitate a smooth transition into this new facility for all of the existing agencies and transitioning personnel. The overall goal of this project includes fifteen (15) specific objectives identified by the stakeholders. The overall goal of PSAP consolidation is to improve the delivery of emergency service to the citizens and visitors of Rockingham County.

MCP has worked with multiple jurisdictions to identify the most appropriate plan by conducting joint programming studies to determine the cost and strategy for constructing a new PSAP that would integrate public safety functions. MCP has prepared the necessary RFP’s for our clients to solicit those other consultants to include architects, engineers and technology vendors. MCP has led the implementation of the approved plan as well as bid, award and overall management of the project through coordination of the project team members on behalf of the client. These services included coordination of facility design, systems and telecommunications technology, migration of staff and assistance to the PSAP leadership in the transition of the project. MCP’s leadership will result in the development of an overall plan, budget and schedule for all facets of the project through tying together all of the components necessary for a successful consolidation.

The projects included in this submission reflect our ongoing experience in analyzing, evaluating and developing plans for emergency services dispatching systems as well as implementing these plans on behalf of our clients. These clients include both county governments and state agencies representing a depth and breadth of experience for Rockingham County’s project success.

The project team proposed for Rockingham County includes the most qualified staff from our Texas and Pennsylvania locations. In terms of providing ongoing coordination with Rockingham County, we have identified those personnel by assigning key staff for the following areas requiring coordination:

- Program Management Overall
- Project Management
- Facility Design



- Site Design / Preparation
- Technology Needs Assessment / Future Technology Trends / Implementation
- Space Planning
- Transport Networks
- IP Network
- Telephony
- Radio Network
- Server Systems
- Storage Systems
- Design / Bid / Construction Phases
- NC 911 Grant Compliance
- PSAP Migration / Consolidation

The MCP offices providing service to Rockingham County project are as follows:

920 W Southlake Blvd
Suite 120
Southlake, TX 76092

200 Innovation Blvd
Suite 205
State College, PA 16803

Phone: 888-862-7911
Fax: 814-217-6807

5.3.2 – Describe how your firm will address each of the contract requirements (Section 7) and criteria identified including the methodology your firm would employ to award contracts to subcontractors such as architectural firms, technology plans, and construction during their respective phases.

MCP Response:

MCP understands and will comply.

The MCP Program Manager will fulfill the contract requirements on behalf of Rockingham County as a Subgrantee for grant management of the PSAP Consolidation Grant awarded to the County by the NC 911 Board. MCP staff will also be attentive to additional grant opportunities on behalf of the County. To this end, MCP will provide grant management through our program management services to include:

7.1.1 Request to Subcontract Grant Management.

MCP as Program Manager will be subject to the conditions of the Rockingham County 911 Board Grant Agreement, 911 PSAP Consolidation Grant Policy's and Procedures as well as all

MissionCriticalPartners



local, state and federal laws and regulations pertaining to this agreement. MCP acknowledges Section 8.15 Grant Fund of the RFP and understands and will comply.

7.1.2 Program responsibilities.

MCP acting as the Program Manager will oversee all administrative aspects to include grant reporting, developing detailed timeline, bidding, coordinating with other contractors and subcontractors and the other grant requirements. The Program Manager will meet with the Purchasing Department or its designees and the three dispatch centers and conduct meetings sufficient to complete the project. This includes meetings with RCECGB or its designee regarding any and all needed information to advance this project. MCP will produce reports, schedules and detailed forecasts for the next three years for the RCEC to operate.

MCP will develop a Gantt chart identifying all aspects of the project to include grant, facility, site, technology, staffing and turnover/transitioning to the new facility. Each task will be superimposed in a project schedule reflecting a time span thru December 2014. These tasks will be assigned in a logical sequence with assignment of responsibility to MCP, contractors, subcontractors, vendors or the owner's responsible agent. The overall responsibility for project success will rest with MCP through the assigned Program and Project managers.

7.1.3 Minimum outputs, results, or service required.

MCP as Program Manager will conduct presentations and informal discussions with the RCECGB, the NC 911 Board and/or the Rockingham County Commissioner to facilitate the project. MCP will identify potential impediments and suggest solutions in concurrence with the RCECGB.

MCP's written and verbal reports will identify options for the County 911 Board to include a cost benefit analysis, an implementation plan for the selected option based on the prescribed criteria and goals listed in the RFP within this section.

7.1.4 Reports required from the successful proposer.

MCP as the Program Manager will comply with the reporting requirements of the Rockingham County 911 Grant Agreement, including Exhibit 2 referencing the reporting schedule within the Grant Agreement.

7.1.5 Prescribed activity.

MCP as the Program Manager will follow the provided reporting requirements and criteria except where mutually approved by MCP and the RCECGB.



7.1.6 Subcontractors.

MCP as the Program Manager will supervise contractor/subcontractor performance to include compliance with all terms and conditions of the Rockingham County 911 Grant Agreement and all applicable local, state and federal requirements.

5.3.3 – Program delivery – Outline the tasks your firm proposes to accomplish providing a detailed schedule, methodology and timeline for each task.

MCP Response:

MCP understands and complies.

MCP as Program Manager would apply the following methodology(s) to assist Rockingham County in program delivery. That which follows is a general outline of the tasks MCP proposes to accomplish.

OBJECTIVES

Create a reliable, flexible, state-of-the-art secure facility that transitions the three existing PSAPs into a consolidated new facility located on property owned by Rockingham County. This transition includes new integrated technology, personnel, grant compliance and conformance to minimum local, state and federal laws and standards. MCP proposes to complete the project at the most reasonable cost to the County by using “best practices” and utilizing a “best value” procurement strategy.

Scope Description / Technology

- Confirm the list of mission-critical technology-sensitive systems in coordination with the RCECGB
- Hold final decisions on mission-critical technology selection until as far along in the building design/construction process as possible to assure most-current applicable technologies are considered in decision-making
- Coordinate technology with the master project construction schedule
- Integrate technology considerations and requirements into the building design specifications
- Integrate technology systems in the building
- Conduct regular meetings with project stakeholders, document minutes and provide project updates on a regular (mutually agreed) schedule

Requirements

- Determine technical specifications for systems as outlined by MCP in coordination with PSAP staff and the RCECGB
- Develop procurement documents for systems as outlined
- Oversee the technology procurement process; review vendor responses; make award recommendations
- Coordinate technology implementation of building systems during Construction Administration
- Act as technology integrator for non-building and proprietary systems



- Provide for Program Management services for technology for the duration of the project
- Provide Schedule, Diagrams, Meeting Minutes, and Program Oversight Services
- Communicate Issues and track Action Items Deliverables

Approval Requirements

Activities will be coordinated with the RCECGB, PSAP staff and Rockingham County Government.

Acceptance Criteria

Acceptance of services will be subject to the 911 Grant requirements and the County.

PROJECT SCHEDULE

Milestones

Management of the technology aspects of the project will include:

- Those systems integral to the building
- Non-building systems that must be supported by the building systems

The non-building systems will, in turn, be segregated into:

- Non-proprietary systems that will be specified and released for competitive procurement
- Proprietary systems that will be procured for the new building

The major milestones of the facility, staffing and technology requirements are outlined below:

Project Initiation (Task 1)

During project initiation, all team members review project scope and contract documents to gain alignment on the responsibilities, deliverables and schedule for the project. Presentations and qualifying questions are prepared for the project kick-off. The list of stakeholders is reviewed, roles are outlined and the project plan is updated per final contractual specifications.

The project kick-off meeting concludes the initiation activities and prepares for the programming and schematic design stage. At the kick-off meeting, project objectives are reviewed with stakeholders, schedules are previewed, roles and responsibilities outlined and communication channels defined.

Programming/Schematic Design (Task 2)

The Schematic Design (SD) phase normally follows a consulting contract for “planning and programming” services, which results in the project program that is used as the primary basis of its design for this project. This project will start with the added task of development of short programming session(s) to further develop and finalize the project stakeholders as well as the building and technology components in a space planning exercise/deliverable.

Technology programming actions will develop the list of mission-critical, technology-sensitive systems in coordination with RCEC staff. Systems will be surveyed and categorized as “building” or “non-building.” Building systems will synchronize with the building programming activities. Mission-critical non-building systems will be incorporated into the programming and functionally documented, but their

procurement forestalled as long as possible, in coordination with the construction schedule. The delay will ensure that the latest applicable technologies are considered in decision-making. The goal is to provide for the most state-of-the-art facility as of its activation.

Schematic design will result in a "Basis of Design," providing criteria for the building floor plans, elevations and technology systems including such items as description of the system architecture, drawings, interoperability/interaction of systems, closet/distribution layout, cable routing, and design standard or rating of systems.

Subtasks:

5. Schematic Design
 - 5.1. Project Programming
 - 5.1.1. Stakeholder Interviews
 - 5.2. Standards Review
 - 5.3. Document Basis of Design
 - 5.3.1. Technology Surveys
 - 5.3.2. Prelim Design / Building & Site
 - 5.3.3. "AE Review, Baseline Requirements"
 - 5.3.4. Technology Scope Definition
 - 5.3.5. "Review, Schematic Design"
 - 5.4. Project Management
 - 5.4.1. Status Meetings
 - 5.4.2. Reports

Design Development (Task 3)

Continue to develop and deliver design documentation necessary for the new Consolidated 911 PSAP and related technology support spaces. This includes engineering and consultative design input for the building as well as the network, technology spaces, cabling and infrastructure that will be bid as part of the building. The design criteria for all communication systems are necessary to provide space planning, security, cable pathways, power, HVAC, etc., for the overall building design.

Efforts in the design development phase culminate in the preparation construction/design documents, including design submittals, building/system drawings, specifications, calculations, and other written matter to support the project.

Design development shall be staged to support a bid package strategy:

- Building systems – staged for development coincident with the building design
- Non-building systems – forestalled to coincide with building completion to ensure most-current technology

Subtasks:

6. Design Development
 - 6.1. Procurement Specifications
 - 6.1.1. Building Systems



- 6.1.2. Non-Building Systems
- 6.1.3. Proprietary/Sole-Source Systems
- 6.2. Bid/Procurement Budgets
- 6.3. Design Reviews
 - 6.3.1. Building Systems
 - 6.3.2. Non-Building Systems
 - 6.3.3. Proprietary/Sole-Source Systems

Construction Documents (CDs) (Task 4)

Documents suitable for release to bid for the building and related systems follow the design efforts of the step above. All documents let out to bid as part of the building are prepared and finalized. Actions will be to develop and document detailed technical specifications, procurement documents and/or Requests for Proposals (RFPs) that will meet the desired system performance levels.

Completed Construction Documents will consist of drawings, specifications and other documents necessary for full and complete bidding and construction of the project. Construction Documents will be reviewed at 50% and 95% of completion. Supporting documents include forecast estimates of project systems cost.

Subtasks:

- 4.1. Construction Documents
- 4.2. Project Management
 - 4.2.1. Status Meetings
 - 4.2.2. Reports

Building Bidding (Task 5)

Building bidding support efforts include scheduling pre-bid meetings, responding to bidder questions and issuing addendum/clarifications. Review all bid submission and make recommendations on award to the County.

Construction Administration (CA)/Technology Infrastructure/Systems Integration (Task 5)

During construction administration, technology support will comprise schedule updates and review of bid compliance for all components. Where required, reviews will include change requests or issue clarifications.

CA Support will include attending monthly construction/technology integration meetings. Issue/request review and response criteria include:

- Process submittals (within no more than 14 calendar days) and responses to requests for information (within no more than 7 calendar days)
- Coordinate the correction of discrepancies and errors in the Construction Documents

For non-building systems, integration support will include preparation of written responses to all requests for information (RFIs). Processing will include copies to RCEC for review and comment (if applicable). Addendum will be issued to update all documents to reflect building schedule and



estimated installation dates of equipment and technology. Drawings, schedule and scope will be completed for the technology packages.

Systems integrations support will entail documenting technical requirements, detailed procurement specifications, installation oversight, testing, acceptance, implementation, and cutover for the overall program and all individual electronic systems needed to support the Consolidated Dispatch Center.

Specifications – Develop and document detailed technical specifications, procurement documents and/or Requests for Proposals (RFPs) that will meet the desired system performance levels. Conduct thorough reviews of all responses to the RFP. Make a recommendation(s) for award to qualified suppliers, based upon the best solution offered in the responses with consideration for pricing, performance, maintenance and vendor past experience with similar applications.

Installation Oversight – Provide project oversight throughout the stages of circuit planning, equipment installation, equipment integration, labeling, documenting, cross connection to the public switched network, testing, system activation, training, warranty initiation and system acceptance.

Acceptance and Cutover – Coordinate and review all system as-built documentation, end-to-end test documentation and final acceptance criteria. Working closely with RCECGB and other stakeholders to develop and document final cutover criteria and planning documents, and schedules. Cutover activities shall be planned to achieve minimum disruption of overall operations.

Personnel / Staffing (Task 6)

Currently, with three operating PSAPs, each unit employs staff according to their current service requirements. The following summarizes staff compliments by PSAP:

- Rockingham County 911
 - PSAP Manager 1 person
 - FT 4 persons
 - PT 17 persons
- Reidsville Police Department
 - FTE 4 persons
- Eden Police Department
 - FTE 5 persons

The staffing level of the newly created RCEC is to be proposed by the selected consultant and will be subject to final approval by the RCECGB and the Rockingham County Board of Commissioners.

It should be noted that members of MCP's proposed project team visited each of the existing PSAPs, viewed their operations and interacted with dispatchers on duty prior to the release of this RFP.

The personnel phase of this project will evolve as the current configuration above begins to consolidate into one unified PSAP model. The current combined compliment of the existing PSAPs amounts to 14 FTEs and 17 PTEs.



The PSAP Director shall be an employee of Rockingham County and appointed and supervised by the Rockingham County manager subject to the rules and regulations of Rockingham County.

MCP has developed staffing plans in concert with shared services and consolidation projects and will assist the RCEC and its designee(s) in this important function.

5.3.4 – Detail your firms understanding of the challenges and barriers in completing this project and proposed approach to overcoming these barriers.

MCP Response:

MCP understands and complies.

The significant driving factor for a PSAP consolidation should be to improve delivery of emergency services. While cost savings may be a driving factor, it is important to manage expectations with realistic costs and a clear understanding where economies of scale may be realized – all going to improve the level of service to the citizens of Rockingham County.

The primary barrier to attaining success with similar initiatives relates to change. Change management requires extensive and constant communication with stakeholders. As the County’s Program Manager, MCP emphasizes a regular communications rhythm to provide information relative to program priorities, metrics and accountabilities. Our project team members have served in public safety roles as clients. That client side experience is focused upon achieving solutions that benefit the delivery of public safety service. The singular focus of the Mission Critical Partners team is to achieve mission critical program success for Rockingham County.

It is evident that there is a consensus on the buy-in from the three PSAP entities on this effort, and that a progressive approach will be taken by stakeholders to achieve the end result.

Ultimately, the citizens of Rockingham County will be the primary benefactors in the increase in of the level of care and practice resulting from the improvements to the delivery of public safety services achieved by the consolidation of the three PSAPs. MCP endeavors to seek success in mastering and meeting the goals of the RCECGB.

5.3.5 – Identify potential risk factors in completing this project and then identify methods for dealing with these factors.

MCP Response:

MCP understands and complies.

MCP utilizes a Risk Management process to anticipate, identify and address events or occurrences which, left unabated, could negatively impact the success of this project.



Description of the Process:

There are a number of risks that may have a negative impact on this project. Risks are defined as an event which will have a negative impact on the successful implementation of the project. Risk management involves the identification of potential risks and predicting the likelihood and consequences of the events occurring.

The MCP approach to risk management is to develop this risk management process, which includes the following components:

- Risk Identification
- Risk Analysis
- Risk Response
- Risk Monitoring and Control

Risk Identification

Risk identification includes identifying project risks and organizing them so that they can be properly analyzed. Risk identification is an ongoing process throughout the life of the project and the steps taken at the beginning of the project identify the risks that are known at that time. In addition, the risk identification and analysis is an interactive process. It begins with MCP identifying potential risks based on our experience with other similar projects and our knowledge of this project. The list is then refined by the project team, with items added from their perspective.

The project risks are categorized into the areas they are most likely to impact. It is possible for one risk to impact the project in multiple categories. The categories are:

- Communications
- Schedule
- Financial
- Technology
- Change Management
- Quality Assurance
- Security

Risk Analysis

The risk analysis process involves a quantitative determination of risk exposure. The Risk Management/Risk Mitigation Matrix is the quantitative initial risk analysis developed by MCP and will be modified based on the inputs of the project team. Each of the identified risks is analyzed and assigned a value for the following factors:

- Likelihood or Probability
- Severity or Impact

Each factor is assigned a value from 1 to 5, with five being the highest and one the lowest. The two values are then multiplied to yield a priority ranking. The priority scale ranges from 1 to 25.

Risk Response

Risks may be addressed in different ways. Each risk will be assigned an identifier. The action (such as acceptance, transfer, avoidance, or mitigation) planned to address each risk is based on the level of prioritization defined for the risk item. Descriptions of these risk response actions follow:

- Accept the risk, with no investment of effort or cost. This is appropriate when the cost of mitigating exceeds the exposure, and the exposure is acceptable.
- Transfer the risk to someone else, or agree to share the risk. If a customer or partner is better able to handle the risk, this is probably the most effective approach.
- Avoid the risk by funding and staffing the efforts to reduce the probability that the risk will become a problem. Such mitigation tasks might include providing additional staff to help in developing work-around plans, getting special training for members of the team, or completely removing the risk item from the project.
- Mitigate the risk by funding and staffing the efforts to reduce the loss associated with the risk should it become a problem. Examples might include keeping a backup local area network (LAN) operational during the deployment of a new network.
- Establish contingency plans for significant risks that cannot be mitigated or otherwise resolved. Risk mitigation, the work required to handle the risk, may be small or significant. In case, risk mitigation and cost assessment activities will be included in the project schedule. Contingency management, the additional work required to handle the risk, must be budgeted and planned if the contingency event or condition occurs.

Risk Monitoring and Control

Risk monitoring and control is the process of keeping track of the identified risks, monitoring the residual risks, identifying new risks, ensuring the execution of risk management plans, and evaluating the effectiveness of actions taken to reduce the risk. Risk tracking and control is an ongoing process for the life of the project. The risks change as the project matures; new risks develop, or anticipated risks disappear.

Good risk monitoring and control procedures provide information that assists with making effective decisions in advance of the risk's occurring. Communication to all project stakeholders is essential to periodically assess the acceptability of the level of risk on the project.

Risk Tracking

The purpose of risk tracking is to determine if:

- Risk responses have been implemented as planned.
- Risk response actions are effective as expected.
- New risk responses are needed.
- Project assumptions are still valid.
- Risk exposure has changed.
- A risk trigger has occurred.
- Proper policies and procedures have been followed.
- Risks have occurred or arisen that were not previously identified.



The project will employ periodic risk reviews as a part of its project management procedures. Generally, the risks will be reviewed in preparation for scheduled project meetings. Changes will be communicated to all project participants in conjunction with the project status reports.

Risk Reporting

Risk mitigation activities will be reported to the RCECGB in conjunction with the project meetings. For each mitigation action identified, the following will be reported where appropriate:

- Did the action start on the date planned?
- Was the action completed on the date planned?
- Was the amount of effort required consistent with the plan?
- Was the action effective?
- Future actions required?
- Risk status?

5.3.6 – Describe your experience working with professional entities, such as law enforcement, fire, and EMS services.

MCP Response:

MCP understands and complies.

MCP has extensive experience working with County Government and public safety agencies. Many MCP staff working this project have origins in Law enforcement, fire service, emergency medical services and/or Emergency Management. As the Rockingham County Program Manager we excel at having an intuitive understanding of the emergency communications requirements for ensuring the safety and well-being of the County first responder community.

In addition, the MCP employees assigned to this project collectively bring to the table the broadest body of knowledge that provides the foundation for all aspects of executive management, planning, design and implementation of an integrated PSAP through an overall coordinated approach. MCP will provide the leadership in concert with the proposed project team and stakeholders to assure project success and compliance with the Grant requirements.

5.3.7 – Describe site requirements, office space, or resources that Rockingham County will need to provide for your firm to complete this project.

MCP Response:

MCP understands and complies.

MCP serving as the County's Program Manager will need a standard size room (150-200 sq. ft.) with proximity to the County's point-of-contact for this project. If there is a designated location for the RCECGB meetings through the planning and design phases, this location would be preferable.

M

At such time as the proposed site has been prepared for construction activity, then relocation of the Program Management Team to the site is preferable. This is typically accommodated as part of the General Contractor's Bid and Award Package by specifying a construction trailer on site with utility hookups, power, heat and telephone services.

It is understood that Rockingham County will provide basic office equipment and multiple work stations at both locations. There will need to be multi-purpose use space for meetings of 5 to 10 persons throughout the project.

Boone County Purchasing



Melinda Bobbitt, CPPB
Director

613 E. Ash Street, Room 110
Columbia, MO 65201
Phone: (573) 886-4391
Fax: (573) 886-4390
E-mail: mbobbitt@boonecountymmo.org

July 31, 2013

Mission Critical Partners
Attn: Lawrence C. Bickford
Senior Vice President, Client Services
690 Gray's Woods Blvd
Port Matilda, PA 16870
e-mail: LawrenceBickford@mcp911.com

RE: Clarification and Best & Final Offer #1 to 28-23JUL13 – 911/Joint Communications
Consultant Services

Dear Mr. Bickford:

This letter shall constitute an official request by the County of Boone - Missouri to enter into competitive negotiations with your firm.

Your firm has been selected for interview.

Date: Friday, August 9, 2013
Time: 10:00 a.m. – 11:00 a.m. central time
Location: Boone County Purchasing
Boone County Annex
613 E. Ash Street, Conference Room
Columbia, MO 65201

In addition, the evaluation team would like for you to address the attached clarification questions in writing and also during your interview. Questions will be asked by our evaluation team throughout or at the end of your interview. If needed, we will have a laptop and projector available with Internet access. Besides myself, there will be up to six evaluation team members present.

The attached Clarification / Best and Final Offer Form includes any changes being made to the RFP as a result of this BAFO request. The Best and Final Offer Form must be completed, signed by an authorized representative of your organization, and returned with your detailed Clarification / Best and Final Offer response.

As a result of this request for Clarification / Best and Final Offer #1, you may now modify the pricing of your proposal and/or may change, add information, and/or modify any part of your proposal. Please understand that your response to this BAFO request **may be** your final opportunity to ensure that (1) all mandatory requirements of the RFP have been met, (2) all RFP


requirements are adequately described since all areas of the proposal are subject to evaluation, and (3) this is your best offer, including a reduction or other changes to pricing.

You are requested to respond to this BAFO by 4:00 p.m. August 8, 2013 by e-mail to mbobbitt@boonecountymo.org. I will distribute your written response to the evaluation team for their review prior to your interview.

You are reminded that pursuant to Section 610.021 RSMo, proposal documents including any best and final offer documents are considered closed records and shall not be divulged in any manner until after a contract is executed or all proposals are rejected. Furthermore, you and your agents (including subcontractors, employees, consultants, or anyone else acting on their behalf) must direct all questions or comments regarding the RFP, the evaluation, etc., to the buyer of record. Neither you nor your agents may contact any other County employee or evaluation committee member regarding any of these matters during the negotiation and evaluation process. Inappropriate contacts or release of information about your proposal response or BAFO are grounds for suspension and/or exclusion from specific procurements.

If you have any questions regarding this Clarification / BAFO request, please call (573) 886-4391 or e-mail Mbobbitt@boonecountymo.org. I sincerely appreciate your efforts in working with Boone County - Missouri to ensure a thorough evaluation of your proposal.

Sincerely,



Melinda Bobbitt, CPPB
Director of Purchasing

cc: Evaluation Team
Proposal File

Attachments: Clarification / Best and Final Offer (BAFO) Form #1

BOONE COUNTY - MISSOURI

**PROPOSAL NUMBER AND DESCRIPTION: 28-23JUL13 – 911 / Joint Communications
Consultant Services**

CLARIFICATION / BEST AND FINAL OFFER FORM #1

This Clarification / BAFO is issued in accordance with the Instructions to Offeror and is hereby incorporated into and made a part of the Request for Proposal Documents. Offeror is reminded that receipt of this Clarification / BAFO must be acknowledged and submitted on or before **4:00 p.m. August 8, 2013** by E-mail to mbobbitt@boonecountymo.org

I. CLARIFICATION – please provide a response to the following requests.

1.1. What does it mean that your scope and fee would not include a new radio system 800 MHz per page 56 of your proposal response?

1.2. Your proposal response provides a time-line but does not include a plan customized for the County that addresses the tasks listed in the RFP. Could you provide a more detailed outline for our specific tasks?

1.3. What type of hiring, governance, and grant services do you provide?

1.4. Page 25 of your RFP response states that “all individuals identified on the project team will work on a part-time basis.” The County has a concern if this is enough time to dedicate to our project. How often would you be onsite? Will a full-time project manager be assigned? Please provide additional detail and describe the Project Team’s availability onsite and remotely. How would the Project Team work with architects, contractors, vendors, etc during the construction phase?

1.5. Clearly explain what work will be done in the 38 hours projected for the architect RFQ and for the 20 hours projected for the General Contractor RFB.

In compliance with this BAFO request, the Offeror agrees to furnish the services requested and proposed and certifies he/she has read, understands, and agrees to all terms, conditions, and requirements of the RFP and this BAFO request and is authorized to contract on behalf of the firm. **Note:** This form must be signed. All signatures must be original and not photocopies.

Company Name: _____

Address: _____

Telephone: _____ Fax: _____

Federal Tax ID (or Social Security #): _____

Print Name: _____ Title: _____

Signature: _____ Date: _____

E-mail: _____



BOONE COUNTY, MISSOURI

**Request for Proposal #: 28-23JUL13
911/Joint Communications Consultant Services**

ADDENDUM #3 - Issued July 19, 2013

This addendum is issued in accordance with Request for Proposal number 28-23JUL13 requirements and is hereby incorporated into and made a part of the Request for Proposal documents. Offerors are reminded that receipt of this addendum should be acknowledged and submitted with Offeror's proposal response.

Scope of Work for the above noted Request for Proposal and the work covered thereby are herein modified as follows, and except as set forth herein, otherwise remain unchanged and in full force and effect:

I. The County received the following questions and is providing a response.

Question #1: We heard at the pre bid meeting that the Project Manager will be able to bid on the consultant work. A concern is that the PM firm will price this response very inexpensively and then write consultant RFP's that are crafted to help enable them to be awarded the design work and make up their costs. Has this been considered?

Response: Yes, this concern has been considered. The County will navigate through these concerns via the required disclosures portion of the RFP responses. All affiliated entities will need to disclose that affiliation and any other potential source of conflict of interest.

Question #2: During the design phase, what is the approval process for decisions for the project by the County's stakeholders? Is there a single approval entity, or do multiple entities/boards have to approve decisions? Is there a maximum time frame to be expected for these approvals?

Response: There is a single approval entity, which will be the Boone County Commission. The County Commission has superintended many capital projects and will be able to timely respond to requests for approvals during the design process.

Question #3: What is the selection process for the RFP responses? Who comprises the selection committee?

Response: The selection process for this RFP is outlined under section *VIII. Selection Process* on page 11 of the RFP. There will be five to six members on the evaluation team, selected from the user agencies (i.e. Boone County, City of Columbia,).

Question #4: You ask for the fee amount for each task to be broken out, does this infer that you may remove selected tasks from the scope of work?

Response: The County recognizes that different vendors will have different approaches to each portion of the scope of work, and the requested response is intended to provide insight into the vendor's views of what

is included in the scope of work and what would be special project work. It is possible that the County will remove selected tasks from the scope of work if it is determined to be in the County's best interest to do so.

Question #5: The RFP asks for potential reimbursable costs to be itemized and included as an all-inclusive amount. What items do you consider reimbursable vs. needing to be included in the fee amount?

Response: The County is seeking clarity on the classification of these costs from the vendor responses. If there is a lack of uniformity in what is considered a reimbursable cost versus what is included in a flat fee, the County anticipates it will negotiate further to reduce a mutually-agreeable solution in writing.

Question #6: Will you list the names of the firms that have requested the RFP?


Response: The attendee list from the pre-proposal conference was included on Addendum #2. No other list will be distributed.

Question #7: Will notes from the pre-bid meeting be published?

Response: All questions asked from the pre-proposal conference were included on Addendum #2.

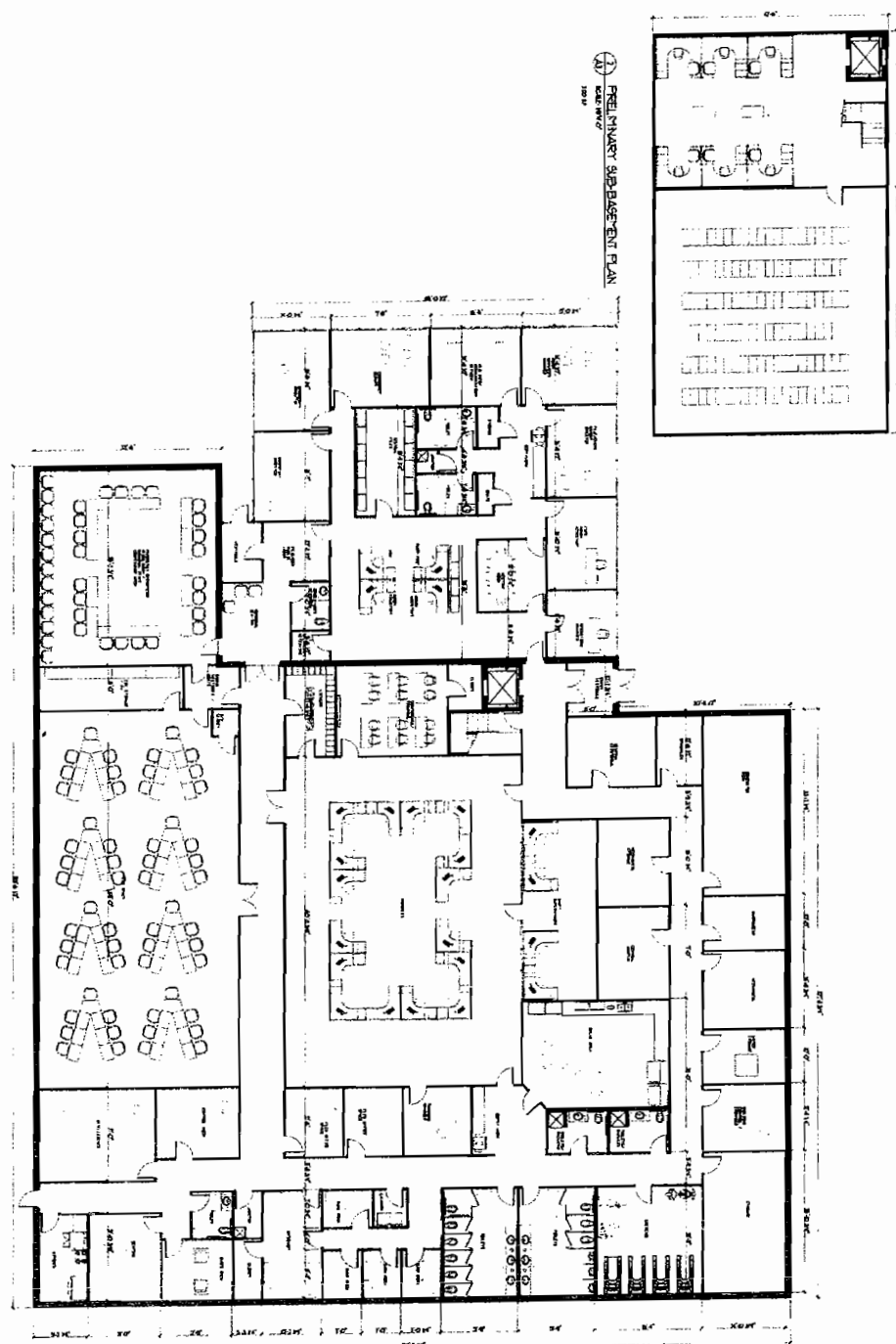
Question #8: It was mentioned that you have a preliminary rendering / drawing of the building as prepared for the voters on the tax increase. Can we get a copy of this drawing?

Response: See attached. The drawings were concept drawings only. The final design will be the responsibility of the architectural team hired for the project.

By: 
Melinda Bobbitt, CPPO, CPPB
Director of Purchasing

OFFEROR has examined copy of Addendum #3 to Request for Proposal # 28-23JUL13 – 911/Joint Communications Consultant Services receipt of which is hereby acknowledged:

Company Name: _____
Address: _____
Phone Number: _____ Fax Number: _____
E-mail address: _____
Authorized Representative Signature: _____ Date: _____
Authorized Representative Printed Name: _____



PRELIMINARY PLAN
DATE: 11/13/13

PRELIMINARY SUB-BASMENT PLAN
DATE: 11/13/13

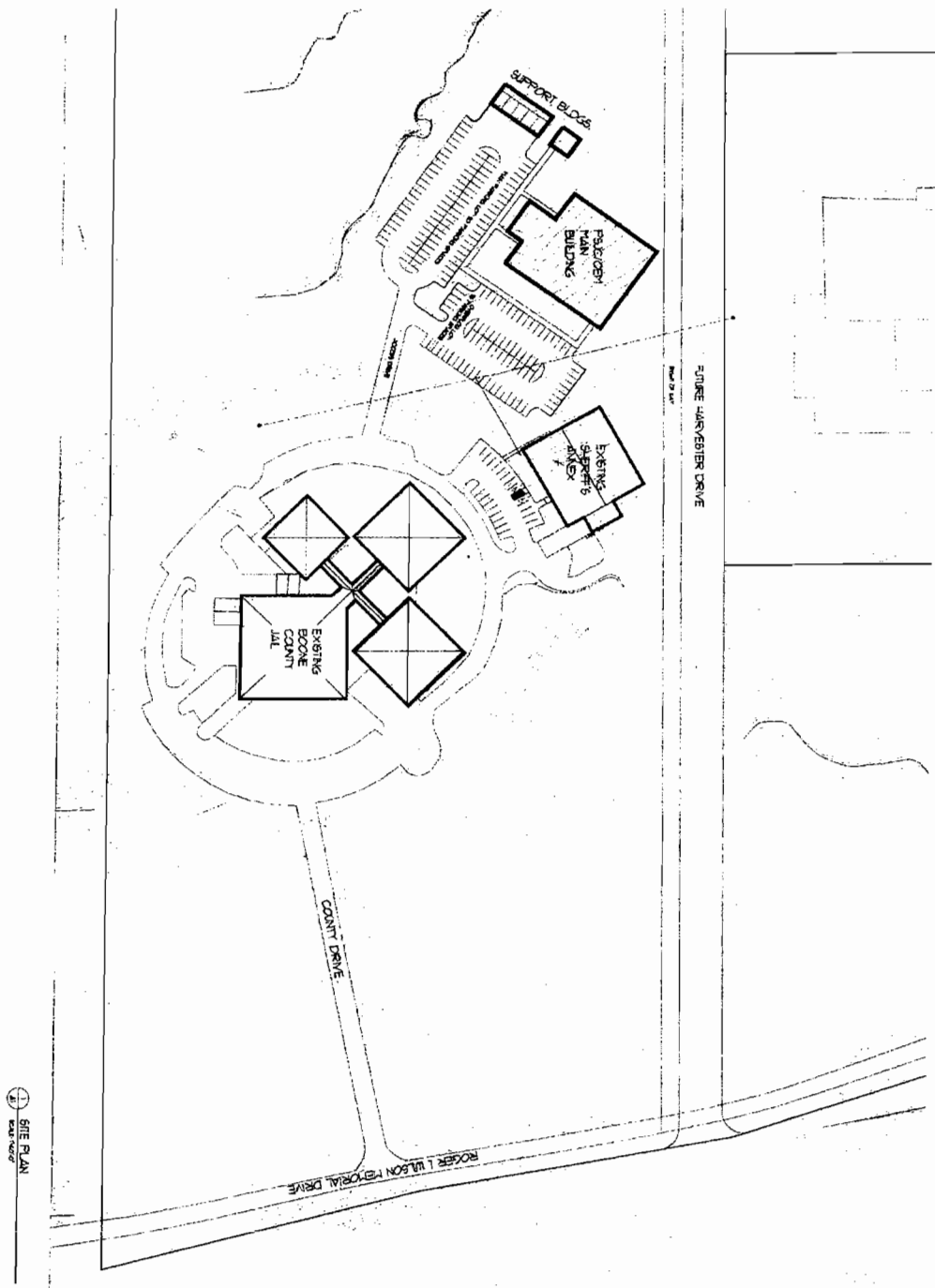


BOONE COUNTY PSJC / DEM FACILITY
 1100 S. MAIN ST. BOONE, MO. 64601
 BOONE COUNTY PSJC / DEM FACILITY

SIMON ASSOCIATES INC.
 1100 S. MAIN ST. BOONE, MO. 64601
 1100 S. MAIN ST. BOONE, MO. 64601

DATE: 11/13/13





① SITE PLAN
SCALE: 1/8" = 1'-0"



BOONE COUNTY PSJC / O&M FACILITY
 BOONE COUNTY PSJC / O&M FACILITY
 BOONE COUNTY PSJC / O&M FACILITY

SIMON ASSOCIATES INC.
 ARCHITECTURE
 11 South Oak Street, Suite 1000, Boone, NC 28608 Phone: 828-261-1010 Fax: 828-261-1017





BOONE COUNTY, MISSOURI

**Request for Proposal #: 28-23JUL13
911/Joint Communications Consultant Services**

ADDENDUM #2 - Issued July 16, 2013

This addendum is issued in accordance with Request for Proposal number 28-23JUL13 requirements and is hereby incorporated into and made a part of the Request for Proposal documents. Offerors are reminded that receipt of this addendum should be acknowledged and submitted with Offeror's proposal response.

Scope of Work for the above noted Request for Proposal and the work covered thereby are herein modified as follows, and except as set forth herein, otherwise remain unchanged and in full force and effect:

I. The County received the following questions and is providing a response.

Question #1: If we respond to and win RFP 28-23JUL13 – 911 / Joint Communications Consulting Services, would that preclude us from responding to the upcoming RFPs associated with this project?

Response: The RFP requires disclosure under Section VII. Specifically as follows:

1. Disclose any potential conflicts of interest. Disclose any relationship with relevant vendors, including technology, radio and communication systems, or professional consultants, such as architects or general contractors. This includes, but is not limited to, a direct business relationship or marketing agreement.

Additionally, #3 of Section VII states:

3. Disclose if any member of the Project Team anticipates responding to any of the RFPs outlined in the proposal.

The intent was to not make a predetermination of ineligibility based on a potential conflict, but instead to take that information into consideration along with all of the other factors in the RFP responses.

Question #2: As you change personnel from City to County, is there any governance we need to include?

Response: The County does not need guidance with bringing the personnel from the City to the County. The County Commission will be administrative authority over 911/Joint Communication and the Office of Emergency Management, so the governance structure has been determined. In Section III.9, the Scope of Work includes recommendations on best practices, operational improvements, operating procedures and any other recommendations the Project Team has to help ensure the successful operation of the new facility. This would not include employee benefits.

Question #3: Has a concept of operations been started? Such as the way you are going to operate with your new consolidated group?

Response: There will be one administrative authority, the Boone County Commission. Exhibits 3 and 4 include proposed organizational charts for 911/Joint Communications and the Office of Emergency Management. If you have any recommendations for the daily operations structure, that may be included in your RFP response.

Question #4: The link in the RFP for the Blue Ribbon Report did not work.

Response: That report may be accessed by going to www.showmeboone.com, then select *911 Advisory Board Report* (in the bottom right of the County's homepage).

Question #5: Describe the existing radio system in place.

Response: A description of the existing radio system is provided in Exhibit 1 of the RFP (page 26). The system uses contemporary, latest version RF and simulcast control equipment. All of the RF equipment used in City of Columbia and Countywide systems has been replaced as part of a recent Radio Improvement Project

Question #6: The proposed timeline is too ambitious and probably needs to be adjusted.

Response: Section VI.5 asks respondents to comment on the proposed timeline and to describe in the RFP response any changes to the proposed timeline. The County realizes that the timeline may need to be changed. The County's goal is definitely to have the facility complete, fully operational and occupied by December 2015.

Question #7: Has a preliminary drawing already been done?

Response: A concept was completed to present to the voters that showed preliminary drawings, with a 20,000 square foot floor plan and 4,000 square foot server room. The County seeks proposal responses from this RFP that make these recommendations to guide the architect specifications.

Question #8: Was a space analysis done to get the square footage?

Response: Yes. A Space Needs Assessment was prepared by Brinkley Sargent Architects in December, 2012; Offerors will need to evaluate this as part of the project. Additional space in the Press Conference Room may be desirable. Other County offices may use the server room for data storage, and it might eventually become the primary data center for the County.

Question #9: Will there be any public involvement with public presentations/forums? Please confirm the number of meetings expected for the consultant to attend as part of public outreach.

Response: The County will take care of informing the public, but may need the Project Team to be available. We do plan to keep the public informed and we are creating a web site for that purpose. The number of meetings will vary based on public and County need. It is anticipated that the County will direct and lead public outreach efforts, with the Project Team contributing as requested.

Question #10: The project timeline lists November 2013 for issue of the bid for the general contractor. Can we negotiate rather than bid?

Response: The County will issue a RFB once a clear scope of work has been created.

Question #11: Can we pre-qualify contractors?

Response: That is not the standard practice of the County. If your recommendation is a prequalification requirement, we would be open to considering that and discussing further at a later date.

Question #12: Are you locked into your frequency band?

Response: At present, the central portion of the state of Missouri is de facto VHF high band (150MHz-170MHz range). Current radio operations of public agency entities throughout Boone County are in VHF high band. Prescribed radio operations for statewide mutual aid responders are focused in VHF high band. The state of Missouri MOSWIN radio system also operates in VHF high band. Radio system operations of contiguous county emergency providers operate in VHF high band. As such, the focus of system development in Boone County (and the City of Columbia) has been focused in VHF high band.

Question #13: Does the County have a home base where the project management team can operate out of?

Response: Office space and conference rooms can be provided.

Question #14: Are you considering using the existing facility at all?

Response: No

Question #15: Do you have plans for a back-up site? Please confirm if there any associated scope of work associated with the secondary EOC that is not already identified in the RFP.

Response: Joint Communications presently has a small backup center in place. Relocation will be necessary. The County has real property throughout the County and the Project Team may explore what property we have currently that could be used for a back-up location. There is no predetermined scope of work associated with a secondary 911/dispatch location other than what is stated in this response.

Question #16: Is the Project Team expected to perform due diligence of the existing site with an environment report including a site survey, geotechnical report (soil borings), and Phase 1 environmental— are all of those reports necessary?

Response: The County recently constructed the Sheriff's Annex on an adjacent site and the work done in connection with that project may be transferable. The Consultant should anticipate verifying the work that was done and making appropriate recommendations for any additional work needed for the construction site.

Question #17: Do you anticipate the current equipment will need to be upgraded before the project completion date of December 2015?

Response: Our goal is to just provide upkeep to the existing equipment throughout this project, not spend money on upgrades that may not be in the final plan. The awarded Project Team will be proposing which existing equipment can be integrated and will identify what cannot be integrated. Equipment in the existing facility that serves a function that will continue in the new building may be considered for upgrade.

Question #18: Please confirm where the draft building schematic site plan exists within the available documentation: RFP document or the Final Report of the Blue Ribbon Panel. If the plan does not exist within these documents, can it be made available?

Response: The draft building schematic site plan used for the ballot proposal is available upon request in the Boone County Commission Office, 801 E Walnut, Room 333, Columbia, MO; Phone: (573) 886-4305.

Question #19: Please confirm that the analysis and expansion of the existing County-wide radio system is part of this scope of work.

Response: Analysis, potential expansion and potential improvement of the existing County-wide radio system is part of the scope of work, as well as issuing and evaluation an RFP for a radio consultant, as needed.

Question #20: Please confirm the anticipated Notice to Proceed is scheduled for 9/1/13.

Response: The County's goal is for the Notice to Proceed to be issued in early September, and this may change as the RFP evaluation process occurs.

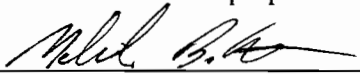
Question #21: Please confirm that decommissioning of the existing location is not in the scope of work. Please confirm that the existing equipment is to remain in the existing facility.

Response: Full decommissioning of the current 911/Joint Communication facility is not within the scope of work. However, if there is technology or equipment from the existing facility that can be transferred to the newly built facility, the County would want that analysis and recommendation, with the Project Team implementing that transfer.

Question #22: Please confirm if the user agencies and stakeholders are those as identified in the Final Report of the Blue Ribbon Panel and will be interviewed as part of the due diligence effort.

Response: We would expect our awarded Project Team to interview the 13 user agencies at the beginning of the project to ensure that we are consistent in our approach and get their input so their needs will be satisfied in an economical way. There are 13 user agencies serviced by 911/Joint Communications: Boone County Sheriff, Ashland Police, Columbia Police, Centralia Police, Hallsville Police, Sturgeon Police, MU Police Department, Centralia Fire, Columbia Fire, Boone County Fire Protection District, Southern Boone County Fire Protection District, University Hospital Ambulance, and Boone Hospital Ambulance

II. Pre-Proposal Sign-in Sheet – is attached and being provided for informational purpose.

By: 
Melinda Bobbitt, CPPO, CPPB
Director of Purchasing

OFFEROR has examined copy of Addendum #2 to Request for Proposal # **28-23JUL13 – 911/Joint Communications Consultant Services** receipt of which is hereby acknowledged:

Company Name: _____
Address: _____

Phone Number: _____ Fax Number: _____

E-mail address: _____

Authorized Representative Signature: _____ Date: _____

Authorized Representative Printed Name: _____

Pre-Proposal Sign In Sheet
28-23JUL13 – 911/JOINT COMMUNICATIONS CONSULTANT
SERVICES

	Representative Name	Business Name	Telephone Number
1.	Melinda Bobbitt	Boone County Purchasing	573- 886-4391
2.	Amy Drag ^{attached by phone call}	ERP Corp	609-409-7478
3.	Les Zuckera	WCC	314 993-7070
4.	Jerry Chervitz	WCC	314-993-7070
5.	Larry Rickford	Mission Critical Systems	814-242-7439
6.	Tim Worth	Buscom Inc	314-567-7755
7.	Deb Renick	Treanor Architects	816-221-0900
8.	Lori Kibler	L.R. Kimball	573 855 4589
9.	DAN GETTEMSEIER	ALPHA CON SERVICES	314-603 6680
10.	Bill Oswald	SOA	573-443-1407
11.	Dan Atwill	Boone Co. Commission	573-868-6897
12.	TOM TRABUE	TAKING Consulting Eng.	573-814-1568
13.	Wendy Wilke	FAITH GROUP, LLC	314 991-2228
14.	Joe Piper	Joint Comm	573-874-7400
15.	CJ Dickhouse	County Counselor	573-886-4414

CRAY JOHNSTON FACILITY CONTROL SYSTEMS 314.922-1149
 Nicole Galloway Boone County TR x4367
 THORPE SMITH ROSS & BARUZZINI 814.918.5303
 MIKE SHEA ROSS & BARUZZINI "



BOONE COUNTY, MISSOURI

**Request for Proposal #: 28-23JUL13
911/Joint Communications Consultant Services**

ADDENDUM #1 - Issued July 2, 2013

This addendum is issued in accordance with Request for Proposal number 28-23JUL13 requirements and is hereby incorporated into and made a part of the Request for Proposal documents. Offerors are reminded that receipt of this addendum should be acknowledged and submitted with Offeror's proposal response.

Scope of Work for the above noted Request for Proposal and the work covered thereby are herein modified as follows, and except as set forth herein, otherwise remain unchanged and in full force and effect:

The County is clarifying the day of the week for the Pre-Proposal Conference and deadline for Written Questions as stated in Section XI., Numbers 1. and 2.

- **The Pre-Proposal Conference is scheduled for Wednesday, July 10, 2013 at 10:00 a.m.**
- **All Written Questions should be submitted in writing no later than 5:00 p.m., Wednesday, July 17, 2013.**

By: *Amy Robbins*
Amy Robbins
Senior Buyer

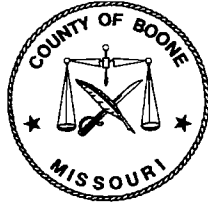
OFFEROR has examined copy of Addendum #1 to Request for Proposal # **28-23JUL13 – 911/Joint Communications Consultant Services** receipt of which is hereby acknowledged:

Company Name: _____
Address: _____
Phone Number: _____ Fax Number: _____
E-mail address: _____

Authorized Representative Signature: _____ Date: _____

Authorized Representative Printed Name: _____

COUNTY OF BOONE - MISSOURI



**REQUEST FOR PROPOSAL
FOR
911/JOINT COMMUNICATIONS CONSULTANT SERVICES**

RFP # 28-23JUL13

Release Date: June 17, 2013

Pre-Proposal Conference:

Date and Time: July 10, 2013, 10:00 a.m. C.T.

**Location: Boone County Annex, 613 East Ash Street, Conference Room
101, Columbia, MO 65201**

Submittal Deadline:

July 23, 2013

not later than 1:30 p.m. Central Time

**Boone County Purchasing
613 E. Ash Street, Room 110
Columbia, Missouri 65201**

**Melinda Bobbitt, CPPB, Director
Phone: (573) 886-4391 Fax: (573) 886-4390
E-mail: mbobbitt@boonecountymo.org**

I. Purpose

Boone County, Missouri, (the "County") is seeking experienced, qualified firms or teams (the "Project Team") to provide high quality professional services to assess existing 911/Joint Communications technology, services, and operations and then assist in the design and construction of a new facility, including the procurement and installation of new technology for a consolidated 911 Center, Office of Emergency Management ("OEM"), and Emergency Operations Center ("EOC"), which will serve all of the County. The County's objective is to assemble one Project Team that will provide the necessary professional expertise to ensure timely and efficient completion of the project at every stage - design, procurement, construction, installation, and migration to an operational 911/Joint Communications Center that meets the needs of the County and all user agencies. In addition to project management services, the Project Team will assist in the development and evaluation of Request for Qualifications ("RFQ") for an architect, Request for Bids ("RFB") for a general contractor, and the other procurement processes necessary, such as Request for Proposals ("RFPs") for IT and radio consultants, to acquire technology, equipment, and other professional services to complete the project successfully. The expectation is that the Project Team will provide high quality, professional advice to the County and that the Project Team's recommendations will each be evaluated and approved/disapproved by the County's stakeholders prior to implementation.

II. Background

The County is situated in central Missouri and is dissected by Interstate 70 and US Highway 63. The County has a population of approximately 165,000 and contains 685 square miles. It contains 13 population centers consisting of cities, towns, villages and small communities. With a population of nearly 110,400, the City of Columbia serves as County seat. With respect to 911/Joint Communications, the County has one (1) Public Safety Answering Point (PSAP) which serves thirteen (13) law enforcement, fire and EMS response agencies countywide. Calls to 911/Joint Communications come from County citizens and people working and traveling throughout the County. The County's 911/Joint Communications center also provides mass-alerting for the County's OEM.

1. Current Environment

The County's current 911/Joint Communications and OEM facilities consist of approximately 12,000 square feet spread across four (4) different facilities listed below. Current facilities lack space necessary for training, conferences, storage and expanding operations.

- a. 911/Joint Communications dispatch operations and limited technical equipment areas are located in the basement level of the City of Columbia's Police Department

- b. The EOC is located in a converted space in the lower level of the City of Columbia's Armory Building, which also serves as a daycare and public recreational facility
- c. Storage areas are shared in the Boone County Fire Protection District's facility
- d. A backup and overflow dispatch facility is located in the Boone County Sheriff's Department facility

Exhibit 1 lists the software, technology and radio equipment currently utilized by 911/Joint Communications and the OEM. Systems design, both from a hardware and software perspective, has been guided primarily through internal staff with the assistance of various vendors under contract. The County is seeking an independent review of technology and design as it relates to all systems found in Exhibit 1 and their interaction with other external systems. Much of the 911/Joint Communications and OEM's current technology and other equipment are obsolete, and an assessment of the existing equipment will identify new technology that is necessary to procure and install.

The OEM functions are currently separated from the 911/Joint Communication operations, and are overseen by a part-time Interim Director, who is also the Chief of the Boone County Fire Protection District.

2. Changes in Organizational Structure

The County's current 911/Joint Communications Center is operated under a 1977 Intergovernmental Cooperative Agreement between the various user agencies and is administered by the City of Columbia. Presently, 911/Joint Communications staff is City of Columbia employees. The current arrangement does not allow adequate funding for operations, technology, and the County's growing population. In April 2013, the County was successful in passing a voter approved sales tax to fund the improvement and construction of a new 911/Joint Communications, OEM and EOC facility, and to fund equipment and ongoing operational and capital costs. Under the new organizational structure, consolidation of all current 911/Joint Communications and OEM services will be governed by the County and the County Commission. Additionally, several of the emergency response jurisdictions within the County report to their own elected officials.

The County proposes the construction of a new facility on land already owned by the County that would consolidate all operations and storage, into a modern, EF5 rated facility that will serve the needs of the County in the current environment with allowance for future growth. The new facility will also serve as the new EOC location for the County. The County's 911/Joint Communication, OEM and the new EOC must be designed and maintained to survive disasters both natural and man-made and the network/data load such disasters may impose on systems.

These systems must be available twenty-four hours a day, seven days a week, to allow processing of emergency calls for service from the public. This capital project will involve relocating all existing 911 trunk lines and equipment, and procurement of new radio equipment, hardware, and software technology. The project's goal is to effectively ensure connectivity to the twenty-one (21) radio tower locations throughout the county, provide quality dispatching services to the thirteen (13) user agencies, and continue 911/Joint Communication's current ability to communicate via radio with various public works agencies in appropriate situations.

3. Evaluation Already Performed

In 2012, the County Commission appointed a Blue Ribbon Panel to provide recommendations on the future operations and the facility needed to accommodate 911/Joint Communications, OEM, and EOC. The Blue Ribbon Panel utilized a space needs study commissioned by the City of Columbia for the 911/Joint Communications operations, and consulted with an architect who developed a draft building schematic and site plan. The Final Report of the Blue Ribbon Panel can be reviewed at: http://showmeboone.com/commission/common/pdf/911-Blue_Ribbon_Report.pdf.

The County believes the existing CAD software can effectively be utilized in the new facility but would like the Project Team to review and provide input on that technology, especially in light of the County's desire to maintain at least 2012-levels of connectivity with all user agencies without additional costs to those agencies.

Attached as Exhibits 2, 3, and 4, respectively, are the pro forma cost summaries, proposed organizational chart for 911/Joint Communications, and proposed organizational chart for OEM the County prepared in connection with the ballot issue.

Work already performed by the County to date should be taken into consideration when pricing proposal responses.

III. Scope of Work

The Project Team will work closely with the 911/Joint Communications staff, various County committees, architect, general contractor, and other consultants as necessary. There are several tasks required for successful completion of the project, and the below list is not intended to be inclusive of all responsibilities. The Project Team will provide recommendations to be evaluated by the County's stakeholders prior to implementation. All deliverables and resulting work products from this contract will become the property of the County.

1. Task 1, Overall Needs Assessment:

- a. Review current documentation and analysis created to date.

- b. Coordinate and conduct interviews to gather information from all stakeholder groups (County staff, City of Columbia, user agencies, consultants, etc.) necessary to create a successful plan of action and develop consensus among stakeholders.
 - c. Develop a detailed implementation plan outlining what is proposed, why it is proposed and recommendations for implementation. The plan should include:
 - i. Statement of needs
 - ii. Solutions to address identified needs
 - iii. Roles and responsibilities of each stakeholder to ensure the project is a success
 - iv. The advantages and disadvantages of the various decisions the County faces to design, build, and operate a 911/Joint Communications center, co-located with a new EOC and OEM.
 - v. Significant milestones
 - vi. Explanation of how the Project Team will meet the proposed timeline and project milestones
 - d. Identify potential sources of federal and state financial assistance for the project.
2. Task 2, Facility Design and Construction Needs Assessment:
- a. Inventory and analyze existing operations and recommend what can be reused or migrated to the new facility.
 - b. Review space requirements and preliminary design for the new facility based on the existing operations and results of Task 1, Overall Needs Assessment. Provide input on the most physically and operationally functional design of the facility.
3. Task 3, RFQ for Architect:
- a. Assist and advise the County on an RFQ for an architect:
 - i. Input into the scope of work, technical specifications, and response requirements
 - ii. Provide a qualified list of potential recipient firms
 - iii. Participate in the review of submissions

iv. Make recommendations on design elements and contract negotiations

4. Task 4, RFB for General Contractor:

a. Assist and advise the County on an RFB for a general contractor:

i. Input into the scope of work, technical specifications, and response requirements

ii. Provide a qualified list of potential recipient firms

iii. Participate in the review of submissions

iv. Make recommendations on design elements and contract negotiations

5. Task 5, Facility Design and Construction Implementation:

a. Provide construction oversight as a project manager to ensure successful collaboration between the architect, general contractor, and County in the execution of the project.

b. Coordinate with the County on separate Owner Furnished / Owner Installed (OFOI) procurement processes to ensure integrated construction schedule. Provide assistance to ensure smooth integration between OFOI items, facility construction, and technical systems.

6. Task 6, Technology Needs Assessment:

a. Inventory and analyze existing operations and recommend what can be reused or migrated to the new facility.

b. Review contracts with current vendors and recommend procurement processes or transfer of current contracts to the new facility and the County.

c. Recommend specific technology needs based on Task 1, Overall Needs Assessment, and provide input on technology design for future technology and communication needs.

7. Task 7, RFPs for Technology:

a. Assist and advise the County on RFPs for a technology consultants and technology vendors, including radio, hardware, software, and communication systems:

i. Input into the scope of work, technical specifications, and response requirements

- ii. Provide a qualified list of potential recipient firms
- iii. Participate in the review of submissions
- iv. Make recommendations on design elements and contract negotiations

8. Task 8, Technology Implementation:

- a. Provide construction oversight as a project manager to ensure successful collaboration between the architect, general contractor, technology consultants, technology vendors, and County in the execution of the project.
- b. Implement strategy for integration of systems in the new facility with user agencies, testing of systems, and any training necessary. The County is committed to maintaining 2012-levels of connectivity with the user agencies in terms of CAD, radio, and other technological connections. Therefore, any change that would require an investment in new technology by the user agencies to maintain connectivity will need to be highlighted and carefully considered to minimize costs, as the County will bear any costs necessarily incurred by the County's use of different CAD software, radio technology, etc.
- c. Coordinate with the County on separate OFOI procurement processes to ensure integrated construction schedule. Provide assistance to ensure smooth integration between OFOI items, facility construction, and technical systems.

9. Task 9, Operations:

- a. Review current operations and make recommendations including, but not limited to, operational improvements, adherence to codes or standards, and industry best practices.
- b. Based on information obtained in Task 1, Overall Needs Assessment and such other information as necessary, make recommendations on staffing levels, position descriptions, training protocols, compensation issues, Standard Operating Procedures, and any other recommendations to ensure the successful *operation* of the new facilities. This task shall include identifying relevant performance measures, including measurement methodologies, which the County can use to assess and improve operations.

IV. Special Project Work

The County may request, in writing, that the Project Team provide services that are outside the Scope of Work in Section III, but which are related to the County's overall project described in the

proposal (“Special Project Work”). Special Project Work will be pursuant to a written agreement between the County and the Project Team entered into prior to the commencement of the Special Project Work that outlines the scope and estimated cost of the Special Project Work. Special Project Work will be compensated at the hourly rates described in Section VI.6.d, unless otherwise agreed to in writing by the County. The County is only obligated to pay the Project Team for Special Project Work if it is pursuant to the requirements of this section.

V. Proposed Project Timeline

1. September 2013 – Issue RFQ for architect
2. September 2013 – Issue RFP for technology consultant
3. October 2013 – Issue RFP for radio consultant
4. November 2013 – Issue RFB for general contractor
5. April 2014 – Begin construction of new facility
6. November 2015 – Begin transition of operations to new facility
7. December 2015 – End of construction, new facility fully operational

VI. Response Requirements

The items listed below shall be submitted with each proposal and shall be submitted in the order shown. All pages of the proposal should be numbered. Each response to Section VI, Response Requirements, should reference the corresponding requirement number in Section VI. Repeat the text of the requirements as it appears in the RFP. Proposals that are not organized in this manner risk elimination from consideration if the evaluators are unable to find where the RFP requirements are specifically addressed.

If the Project Team consists of subcontractors, a joint venture or consortium, similar information must be provided for each member and are subject to the same proposal requirements.

1. Transmittal Letter

Provide a transmittal letter indicating the Project Team’s understanding of the requirements of this specific project proposal. The letter must be a brief formal letter that provides information regarding the firm’s interest in and ability to perform the requirements of this RFP. A person who is authorized to commit the proposer’s organization to perform the work included in the proposal must sign the letter.

2. Firm Background

Provide a description of your firm that includes the location of the firm’s headquarters and the office which will serve the County, firm ownership, the length of time your firm has been in

business, the number of partners and owners, and an overview of services offered.

3. Project Team Qualifications

- a. Provide resumes and describe the responsibility, experience and qualifications of the individual(s) who would comprise the Project Team. Detail any professional certificates the individuals maintain. Designate if the individuals on the Project Team will work on a full-time or part-time basis.
- b. Indicate who will be the project leader. Indicate how the quality of staff over the term of the agreement will be assured and how turnover within the Project Team will be addressed with the County.
- c. Provide an organizational chart defining the relationships and areas of responsibility for team members, including their titles, duties, and their reporting structure on the Project Team.
- d. Detail the individual's relevant project experience covering the last five (5) years, including titles, duties, and employing organizations, certifications, and affiliations.

4. Related Project Experience

- a. Provide the Project Team's number of years of experience with all relevant technologies associated with this RFP.
- b. Describe the Project Team's experience in RFP preparation for architects, general contractors, radio, and hardware and software technologies for public safety operations. Describe the unbiased process for RFP evaluation.
- c. Describe the Project Team's project management experience as it relates to:
 - i. New facility construction
 - ii. Technology integration
 - iii. Resolving vendor or professional consultant performance issues
 - iv. Collaboration with multiple agencies in varying disciplines
 - v. Technical assistance with vendor and consultant's contract terms
 - vi. Ensuring projects are completed timely and within budget
 - vii. Ensuring installed components adhere to equipment specifications and design
- d. Provide a scope of work for five (5) similar projects your firm has implemented in the last three (3) years. At least two (2) projects should be public safety systems or communication projects. Provide reference and contact information for the projects. Denote where the individuals assigned to the Project Team have worked on the projects.
 - i. The County reserves the right to contact any and all references and to obtain, without limitation, regardless of proposer's performance on the listed jobs, the same information provided for in the original RFP.

5. Project Approach

- a. Explain how your firm would approach this project.
- b. Provide a detailed description of your firm's delivery methodology and processes to ensure a successful project implementation, including procedures to ensure quality

- control and cost control.
- c. Explain how your firm will provide updates and communication to various stakeholders throughout the project.
- d. Submit a “high-level” project plan estimating the number of hours for each task for this project.
 - a. Provide a general project schedule, showing how project activities relate to each other, starting from contract execution to project completion. Indicate any concerns with respect to the timeline in Section V, Proposed Timeline.

6. Proposed Fees and Expenses

- a. The fee shall cover all services necessary for the successful execution of the project. Pricing must be based on time and materials basis with a projected not-to-exceed cost. Pricing should be subtotaled for each of the nine (9) tasks as described in Section III.
- b. Itemized reimbursables need to be included and pricing needs to be all-inclusive.
- c. Include the hourly rates of each person assigned to the Project Team as well as the anticipated number of billable hours each team member will spend on each of the nine (9) tasks as described in Section III.
- d. Include an hourly rate for each person assigned to the Project Team for Special Project Work, as described in Section IV.

VII. Disclosure

In response to this section, attach an appendix to the proposal response labeled “Project Team Disclosure”.

1. Disclose any potential conflicts of interest. Disclose any relationship with relevant vendors, including technology, radio and communication systems, or professional consultants, such as architects or general contractors. This includes, but is not limited to, a direct business relationship or marketing agreement.
2. Describe any financial reimbursement or material consideration the firm has received from the vendors or professional consultants in the past three (3) years and will receive during the length of this contract.
3. Disclose if any member of the Project Team anticipates responding to any of the RFPs outlined in the proposal.
4. Identify any material litigations, administrative proceedings or investigations in which the firm is currently involved or which may be threatened. Please indicate the current status or disposition of such litigation, administrative proceedings or investigations.
5. Disclose any litigation with any public entity engaged in by any member of the Project Team

for the last five (5) years, including the nature of the litigation, location of the litigation, and applicable case number(s).

6. Provide information on the circumstances and status of any disciplinary action taken or pending against the firm or individuals assigned to the Project Team during the past three (3) years with state regulatory bodies or professional organizations.
7. Provide any other information not previously disclosed which may impair, or create the appearance of impairment, of the Project Team's duty of loyalty to the County in connection with this Project.

VIII. Selection Process

1. After determining a responsive Offeror and a responsive proposal through the determination that the proposal satisfies the mandatory requirements stated in the Request for Proposal, the evaluator(s) shall use both objective analysis and subjective judgment in conducting a comparative assessment of the proposal in accordance with the evaluation criteria stated below:
 - a. Method of Performance
 - b. Experience/Expertise of Contractor
 - c. Cost
2. The evaluation committee shall then score all proposals based upon the evaluation factors detailed herein. Upon completion of the scoring, the committee may recommend short listing the proposals that are potentially acceptable.
3. At this point, the County may request presentations by Offerors, question and answer interviews, and carry out negotiations for the purpose of obtaining best and final offers, and conduct detailed reference checks on the short listed Offerors.
 - a) Offeror may be asked to make an oral presentation of their proposal to the evaluation team at a designated Boone County location. Attendance cost shall be at the Offeror's expense. All arrangements and scheduling will be coordinated by the County.
4. The County reserves the right to contact any and all references to obtain, without limitation, information regarding the Offeror's performance on previous projects.
5. Competitive Negotiation of Proposals: The Offeror is advised that under the provisions of this Request for Proposal, the County reserves the right to conduct negotiations of the

proposals received or to award a contract without negotiations. If such negotiations are conducted, the following conditions shall apply:

- a) Negotiations may be conducted in person, in writing, or by telephone.
- b) Negotiations will only be conducted with potentially acceptable proposal(s). The County reserves the right to limit negotiations to those proposal(s), which received the highest rankings during the initial evaluation phase.
- c) Terms, conditions, prices, methodology, or other features of the Offeror's proposal may be subject to negotiation and subsequent revision. As part of the negotiations, the Offeror may be required to submit supporting financial, pricing and other data in order to allow a detailed evaluation of the feasibility, reasonableness, and acceptability of the proposal.
- d) The mandatory requirements of the Request for Proposal shall not be negotiable and shall remain unchanged unless the County determines that a change in such requirements is in the best interest of the entities.

IX. Contract

1. The final form of the Contract between the Project Team and the County will be subject to the approval of County's legal counsel, and such Contract shall include the following:
 - i. This RFP;
 - ii. The vendor's response to RFP;
 - iii. Any Addenda;
 - iv. Any Best and Final Offers and responses
 - v. Clear provision for Missouri law to apply;
 - vi. Provisions for required insurance and indemnity in favor of County;
 - vii. No mandatory arbitration clauses;
 - viii. Clear terms on pricing;
 - ix. A termination clause in favor of County that will allow termination upon 30 days notice with payment for work incurred prior to notification of the County's intent to terminate, and any agreed-to wrap-up work from the date of notification until contract termination.

X. Exhibits

1. Current Software, Technology and Radio Equipment for 911/Joint Communications and OEM
2. Pro Forma Cost Summaries
3. Proposed Organizational Chart for 911/Joint Communications
4. Proposed Organizational Chart for OEM

XI. Instructions and General Conditions

1. Pre-Proposal Conference

To assist interested Offerors in preparing a thorough RFP response, a pre-proposal conference has been scheduled for Thursday, July 10, 2013 at 10:00 a.m. in the Boone County Annex, 613 E. Ash Street, Conference Room 213, Columbia, MO 65201.

All potential Offerors are encouraged to attend this conference in order to ask questions and provide comment on the Request for Proposals. Attendance is not mandatory to submit a response; however, Offerors are encouraged to attend since information relating to this RFP will be discussed in detail. Offerors should bring a copy of the RFP since it will be used as the agenda for the pre-proposal conference.

Offerors are strongly encouraged to advise the Purchasing Department of Boone County within five (5) days of the scheduled pre-proposal conference of any special accommodations needed for disabled personnel who will be attending the conference so that these accommodations can be made.

2. Guidelines for Written Questions

All questions regarding this Request for Proposal should be submitted in writing no later than 5:00 p.m., Tuesday, July 17, 2013 in order to allow enough time for the County to issue an Addendum. All questions must be mailed, faxed or e-mailed to the attention of Melinda Bobbitt, CPPB, Director of Purchasing. All such questions will be answered in writing, and such answers will be provided to all parties having obtained a Request for Proposal packet by the County by posting the addendum on the County Web site at www.showmeboone.com (Select Purchasing, then Current Bid Opportunities). Submit questions to:

Melinda Bobbitt, CPPB
Director of Purchasing
Boone County Annex
613 E. Ash Street, Room 110

Columbia, Missouri 65201
Phone: (573) 886-4391
Fax: (573) 886-4390
E-mail: mbobbitt@boonecountymmo.org

a) Offerors and their agents (including subcontractors, employees, consultants, or anyone else acting on their behalf) must direct all of their questions or comments regarding the RFP, the evaluation, etc. to the buyer of record indicated above. Offerors and their agents may not contact any County employee other than the buyer of record regarding any of these matters during the solicitation and evaluation process. Inappropriate contacts are grounds for suspension and/or exclusion from specific procurements. Offerors and their agents who have questions regarding this matter should contact the buyer of record.

3. Addenda: In the event that it becomes necessary to revise any part of this RFP, written addenda will be issued. Any addendum to this RFP is valid only if in writing and issued by the Boone County Purchasing Department. Verbal conversations or agreements with any officer, agent, or employee of the County which modify any terms or obligations of this RFP are invalid.
4. Delivery of Proposals: Sealed proposals, subject to Instructions and General Conditions and any special conditions set forth herein, will be received at the Boone County Purchasing office until the proposal closing date and time indicated herein for furnishing the County with services as detailed in the following request for proposal.

- a) **Proposal Closing:** All proposals shall be delivered before 1:30 P.M., Central Time, on Tuesday, July 23, 2013 to:

Boone County Purchasing Department
Melinda Bobbitt, CPPB, Director
613 E. Ash Street, Room 110
Columbia, Missouri 65201-4460

- b) The County will not accept any proposals received after the proposal due date and time and will return such late proposals to the Offeror.
- c) Offerors must submit one (1) original and seven (7) copies of the proposal (total of eight). Proposals will be opened publicly, but only names of Offerors will be read aloud. All proposal responses will be considered public information, and following contract execution or rejection of all proposal responses, all responses will become a part of public record and will be released to any person who requests it.
- d) Proposals must be submitted in a sealed envelope identified with the proposal number and date of closing. List the proposal number on the outside of the box or envelope and

note "Response to Request for Proposal enclosed."

- e) If you do not care to submit a proposal, please return the *No Bid Response Page* and note your reason. No fax or electronic transmitted proposals will be accepted.
- f) If you have obtained this proposal document from our Web Page or from a source other than the Boone County Purchasing Department, please check with our office prior to submitting your proposal to ensure that you have a complete package. The Purchasing Department cannot be responsible for providing addenda if we do not have you on our Vendor list for this proposal. You may check our web site for addenda at www.showmeboone.com, then select "Purchasing", then "Current Bid Opportunities".

5. Ambiguity, Conflict, or Other Errors in the RFP

- a) If an Offeror discovers any ambiguity, conflict, discrepancy, omission, or other error in the Request for Proposal, they shall immediately notify the Purchasing Department of such error in writing and request modification or clarification of the document. The County will make modifications by issuing a written revision and will give written notice to all parties who have received this RFP from the County.
- b) The Offeror is responsible for clarifying any ambiguity, conflict, discrepancy, omission, or other error in the Request for Proposals prior to submitting the proposal or it shall be waived.
- c) Implied Requirements: Products and services that are not specifically requested in this RFP, but which are necessary to provide the functional capabilities proposed by the Offeror, shall be included in the proposal.
- d) The County will not be liable in any way for any costs incurred by any Offeror in the preparation of their proposal in response to this RFP, nor for the presentation of their proposal and/or participation in any discussions or negotiations.

6. Rejection of Proposals: The right is reserved to accept or reject in whole or in part any or all proposals submitted, to waive technicalities, and to accept the offer the County considers the most advantageous to the County. Further, the County shall reject the proposal of any Offeror that is determined to be non-responsive. The unreasonable failure of an Offeror to promptly supply information in connection with respect to responsibility may be grounds for a determination of non-responsibility.

7. Validity of Proposals: Offeror should state how many days or months proposals remain valid beyond the 120 days minimum.

8. Receipt and Opening of Advertised, Sealed Proposals: The Offeror(s) and public are invited, but not required, to attend the formal opening of proposals. Offeror(s) names only will be read aloud to the public. No decisions related to an award of a contract or creation of any contractual or lease relationship, or purchase order will be made at the opening.

a) Information provided in your response will be considered proprietary and will not be divulged during the selection process. The successful firm's proposal will become public record after its acceptance by the County Commission. All proposals and tabulation sheets are kept by the County for a period of time established by regulation or statutes after the award is made and are available for inspection at any time during regular working hours.

9. Withdrawal of Proposals: Proposals may be withdrawn without prejudice any time before the deadline for receipt of proposals. If a mistake or error is discovered by the Offeror or by the County after the proposal opening, the County has the right to call this error to the Offeror's attention and request verifications of the proposal. If the Offeror acknowledges the mistake and requests relief, the County will proceed in the following manner:

a) Withdrawal: Permission to allow an Offeror to withdraw their proposal without prejudice may be given when clear and convincing evidence supports the existence of an error. If there is a significant and obvious disparity between the prices of the lowest Offeror and of the other Offerors, an Offeror may be permitted to withdraw without prejudice, upon submission of evidence that a non-intentional error occurred.

10. Designee: Boone County Commission, 801 E Walnut, Room 333, Columbia, MO 65201.

11. Insurance Requirements

a) The Contractor shall not commence work under this contract until they have obtained all insurance required under this paragraph and such insurance has been approved by the County, nor shall the Contractor allow any subcontractor to commence work on their subcontract until all similar insurance required of subcontractor has been so obtained and approved. All policies shall be in amounts, form and companies satisfactory to the County which must carry an A-6 or better rating as listed in the A.M. Best or equivalent rating guide. Insurance limits indicated below may be lowered at the discretion of the County.

b) Compensation Insurance - The Contractor shall take out and maintain during the life of this contract, Employee's Liability and Worker's Compensation Insurance for all of their employees employed at the site of work, and in case any work is sublet, the Contractor shall require the subcontractor similarly to provide Worker's Compensation Insurance for all of the latter's employees unless such employees are covered by the protection afforded by the Contractor. Worker's Compensation coverage shall meet Missouri statutory limits. Employers' Liability

limits shall be \$1,000,000.00 each employee, \$1,000,000.00 each accident, and \$1,000,000.00 policy limit. In case any class of employees engaged in hazardous work under this Contract at the site of the work is not protected under the Worker's Compensation Statute, the Contractor shall provide and shall cause each subcontractor to provide Employers' Liability Insurance for the protection of their employees not otherwise protected.

c) Comprehensive General Liability Insurance - The Contractor shall take out and maintain during the life of this contract, such comprehensive general liability insurance as shall protect them and any subcontractor performing work covered by this contract, from claims for damages for personal injury including accidental death, as well as from claims for property damages, which may arise from operations under this contract, whether such operations be by themselves or for any subcontractor or by anyone directly or indirectly employed by them. The amounts of insurance shall be not less than \$2,000,000.00 combined single limit for any one occurrence covering both bodily injury and property damage, including accidental death. If the Contract involves any underground/digging operations, the general liability certificate shall include X, C, and U (Explosion, Collapse, and Underground) coverage. If providing Comprehensive General Liability Insurance, then the Proof of Coverage of Insurance shall also be included.

The Contractor has the option to provide Owner's Contingent or Protective Liability and Property Damage instead of the Comprehensive General Liability Insurance- The Contractor shall provide the County with proof of Owner's Protective Liability and Property Damage Insurance with the County as named insured, which shall protect the County against any and all claims which might arise as a result of the operations of the Contractor in fulfilling the terms of this contract during the life of the Contract. The minimum amounts of such insurance will be \$2,000,000.00 per occurrence, combined single limits. Limits can be satisfied by using a combination of primary and excess coverages. Should any work be subcontracted, these limits will also apply.

d) COMMERCIAL Automobile Liability – The Contractor shall maintain during the life of this contract, automobile liability insurance in the amount of not less than \$2,000,000.00 combined single limit for any one occurrence, covering both bodily injury, including accidental death, and property damage, to protect themselves from any and all claims arising from the use of the Contractor's own automobiles, teams and trucks; hired automobiles, teams and trucks; and both on and off the site of work.

e) Proof of Carriage of Insurance - The Contractor shall furnish the County with Certificate(s) of Insurance which name the County as additional insured in an amount as required in this

contract, contain a description of the project or work to be performed, and requiring a thirty (30) day mandatory cancellation notice. In addition, such insurance shall be on occurrence basis and shall remain in effect until such time as the County has made final acceptance of the facility contracted.

f) INDEMNITY AGREEMENT: To the fullest extent permitted by law, Contractor shall indemnify, hold harmless and defend the County, its directors, officers, agents, and employees from and against all claims, damages, losses and expenses (including but not limited to attorney's fees) arising by reason of any act or failure to act, negligent or otherwise, of Contractor, of any subcontractor (meaning anyone, including but not limited to consultants having a contract with contractor or a subcontract for part of the services), of anyone directly or indirectly employed by contractor or by any subcontractor, or of anyone for whose acts the contractor or its subcontractor may be liable, in connection with providing these services. This provision does not, however, require contractor to indemnify, hold harmless, or defend the County of Boone from its own negligence.

12. The County reserves the right to withdraw this RFP at any time and for any reason and to issue such clarifications, modifications, and/or amendments as it may deem appropriate.
13. Receipt of a proposal by the County or a submission of a proposal to the County offers no rights upon the Offeror nor obligates the County in any manner.
14. No negotiations, decisions, or actions shall be initiated by any firm as a result of any verbal discussion with any County employee prior to the opening of responses to the Request for Proposal. Boone County reserves the right to select the Offeror which best meets its goals and objectives, needs, fiscal constraints, quality levels and service expectations.

XII. Response Form

In compliance with this Request for Proposal and subject to all the conditions thereof, the Offeror agrees to furnish the services/equipment/supplies requested and proposed and certifies he/she has read, understands, and agrees to all terms, conditions, and requirements of this proposal and is authorized to contract on behalf of the firm named below.

Company Name: _____

Address: _____

Telephone: _____ Fax: _____

E-mail Address: _____

Federal Tax ID (or Social Security #): _____

Print Name: _____ Title: _____

Signature: _____ Date: _____

Note: This form must be signed. All signatures must be original and not photocopies.

Project pricing shall be provided as detailed in paragraph VI.6.

XIII. E-Verify

INSTRUCTIONS FOR COMPLIANCE WITH HOUSE BILL 1549

House Bill 1549 addresses the Department of Homeland Security's and the Social Security Administration's E-Verify Program (Employment Eligibility Verification Program) that requires the County to verify "lawful presence" of individuals when we contract for work/service; verify that contractor has programs to verify lawful presence of their employees when contracts exceed \$5,000; and a requirement for OSHA safety training for public works projects.

The County is required to obtain certification that the bidder awarded the attached contract participates in a federal work authorization program. To obtain additional information on the Department of Homeland Security's E-Verify program, go to:

http://www.dhs.gov/xprevprot/programs/gc_1185221678150.shtm

Please complete and return form *Work Authorization Certification Pursuant to 285.530 RSMo* if your contract amount is in excess of \$5,000. **Attach to this form the first page (which shows your company's name) and the last page (which shows your signature) of the *E-Verify Memorandum of Understanding* that you completed when enrolling.** The link for that form is:

<http://www.uscis.gov/files/nativedocuments/save-mou.pdf>

Additional information may be obtained from:

<http://www.uscis.gov/files/nativedocuments/MOU.pdf>

If you are an Individual/Proprietorship, then you must return the attached *Certification of Individual Bidder*. On that form, you may do one of the three options listed. Be sure to attach any required information for those options as detailed on the *Certification of Individual Bidder*. If you choose option number two, then you will also need to complete and return the attached form *Affidavit*.

**WORK AUTHORIZATION CERTIFICATION
PURSUANT TO 285.530 RSMo
(FOR ALL AGREEMENTS IN EXCESS OF \$5,000.00)**

County of _____)

)ss

State of _____)

My name is _____. I am an authorized agent of _____
_____ (Bidder). This business is enrolled and participates in a federal work
authorization program for all employees working in connection with services provided to the
County. This business does not knowingly employ any person that is an unauthorized alien in
connection with the services being provided. Documentation of participation in a federal work
authorization program is attached hereto.

Furthermore, all subcontractors working on this contract shall affirmatively state in writing
in their contracts that they are not in violation of Section 285.530.1, shall not thereafter be in
violation and submit a sworn affidavit under penalty of perjury that all employees are lawfully
present in the United States.

Affiant

Date

Printed Name

Subscribed and sworn to before me this ___ day of _____, 20___.

Notary Public

**Attach to this form the first and last page of the *E-Verify Memorandum of Understanding* that
you completed when enrolling to confirm proof of enrollment.**

CERTIFICATION OF INDIVIDUAL BIDDER

Pursuant to Section 208.009 RSMo, any person applying for or receiving any grant, contract, loan, retirement, welfare, health benefit, post secondary education, scholarship, disability benefit, housing benefit or food assistance who is over 18 must verify their lawful presence in the United States. Please indicate compliance below. Note: A parent or guardian applying for a public benefit on behalf of a child who is citizen or permanent resident need not comply.

1. I have provided a copy of documents showing citizenship or lawful presence in the United States. (Such proof may be a Missouri driver’s license, U.S. passport, birth certificate, or immigration documents). Note: If the applicant is an alien, verification of lawful presence must occur prior to receiving a public benefit.

2. I do not have the above documents, but provide an affidavit (copy attached) which may allow for temporary 90 day qualification.

3. I have provided a completed application for a birth certificate pending in the State of _____ . Qualification shall terminate upon receipt of the birth certificate or determination that a birth certificate does not exist because I am not a United States citizen.

Applicant

Date

Printed Name

AFFIDAVIT

(Only Required for Certification of Individual Bidder (Option #2))

State of Missouri)
)SS.
County of _____)

I, the undersigned, being at least eighteen years of age, swear upon my oath that I am either a United States citizen or am classified by the United States government as being lawfully admitted for permanent residence.

Date

Signature

Social Security Number
or Other Federal I.D. Number

Printed Name

On the date above written _____ appeared before me and swore that the facts contained in the foregoing affidavit are true according to his/her best knowledge, information and belief.

Notary Public

My Commission Expires:

Debarment Certification
(Please complete and return with Proposal Response)

Certification Regarding
Debarment, Suspension, Ineligibility and Voluntary Exclusion
Lower Tier Covered Transactions

This certification is required by the regulations implementing Executive Order 12549, Debarment and Suspension, 29 CFR Part 98 Section 98.510, Participants' responsibilities. The regulations were published as Part VII of the May 26, 1988, Federal Register (pages 19160-19211).

(BEFORE COMPLETING CERTIFICATION, READ INSTRUCTIONS FOR CERTIFICATION)

- (1) The prospective recipient of Federal assistance funds certifies, by submission of this proposal, that neither it nor its principals are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from participation in this transaction by any Federal department or agency.
- (2) Where the prospective recipient of Federal assistance funds is unable to certify to any of the statements in this certification, such prospective participant shall attach an explanation to this proposal.

Name and Title of Authorized Representative

Signature

Date

Exhibit 1

Current Software, Technology and Radio Equipment for 911/Joint Communications and OEM

9-1-1 Telephone

The new Cassidian Patriot Telephone for 911 and non-emergency calls was implemented in 2012 to replace the ANI/ALI controller functions on our aging ECS-1000 selective router. This system made us NG911 capable and provided auto attendant capabilities and ACD functions as well as more reporting features through their Aurora reporting product. Its VoIP infrastructure also allows for more flexibility in call taking locations. System is split between two locations for redundancy. Remote workstations are also present at Missouri University Police Department (MUPD) and Centralia PD and could potentially have some level of integration with their existing CAD and PBX systems. Desk telephones in administration are part of the City of Columbia's PBX and will need to be added to the Patriot system or add a PBX for 911/OEM functions separate from dispatch operations during this transition.

Smart911

Software product that automatically displays enhanced 9-1-1 information for subscribers to the call taker. Subscribers can register telephone numbers for inclusion in the national ALI database, allowing any PSAP with Smart911 to see the same information such as addresses, medical conditions, pictures of children/pets, and other pertinent data important for responders.

GIS

Boone County is an ESRI shop. The GeoComm GeoLynx mapping system used by the 9-1-1 center utilizes ESRI ArcGIS Engine for its core GIS functions. A variety of GIS layers are available to dispatch personnel from County and City sources as well as data that is created and maintained in-house. This system receives ANI/ALI data from the Patriot telephone system to plot landline and phase 2 wireless calls. If CAD and GIS functions are consolidated into one product, with a potential CAD upgrade, use of the GeoComm product would likely be discontinued.

Computer-Aided Dispatch System (CAD)

EnRoute (Infor) Graphical CAD - The current CAD system was purchased in 1993, with an upgrade from a text user interface to a graphical user interface completed in 2009. This system facilitates dispatch and tracking of police, fire, and EMS calls. It has a platinum-level interface with Priority Dispatch's ProQA software for entering calls for service. Due to the multiple agencies that are served there are detailed response plans and automated notifications (alphanumeric page or text

message) programmed to streamline dispatch processes. A web-based view-only application called I-Status is used by all agencies to view active and historical calls and unit status. CAD currently interfaces with the 911 telephone system, GeoLynx mapping, radio system for tone encoding, Firehouse RMS used by several fire departments, Columbia Police RMS, MULES/NCIC, FirstWatch, NowForce and Active911. Over recent years the system has had almost no downtime.

Radio System

9-1-1/Joint Communications presently operates a multi-site, wide area public safety two-way radio system serving first responders throughout the Boone County area. The system operates in the VHF 150MHz-170MHz band using conventional mobile relay/repeater mode. Additionally, the center has access to several other agency-based systems for communication with additional field personnel and other dispatch centers.

A total of twenty-one (21) sites are used to support land mobile radio operations that serve City, County and Interoperability systems. The wide area public safety system is comprised of thirteen (13) receive sites and seven (7) simulcast transmit sites, and uses eight (8) repeater pairs serving three Fire channels, one EMS channel, one Interop channel and three Law channels.

An additional discrete simplex base-mobile system channel is provided for, and programmed into, all public entity users throughout the county for itinerant and Interoperability use.

The City of Columbia operates eight (8) radio systems serving users including:

- Wastewater Line Maintenance
- Wastewater Plant Operations
- Water and Light
- COLT Railroad
- Public Works
- Street Maintenance, County Health, Animal Control
- Solid Waste

Boone County operates one (1) wide area radio system serving users in their public works (Road and Bridge) department.

With a few exceptions, all the City and County system equipment is integrated and co-located at the twenty one sites maintained and operated by 9-1-1/Joint Communications.

Radio Control Consoles

Orbacom TDM-150 console radio dispatch system is used to facilitate audio communication to/from field personnel on a variety of analog radio channels. System interfaces with CAD for tone encoding for fire/EMS personnel and outdoor warning sirens. This system is obsolete and parts are

difficult to locate.

Mobile Data

Both EMS agencies and limited fire personnel use EnRoute's mobile product for their MDTs to generate calls, change status, and receive dispatch call information. This product also has AVL capabilities to show the unit's current location and provide basic routing functionality. A new version is being developed to leverage the additional benefits of the new SQL CAD and new technology such as tablets, smartphones and Windows 8.

All law enforcement agencies use MobileCop for similar functions as EnRoute Mobile. However it does not currently have any GIS capabilities and many personnel use I-Status to view basic call information. Our preference is to have all agencies on the same mobile system to allow greater functionality with CAD, a common operating picture, easier communication between disciplines, and simplified maintenance.

Fire/EMS MDTs currently use NetMotion for VPN connectivity and session persistence with CAD. Additional licenses have been purchased to move law enforcement to the same system but they are currently on a dedicated VPN tunnel through their commercial wireless carrier.

Voice Recording

A Stancil voice logger records analog audio from all telephone positions in dispatch and all primary dispatch channels. ANI/ALI data is also captured for 911 calls. Call recordings are maintained for one year. This system is becoming obsolete since our move to VoIP telephones and will need to be upgraded or replaced during the transition.

Protocol Software

Priority Dispatch ProQA and AQUA - Software product allowing structured call-taking for medical, fire, and police incidents and dispatch life support instructions to be provided to callers. This product interfaces with CAD to categorize calls and give dispatchers and field personnel information on the call. AQUA software is used for Quality Assurance and call review purposes in association with ProQA.

Public Emergency Notification

911/Joint Communications is currently responsible for activating outdoor warning sirens for Columbia and Boone County. The approximately 80 sirens county-wide are activated and monitored via radio.

The RapidNotify web-based application may also be used for public emergency notifications associated with a disaster or major event. Nixle, a Subscriber-based public notification system, is

also used by the 9-1-1 center, in addition to Facebook.

Reporting/Data Analysis

Entrisik Informer - Web-based product purchased through EnRoute for reporting functions on CAD as it is designed to handle the intricacies of multivalued data in Unidata databases. It also allows reporting on SQL databases and enhances data-mining by linking data from disparate databases into a single report.

FirstWatch - Interfaces with CAD and ProQA for real-time call analysis and notification triggers and geo-fencing.

Core Network Infrastructure

Core network functions are currently provided by City of Columbia I.T. (infrastructure, data center servers, domain controller, web page hosting, Internet access, building access control, etc.). As part of this transition these functions will either move to County I.T. Many aspects of 911 and OEM functions need to be redundant and highly available and is best located on-site, perhaps with redundancy/backups off-site, and built with that level of performance in mind. All core network functions and servers will need to be added during this project or extended/enhanced from existing County resources. These could include:

- 1) Internet access
- 2) Virtual machine clusters
- 3) Domain controller
- 4) Servers for DNS/DHCP/SMTP/etc
- 5) Enterprise SQL Server
- 6) ArcGIS for Server
- 7) Internal and external webservers and Internet DMZ
- 8) WiFi for both internal and public devices
- 9) Network file sharing
- 10) Backup management

Data connections with Boone County, Boone County Fire, Southern Boone County Fire, user agency MDTs (agencies are responsible for their own commercial wireless data hardware and costs), and Missouri State Highway Patrol. City of Columbia agencies are already on the internal network but will need connectivity after the transition.



"No Bid" Response Form

Boone County Purchasing

613 E. Ash Street, Room 110

Columbia, MO 65201

Melinda Bobbitt, CPPB, Director

(573) 886-4391 – Fax: (573) 886-4390

"NO BID RESPONSE FORM"

NOTE: COMPLETE AND RETURN THIS FORM ONLY IF YOU ARE NOT SUBMITTING A RFP RESPONSE

If you do not wish to respond to this proposal request, but would like to remain on the Boone County vendor list **for this service/commodity**, please remove form and return to the Purchasing Department by mail or fax.

If you would like to FAX this "No Bid" Response Form to our office, the FAX number is (573) 886-4390.

RFP: 28-16JUL13 – 911 – Joint Communications Consultant

Business Name: _____

Address: _____

Telephone: _____

Contact: _____

Date: _____

Reason(s) for not bidding:

Cost Compilation for April 2013 Ballot: Joint Communications/911 & Office of
Emergency Management (OEM)

**Initial Capital Costs to be Financed: Facility Construction
and Equipment/Software Acquisition**

Description	Source	Cost Estimate
Facility Construction (including design and owner's costs)	Architect	11,350,000
Facility Radio Equipment	PSJC Consultant	2,830,000
IT Hardware/Software - Joint Communications/911	County IT	5,280,000
IT Hardware/Software - OEM	County IT	130,000
Other Equipment - Joint Com/911	PSJC	170,000
Other Equipment- OEM	BCFPD	240,000
Estimated Initial Capital Costs to be financed		\$ 20,000,000

Annual Recurring Costs

Joint Communications/911 Annual Operating Costs:

Description	Source	Cost Estimate
Personnel	PSJC & County Auditor	4,100,000
IT Equipment Maint/Support; Licenses - Joint Communications/911	County IT	655,000
Radio Site Support Costs	PSJC Consultant	170,000
Radio System Repairs/Maint Costs	PSJC Consultant	90,000
Other Operating Costs Joint Communications/911	PSJC	700,000
Utilities, Facility Maintenance, Housekeeping, Liability & Property Insurance	County Auditor	230,000
Estimated Annual Operating Costs- Joint Comm/911		\$ 5,945,000

OEM Annual Operating Costs:

Description	Source	Cost Estimate
Personnel	CFPD & County Audit	340,000
Other Operating Costs	BCFPD	170,000
IT Equipment Maint/Support; Licenses - OEM	County IT	5,000
Estimated Annual Operating Costs- OEM		\$ 515,000

Debt Retirement and Future New/Replacement Capital:

Debt Service on initial capital costs above and Future New/Replacement Capital	County Treasurer and Auditor	\$ 2,200,000
--	------------------------------	--------------

Total Annual Recurring Costs: \$ 8,660,000

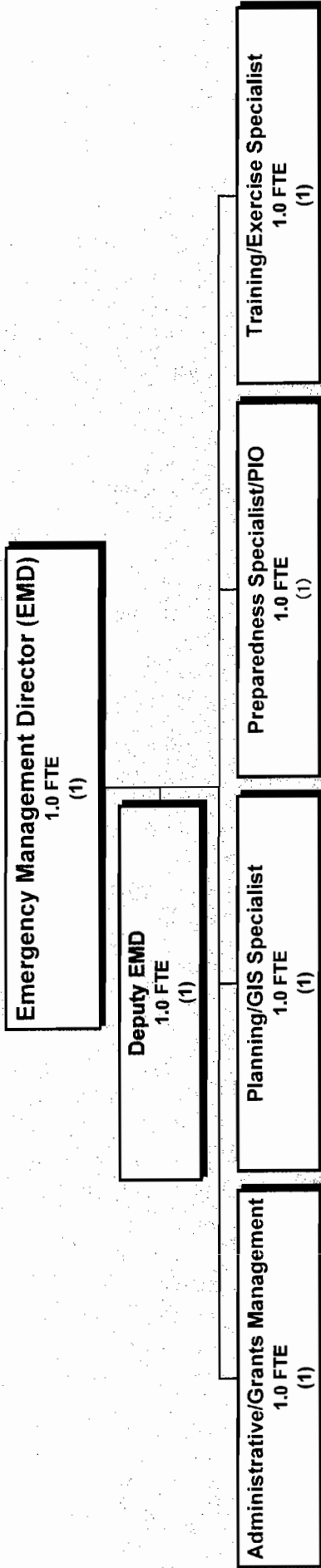
3/8th- cent sales tax (2013 estimate) \$ 9,300,000

1/4th- cent sales tax (2013 estimate) \$ 6,200,000

Office of Emergency Management

Proposed Organizational Chart

January 9, 2013



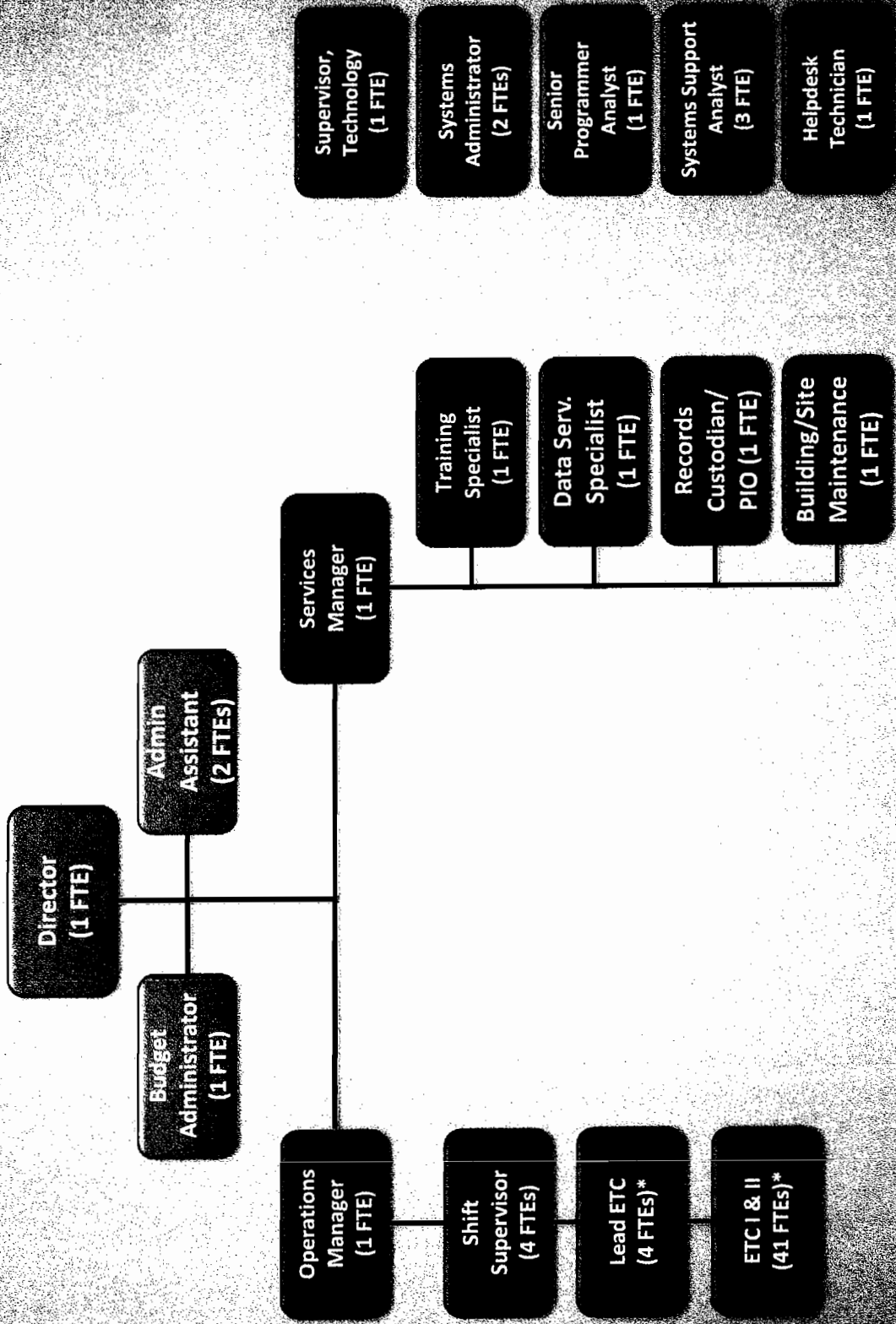
Public Safety

Joint Communications

Proposed Organizational Chart

January 10, 2013 *Draft*

- Executive
- Operations (*ETC Shared Workstations)
- Administrative Services
- Technology





CERTIFICATE OF LIABILITY INSURANCE

OP ID: DM

DATE (MM/DD/YYYY)

08/21/13

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

IMPORTANT: If the certificate holder is an ADDITIONAL INSURED, the policy(ies) must be endorsed. If SUBROGATION IS WAIVED, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

PRODUCER MATTA-RUPP & FIORE P.O. BOX 1257 MARS, PA 16046 David Matta	724-625-4600	CONTACT NAME:	
		PHONE (A/C, No, Ext):	FAX (A/C, No):
		E-MAIL ADDRESS:	
		PRODUCER CUSTOMER ID #:	MISSI-1
INSURED MISSION CRITICAL PARTNERS INC. 690 GRAYS WOODS BOULEVARD PORT MATILDA, PA 16870	INSURER(S) AFFORDING COVERAGE		NAIC #
	INSURER A:	State Auto Mutual Ins. Co.	25135
	INSURER B:	The Hartford	29459
	INSURER C:	National Union Fire	19445
	INSURER D:	Federal Insurance Co	20281
	INSURER E:		

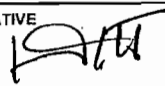
COVERAGES **CERTIFICATE NUMBER:** **REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL SUBR INSR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
A	GENERAL LIABILITY <input checked="" type="checkbox"/> COMMERCIAL GENERAL LIABILITY CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR CG0001 1204 CG2010 0704 GEN'L AGGREGATE LIMIT APPLIES PER: <input checked="" type="checkbox"/> POLICY <input type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC	X	SPP2474198	05/04/13	05/04/14	EACH OCCURRENCE \$ 1,000,000 DAMAGE TO RENTED PREMISES (Ea occurrence) \$ 100,000 MED EXP (Any one person) \$ 10,000 PERSONAL & ADV INJURY \$ 1,000,000 GENERAL AGGREGATE \$ 2,000,000 PRODUCTS - COMP/OP AGG \$ 2,000,000
B	AUTOMOBILE LIABILITY <input checked="" type="checkbox"/> ANY AUTO ALL OWNED AUTOS SCHEDULED AUTOS HIRED AUTOS NON-OWNED AUTOS	X	40UECIV3716	02/27/13	02/27/14	COMBINED SINGLE LIMIT (Ea accident) \$ 1,000,000 BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$ \$
C	UMBRELLA LIAB <input checked="" type="checkbox"/> OCCUR EXCESS LIAB <input type="checkbox"/> CLAIMS-MADE DEDUCTIBLE RETENTION \$		EBU016394892	04/02/13	04/02/14	EACH OCCURRENCE \$ 3,000,000 AGGREGATE \$ 3,000,000 \$ \$
B	WORKERS COMPENSATION AND EMPLOYERS' LIABILITY ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below Y/N <input checked="" type="checkbox"/> N/A	N/A	40WECPU8691	03/14/13	03/14/14	WC STATUTORY LIMITS <input checked="" type="checkbox"/> OTH-ER E.L. EACH ACCIDENT \$ 1,000,000 E.L. DISEASE - EA EMPLOYEE \$ 1,000,000 E.L. DISEASE - POLICY LIMIT \$ 1,000,000
D	PROFESSIONAL LIAB		8221-7221	02/16/13	02/16/14	EACH CLAI 2,000,000 AGGREGATE 2,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (Attach ACORD 101, Additional Remarks Schedule, if more space is required)

Additional Insured: County of Boone

CERTIFICATE HOLDER Boone County Purchasing 613 E. Ash Street Room 110 Columbia, MO 65201	CANCELLATION SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.
	AUTHORIZED REPRESENTATIVE David Matta 

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Mission Critical Partners, Inc.
DUNS: 005239265 CAGE Code: 5K7N5
Status: Active

690 Gray's Wood Blvd
Port Matilda, PA, 16870-7142 ,
UNITED STATES

Entity Overview

Entity Information

Name: Mission Critical Partners, Inc.
Business Type: Business or Organization
POC Name: None Specified
Registration Status: Active
Expiration Date:04/24/2014

Exclusions

Active Exclusion Records? No

SAM | System for Award Management 1.0

IBM v1.1149.20130801-1829

WWW2

Note to all Users: This is a Federal Government computer system. Use of this system constitutes consent to monitoring at all times.



CERTIFIED COPY OF ORDER

STATE OF MISSOURI }
 County of Boone } ea.

September Session of the July Adjourned

Term. 20 13


In the County Commission of said county, on the 3rd day of September 20 13

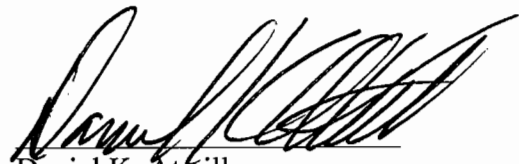
the following, among other proceedings, were had, viz:

Now on this day the County Commission of the County of Boone does hereby approve Contract Amendment Number One to 07-01FEB13 - Pavement Marking Term & Supply. The terms of the Amendment are stipulated in the attached Contract Amendment Number One. It is further ordered the Presiding Commissioner is hereby authorized to sign said Amendment.

Done this 3rd day of September, 2013.

ATTEST:


 Wendy S. Noren
 Clerk of the County Commission


 Daniel K. Atwill
 Presiding Commissioner


 Karen M. Miller
 District I Commissioner


 Janet M. Thompson
 District II Commissioner

Boone County Purchasing

Amy Robbins
Director



613 E. Ash Street, Room 109
Columbia, MO 65201
Phone: (573) 886-4392
Fax: (573) 886-4390

MEMORANDUM

TO: Boone County Commission
FROM: Amy Robbins
DATE: August 23, 2013
RE: Contract Amendment Number One to *07-01FEB13 – Pavement Marking Term & Supply*

Contract *07-01FEB13 – Pavement Marking Term & Supply* was approved in commission on February 28, 2013 on commission order 93-2013. The attached amendment adds a stipulation that the Contractor must provide a Payment bond on any mobilization that is anticipated to exceed \$25,000.

cc: Contract File
Stan Shawver
Derin Campbell
Dan Haid

**CONTRACT AMENDMENT NUMBER ONE
PURCHASE AGREEMENT FOR
PAVEMENT MARKING TERM & SUPPLY**

The Agreement **07-01FEB13** dated February 28, 2013 made by and between Boone County, Missouri and **America's Parking Marking, Inc.** for and in consideration of the performance of the respective obligations of the parties set forth herein, is amended as follows:

1. PAYMENT BOND – Contractor shall provide the County with a Payment Bond in a form acceptable to County whenever the work associated with a mobilization under this Contract is projected to exceed \$25,000.00. Contractor shall provide the Payment Bond within thirty (30) days of the request by County. A sample Payment Bond is attached hereto and incorporated herein by reference.

2. PRICING – Prices shall be as indicated on the Response Form and per specifications, along with an appropriate percentage of the entire anticipated project cost for the procurement of a Payment Bond by Contractor, when appropriate. The County shall not pay nor be liable for any other additional costs including but not limited to: taxes, packing, handling, shipping and freight, insurance, interest, penalties, termination payments, attorney fees, liquidated damages, etc. Additionally, the County shall not be subject to any minimum quantities or total prices.

3. Except as specifically amended hereunder, all other terms, conditions and provisions of the original agreement and Amendment Number One shall remain in full force and effect.

IN WITNESS WHEREOF the parties through their duly authorized representatives have executed this agreement on the day and year first above written.

AMERICA'S PARKING REMARKING, INC.

by [Signature]
title PRESIDENT

BOONE COUNTY, MISSOURI

by: Boone County Commission
[Signature]
Daniel K. Atwill, Presiding Commissioner

APPROVED AS TO FORM:

[Signature]
County Counselor

ATTEST:

[Signature]
Wendy S. Noren, County Clerk *my*

AUDITOR CERTIFICATION

In accordance with RSMo 50.660, I hereby certify that a sufficient unencumbered appropriation balance exists and is available to satisfy the obligation(s) arising from this contract. (Note: Certification of this contract is not required if the terms of this contract do not create a measurable county obligation at this time.)

[Signature]
Signature *by [initials]*

8/26/13
Date

2045/23001 Term & Supply
No Encumbrance Required
Appropriation Account

SAMPLE LABOR AND MATERIAL PAYMENT BOND

KNOW ALL PERSONS BY THESE PRESENT, that we,

as Principal, hereinafter called Contractor, and _____

_____ a Corporation, organized under the laws of the State of _____

and authorized to transact business in the State of Missouri, as Surety, hereinafter called Surety, are held and firmly bound unto the County of Boone, Missouri, as Obligee, hereinafter called Owner, for the use and benefit of claimants as herein defined, in the amount of

_____ Dollars,

(\$ _____), for the payment whereof Contractor and Surety bind themselves, their heirs, executors, administrators, successors, and assigns jointly and severally, firmly by these presents:

WHEREAS, Contractor has, by written agreement dated _____ entered into a Contract with Owner for:

Project Name: _____

Project No.: _____

in accordance with specifications and/or plans prepared by the County of Boone which Contract is by reference made a part hereof, and is hereinafter referred to as the Contract.

NOW, THEREFORE, THE CONDITION OF THIS OBLIGATION is such that the Contractor shall promptly make payments to all claimants as hereinafter defined, for all labor and material used or reasonably required for use in the performance of the Contract, then this obligation shall be void; otherwise, it shall remain in full force and effect, subject, however, to the following conditions.

A. A claimant is defined as one having a direct contract with the Contractor or with a subcontractor of the Contractor for labor, material, or both, used or reasonably required for use in the performance of the Contract; labor and material being construed to include the part of water, gas, power, light, heat, oil, gasoline, telephone service, rental, or equipment directly applicable to the Contract.

B. The above named Contractor and Surety hereby jointly and severally agree with the Owner that every claimant as herein defined, who has not been paid in full before the expiration of a period of ninety (90) days after the date on which the last of such claimant's work or labor was done or performed, or materials were furnished by such claimant, may sue on this bond for the use of such claimant, prosecute the suit to final judgment for such sum or sums as may be justly due claimant, and have execution thereon. The owner shall not be liable for the payment of any costs or expenses of any such suit.

C. No suit or action shall be commenced hereunder by any claimant:

1. Unless claimant, other than one having a direct Contact with the Contractor, shall have given written notice to any two of the following: The Contractor, the Owner, or the Surety above named, within ninety (90) days after such claimant did or performed the last of the work or labor, or furnished the last of the materials for which said claim is made, stating with substantial or furnished the last of the materials for which said claim is made, stating with substantial accuracy the amount claimed and the name of the party to whom the materials were furnished, or for whom the work or labor was done or performed. Such notice shall be served by mailing the same by

registered mail or certified mail, postage prepaid, in an envelope addressed to the Contractor, Owner, or Surety, at any place where an office is regularly maintained for the transaction of business, or served in any manner in which legal process may be served in the state in which the aforesaid project is located, save that such service need not be made by a public officer.

2. After the expiration of one (1) year following the date on which Contractor ceased work on said Contract, it being understood, however, that if any limitation embodied in this bond is prohibited by any law controlling the construction hereof, such limitation shall be deemed to be amended so as to be equal to the minimum period of limitation permitted by such law.

3. Other than in a state court of competent jurisdiction in and for the County or other political subdivision of the state in which the project, or any part thereof, is situated or in the United States District Court for the district in which the project, or any part thereof, is situated, and not elsewhere.

D. The amount of this bond shall be reduced by and to the extent of any payment or payments made in good faith hereunder, inclusive of the payment by Surety of Mechanic's Liens which may be filed on record against said improvement, whether or not claim for the amount of such lien be presented under or against this bond.

IN TESTIMONY WHEREOF, the Contractor has hereunto set their hand and the Surety caused these present to be executed in its name and its corporate seal to be affixed by its Attorney-in-Fact at

_____, on this _____ day of _____, 20____.

CONTRACTOR: _____ (Seal)

BY: _____

SURETY COMPANY _____

BY: _____

(Attorney-in-Fact)

BY: _____

(Missouri Representative)

(Accompany this bond with Attorney-In-Fact's authority from the Surety Company certified to include the date of this bond.)

Surety Contact Name: _____ Phone Number: _____

Address: _____

CERTIFIED COPY OF ORDER

STATE OF MISSOURI }
 County of Boone } ea.

September Session of the July Adjourned

Term. 20 13

In the County Commission of said county, on the 3rd day of September 20 13

the following, among other proceedings, were had, viz:

Now on this day the County Commission of the County of Boone does hereby approve Contract Amendment Number One to 06-25JAN13 – 2013 Mill & Overlay Term & Supply. The terms of the Amendment are stipulated in the attached Contract Amendment Number One. It is further ordered the Presiding Commissioner is hereby authorized to sign said Amendment.

Done this 3rd day of September, 2013.

ATTEST:

Wendy S. Noren
 Wendy S. Noren
 Clerk of the County Commission

Daniel K. Atwill
 Daniel K. Atwill
 Presiding Commissioner

Karen M. Miller
 Karen M. Miller
 District I Commissioner

Janet M. Thompson
 Janet M. Thompson
 District II Commissioner

Boone County Purchasing

Amy Robbins
Director



613 E. Ash Street, Room 109
Columbia, MO 65201
Phone: (573) 886-4392
Fax: (573) 886-4390

MEMORANDUM

TO: Boone County Commission
FROM: Amy Robbins
DATE: August 23, 2013
RE: Contract Amendment Number One to *06-25JAN13 – 2013 Mill & Overlay Term & Supply*

Contract *06-25JAN13 – 2013 Mill & Overlay Term & Supply* was approved in commission on February 28, 2013 on commission order 94-2013. The attached amendment adds a stipulation that the Contractor must provide a Payment bond on any mobilization that is anticipated to exceed \$25,000.

cc: Contract File
Stan Shawver
Derin Campbell
Dan Haid

**CONTRACT AMENDMENT NUMBER ONE
PURCHASE AGREEMENT FOR
2013 MILL AND OVERLAY TERM & SUPPLY**

The Agreement **06-25JAN13** dated February 28, 2013 made by and between Boone County, Missouri and **APAC Missouri, Inc.** for and in consideration of the performance of the respective obligations of the parties set forth herein, is amended as follows:

1. PAYMENT BOND – Contractor shall provide the County with a Payment Bond in a form acceptable to County whenever the work associated with a mobilization under this Contract is projected to exceed \$25,000.00. Contractor shall provide the Payment Bond within thirty (30) days of the request by County. A sample Payment Bond is attached hereto and incorporated herein by reference.

2. PRICING – Prices shall be as indicated on the Response Form and per specifications, along with an appropriate percentage of the entire anticipated project cost for the procurement of a Payment Bond by Contractor, when appropriate. The County shall not pay nor be liable for any other additional costs including but not limited to: taxes, packing, handling, shipping and freight, insurance, interest, penalties, termination payments, attorney fees, liquidated damages, etc. Additionally, the County shall not be subject to any minimum quantities or total prices.

3. Except as specifically amended hereunder, all other terms, conditions and provisions of the original agreement and Amendment Number One shall remain in full force and effect.

IN WITNESS WHEREOF the parties through their duly authorized representatives have executed this agreement on the day and year first above written.

APAC MISSOURI, INC.

by *John W. Davis*
title *Area Manager*

BOONE COUNTY, MISSOURI

by: Boone County Commission
Daniel K. Atwill
Daniel K. Atwill, Presiding Commissioner

APPROVED AS TO FORM:

Wendy S. Noren
County Counselor

ATTEST:

Wendy S. Noren
Wendy S. Noren, County Clerk *mg*

AUDITOR CERTIFICATION

In accordance with RSMo 50.660, I hereby certify that a sufficient unencumbered appropriation balance exists and is available to satisfy the obligation(s) arising from this contract. (Note: Certification of this contract is not required if the terms of this contract do not create a measurable county obligation at this time.)

James E. Pritchard
Signature *by cdf*

8/26/13
Date

2040/2041/71100 Term & Supply
No Encumbrance Required
Appropriation Account

SAMPLE LABOR AND MATERIAL PAYMENT BOND

KNOW ALL PERSONS BY THESE PRESENT, that we,

as Principal, hereinafter called Contractor, and _____

a Corporation, organized under the laws of the State of _____ and authorized to transact business in the State of Missouri, as Surety, hereinafter called Surety, are held and firmly bound unto the County of Boone, Missouri, as Obligee, hereinafter called Owner, for the use and benefit of claimants as herein defined, in the amount of

_____ Dollars, (\$ _____), for the payment whereof Contractor and Surety bind themselves, their heirs,

executors, administrators, successors, and assigns jointly and severally, firmly by these presents:

WHEREAS, Contractor has, by written agreement dated _____ entered into a Contract with Owner for:

Project Name: _____

Project No.: _____

in accordance with specifications and/or plans prepared by the County of Boone which Contract is by reference made a part hereof, and is hereinafter referred to as the Contract.

NOW, THEREFORE, THE CONDITION OF THIS OBLIGATION is such that the Contractor shall promptly make payments to all claimants as hereinafter defined, for all labor and material used or reasonably required for use in the performance of the Contract, then this obligation shall be void; otherwise, it shall remain in full force and effect, subject, however, to the following conditions.

A. A claimant is defined as one having a direct contract with the Contractor or with a subcontractor of the Contractor for labor, material, or both, used or reasonably required for use in the performance of the Contract; labor and material being construed to include the part of water, gas, power, light, heat, oil, gasoline, telephone service, rental, or equipment directly applicable to the Contract.

B. The above named Contractor and Surety hereby jointly and severally agree with the Owner that every claimant as herein defined, who has not been paid in full before the expiration of a period of ninety (90) days after the date on which the last of such claimant's work or labor was done or performed, or materials were furnished by such claimant, may sue on this bond for the use of such claimant, prosecute the suit to final judgment for such sum or sums as may be justly due claimant, and have execution thereon. The owner shall not be liable for the payment of any costs or expenses of any such suit.

C. No suit or action shall be commenced hereunder by any claimant:

1. Unless claimant, other than one having a direct Contact with the Contractor, shall have given written notice to any two of the following: The Contractor, the Owner, or the Surety above named, within ninety (90) days after such claimant did or performed the last of the work or labor, or furnished the last of the materials for which said claim is made, stating with substantial or furnished the last of the materials for which said claim is made, stating with substantial accuracy the amount claimed and the name of the party to whom the materials were furnished, or for whom the work or labor was done or performed. Such notice shall be served by mailing the same by

registered mail or certified mail, postage prepaid, in an envelope addressed to the Contractor, Owner, or Surety, at any place where an office is regularly maintained for the transaction of business, or served in any manner in which legal process may be served in the state in which the aforesaid project is located, save that such service need not be made by a public officer.

2. After the expiration of one (1) year following the date on which Contractor ceased work on said Contract, it being understood, however, that if any limitation embodied in this bond is prohibited by any law controlling the construction hereof, such limitation shall be deemed to be amended so as to be equal to the minimum period of limitation permitted by such law.

3. Other than in a state court of competent jurisdiction in and for the County or other political subdivision of the state in which the project, or any part thereof, is situated or in the United States District Court for the district in which the project, or any part thereof, is situated, and not elsewhere.

D. The amount of this bond shall be reduced by and to the extent of any payment or payments made in good faith hereunder, inclusive of the payment by Surety of Mechanic's Liens which may be filed on record against said improvement, whether or not claim for the amount of such lien be presented under or against this bond.

IN TESTIMONY WHEREOF, the Contractor has hereunto set their hand and the Surety caused these present to be executed in its name and its corporate seal to be affixed by its Attorney-in-Fact at

_____, on this _____ day of _____, 20_____.

CONTRACTOR: _____ (Seal)

BY: _____

SURETY COMPANY _____

BY: _____
(Attorney-in-Fact)

BY: _____
(Missouri Representative)

(Accompany this bond with Attorney-In-Fact's authority from the Surety Company certified to include the date of this bond.)

Surety Contact Name: _____ Phone Number: _____
Address: _____

CERTIFIED COPY OF ORDER

STATE OF MISSOURI }
 County of Boone } ea.

September Session of the July Adjourned

Term. 20 13

In the County Commission of said county, on the 3rd day of September 20 13

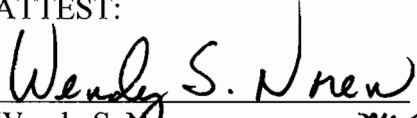
the following, among other proceedings, were had, viz:

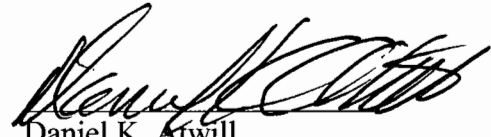
Now on this day the County Commission of the County of Boone does hereby approve the following budget amendment for the Juvenile Office to increase revenue and expenditures for the Probation Services grant covering July 1, 2013 to December 31, 2013.

Department	Account	Department Name	Account Name	Decrease \$	Increase \$
1243	03451	Judicial Grants	State Reimbursement		41,663
1243	10100	Judicial Grants	Salaries/Wages		32,365
1243	10200	Judicial Grants	FICA		2,476
1243	10300	Judicial Grants	Health Insurance		4,750
1243	10325	Judicial Grants	Disability Insurance		94
1243	10350	Judicial Grants	Life Insurance		47
1243	10375	Judicial Grants	Dental Insurance		474
1243	10400	Judicial Grants	Workers Comp.		1,097
1243	10500	Judicial Grants	401 (A) Match		360

Done this 3rd of September, 2013.

ATTEST:


 Wendy S. Noren
 Clerk of the County Commission


 Daniel K. Atwill
 Presiding Commissioner


 Karen M. Miller
 District I Commissioner


 Janet M. Thompson
 District II Commissioner

REQUEST FOR BUDGET AMENDMENT

BOONE COUNTY, MISSOURI

Return to Auditor's Office
Please do not remove staple.

8/1/13

EFFECTIVE DATE

FOR AUDITORS USE

Department				Account					Department Name	Account Name	(Use whole \$ amounts)	
											Decrease	Increase
1	2	4	3	0	3	4	5	1	Judicial Grants	State Reimbursement		\$41,663
1	2	4	3	1	0	1	0	0	Judicial Grants	Salaries/Wages		\$32,365
1	2	4	3	1	0	2	0	0	Judicial Grants	FICA		\$2,476
1	2	4	3	1	0	3	0	0	Judicial Grants	Health Insurance		\$4,750
1	2	4	3	1	0	3	2	5	Judicial Grants	Disability Insurance		\$94
1	2	4	3	1	0	3	5	0	Judicial Grants	Life Insurance		\$47
1	2	4	3	1	0	3	7	5	Judicial Grants	Dental Insurance		\$474
1	2	4	3	1	0	4	0	0	Judicial Grants	Workers Comp.		\$1,097
1	2	4	3	1	0	5	0	0	Judicial Grants	401 (A) Match		\$360

Describe the circumstances requiring this Budget Amendment. Please address any budgetary impact for the remainder of this year and subsequent years. (Use attachment if necessary): **To increase revenue and expenditures for the Probation Services grant. This budget amendment covers 7/1/13 to 12/31/13.**


Requesting Official

TO BE COMPLETED BY AUDITOR'S OFFICE

- A schedule of previously processed Budget Revisions/Amendments is attached.
- A fund-solvency schedule is attached.
- Comments: *Budget Neutral. Pays for 2 DJO salaries.*


Auditor's Office

Agenda


PRESIDING COMMISSIONER


DISTRICT I COMMISSIONER


DISTRICT II COMMISSIONER

BUDGET AMENDMENT PROCEDURES

- County Clerk schedules the Budget Amendment for a first reading on the commission agenda. A copy of the Budget Amendment and all attachments must be made available for public inspection and review for a period of at least 10 days commencing with the first reading of the Budget Amendment.
- At the first reading, the Commission sets the Public Hearing date (at least 10 days hence) and instructs the County Clerk to provide at least 5 days public notice of the Public Hearing. **NOTE: The 10-day period may not be waived.**
- The Budget Amendment may not be approved prior to the Public Hearing.

Probation Services Grant
Calculations for Budget Amendment
July 2013 - December 2013

Position Number	Position Title	Budget Hours July-Dec.	Hourly Rate	10100 Salary & Wages	10200 FICA	10300 Health Insurance	10325 Disability Insurance	10350 Life Insurance	10375 Dental Insurance	10400 Workers Comp.	10500 401(A) Match	Total
560	DJO	1040	15.56	\$ 16,182.40	\$ 1,237.95	\$ 2,374.98	\$ 46.93	\$ 23.52	\$ 237.00	\$ 548.58	\$ 180.00	\$ 20,831.37
561	DJO	1040	15.56	\$ 16,182.40	\$ 1,237.95	\$ 2,374.98	\$ 46.93	\$ 23.52	\$ 237.00	\$ 548.58	\$ 180.00	\$ 20,831.37
July-December 2013 Exp Estimate:				\$ 32,364.80	\$ 2,475.91	\$ 4,749.96	\$ 93.86	\$ 47.04	\$ 474.00	\$ 1,097.17	\$ 360.00	\$ 41,662.74
2013 Budget Amendment Expenditure Amounts:				\$ 32,364.80	\$ 2,475.91	\$ 4,749.96	\$ 93.86	\$ 47.04	\$ 474.00	\$ 1,097.17	\$ 360.00	\$ 41,662.74
2013 Budget Amendment Revenue Amounts:				\$ 32,364.80	\$ 2,475.91	\$ 4,749.96	\$ 93.86	\$ 47.04	\$ 474.00	\$ 1,097.17	\$ 360.00	\$ 41,662.74

Grant Award:
 July-Dec 2013 \$41,662.74
 January-June 2014 \$41,662.74
TOTAL GRANT AWARD \$83,325.48

1243 Judicial Grants & Contracts
 Probation Services Grant
 Calculations for Budget Amendment
 January 2014- June 2014

Position Number	Position Title	Budget Hours Jan.-June	Hourly Rate	10100 Salary & Wages	10200 FICA	10300 Health Insurance	10325 Disability Insurance	10350 Life Insurance	10375 Dental Insurance	10400 Workers Comp	10500 401(A) Match	Total
				(0.0765)	(\$395.83/mo.)	(0.0029)	(\$39.50/mo)			(0.0339)	(\$30/mo.)	
560	DJO	1040	15.56	\$ 16,182.40	\$ 1,237.95	\$ 2,374.98	\$ 46.93	\$ 23.52	\$ 237.00	\$ 548.58	\$ 180.00	\$ 20,831.37
561	DJO	1040	15.56	\$ 16,182.40	\$ 1,237.95	\$ 2,374.98	\$ 46.93	\$ 23.52	\$ 237.00	\$ 548.58	\$ 180.00	\$ 20,831.37
Jan.-June 2014 Exp Estimate:				\$ 32,364.80	\$ 2,475.91	\$ 4,749.96	\$ 93.86	\$ 47.04	\$ 474.00	\$ 1,097.17	\$ 360.00	\$ 41,662.74
2014 Budget Amendment Expenditure Amounts:				\$ 32,364.80	\$ 2,475.91	\$ 4,749.96	\$ 93.86	\$ 47.04	\$ 474.00	\$ 1,097.17	\$ 360.00	\$ 41,662.74
2014 Budget Amendment Revenue Amounts:				\$ 32,364.80	\$ 2,475.91	\$ 4,749.96	\$ 93.86	\$ 47.04	\$ 474.00	\$ 1,097.17	\$ 360.00	\$ 41,662.74

Grant Award:
 July-Dec 2013 \$41,662.74
 Jan-June 2014 \$41,662.74
 TOTAL GRANT AWARD: \$83,325.48



State of Missouri
 Department of Social Services
 Contract Amendment

Contract Description: Juvenile Court Diversion (JCD)
 Amendment Description: Contract Renewal
 Effective Date: July 1, 2013

Contract #: ERS172-362

State Vendor #: 43600055708

Amendment # 2

Contractor Information:

Contractor Name: Judicial Circuit 13th
 Mailing Address: 705 E. Walnut Street
 City, State Zip: Columbia, MO 65201-4487

The above referenced contract between the **Judicial Circuit 13th** and the Department of Social Services is hereby amended as follows:

1. The contract is renewed for the period July 1, 2013 through June 30, 2014.
2. This amendment revises the budget per the attached, previously submitted and Department approved Budget page.
3. This amendment shall be effective July 1, 2013. All other terms and conditions shall remain unchanged.

In witness thereof, the parties below hereby execute this agreement.

Kathy [Signature]

Authorized Signature for the Contractor

Court Administrator

Title

7-17-13

Date

Patrick [Signature]

Authorized Signature for the Department of Social Services

July 29, 2013

Date

DIVISION OF YOUTH SERVICES
JUVENILE COURT DIVERSION
YOUTH, FAMILY AND COMMUNITY SUPPORT GRANT

REQUESTED BUDGET

State Fiscal Year:

2014

Judicial Circuit #:

13

Contract Number:

ERS 172-362

FOCUS AREAS

--- Focus Area Title ---

#1	Probation Services Enhancement
#2	Intensive Intervention Model - Evening Reporting Center
#3	
#4	
#5	
#6	

PERSONNEL

Focus Area	#1	#2	#3	#4	#5	#6	Requested Funding
	\$83,326						
TOTAL PERSONNEL							\$ 83,326.00

TRAVEL & PROFESSIONAL DEVELOPMENT

Focus Area	#1	#2	#3	#4	#5	#6	Requested Funding
TOTAL TRAVEL & PD							\$ -

EQUIPMENT OR PROPERTY

Focus Area	#1	#2	#3	#4	#5	#6	Requested Funding
TOTAL EQUIP / PROP							\$ -

SUPPLIES AND OPERATION

Focus Area	#1	#2	#3	#4	#5	#6	Requested Funding
TOTAL SUPPLIES/OPP							\$ -

CONTRACTUAL SERVICES

Focus Area	#1	#2	#3	#4	#5	#6	Requested Funding
		\$4,107					
TOTAL CONTRACTUAL							\$ 4,107.00

FOCUS AREA TOTALS

Focus Area	#1	#2	#3	#4	#5	#6	Requested Funding
	83,326.00	4,107.00					
TOTAL DYS FUNDS REQUESTED							\$ 87,433.00



Fw: Finalized Amendment 2 - FY14 JCD Contract Renewal
Cindy L Garrett to: Diana Vaughan

07/30/2013 08:39 AM

FYI. Will you be scheduling this to be heard by commission?

Cindy Garrett
Chief Juvenile Officer
Family Court Services - Juvenile Division
705 East Walnut
Columbia MO 65201
573-886-4200
573-886-4030 (fax)

E-mail address: Cindy.L.Garrett@courts.mo.gov

----- Forwarded by Cindy L Garrett/13/Courts/Judicial on 07/30/2013 08:38 AM -----

From: "McCandless, Kathy" <Kathy.McCandless@dss.mo.gov>
To: "Garrett, Cindy" <cindy.l.garrett@courts.mo.gov>
Cc: "Heberle, Bill" <Bill.Heberle@dss.mo.gov>
Date: 07/29/2013 10:18 AM
Subject: Finalized Amendment 2 - FY14 JCD Contract Renewal

Cindy,

Attached is the finalized Amendment 2 to contract ERS172-362 for Juvenile Court Diversion services for FY14. Please print for your records as no hard copy will be mailed. Please let me know if you have any questions.

Thank you for your services to the State of Missouri.

Kathy

Kathy McCandless

Procurement Officer II
DFAS Procurement
PO Box 1643
Jefferson City, MO 65102-1643
phone: 573-751-7555
fax: 573-526-4678
Kathy.McCandless@dss.mo.gov

This communication is being transmitted by the Department of Social Services (DSS) and is confidential, privileged, and intended only for the use of the recipient named above. If you are not the intended recipient, unauthorized disclosure, copying, distribution or use of the contents is strictly prohibited. If you have received this in error, please notify the sender and destroy the material received.



2 (FY14 Renewal) final 6-27-13.pdf Budget for FY14 renewal 6-27-13.pdf

Division of Youth Services
 Contract Renewal Information
 2013/2014 Grant Year

The 13th Circuit Juvenile Court is requesting to make a minor change to our focus area for the Intensive Intervention Model Program.

Currently we have two grants, the Probation Services Enhancement and the Intensive Intervention Model Program.

The Probation Services Enhancement Grant would remain the same, with the same focus area, utilizing the funds to retain two Deputy Juvenile Officers to provide services that allow participating youth to remain in their homes and in the community as well as be referral free to the Juvenile Office once they have completed their probation period. Services are provided to the families, allowing them to remain intact and have more positive relationships with each other.

The Intensive Intervention Model Program would continue to focus on enhancing services provided to at-risk youth and families through a team approach. Youth in this program would receive services through our Evening Reporting Center, an alternative to detention program, by receiving Moral Reconciliation Therapy "MRT" by a trained professional. These youth also receive membership into the Boys and Girls Club, an after school program that provides programming and tutoring, as these youth attend Boys and Girls Club two times a week as part of the Evening Reporting Center curriculum. One additional day of programming is provided through Deputy Juvenile Officers bringing in community guest speakers, taking the youth on field trips, or having the youth participate in community service work projects to benefit their local community. We are requesting to use funds that were previously designated for family therapy services to pay for contract services for Moral Reconciliation Therapy. The Evening Reporting Center services, including MRT therapy, allows us to continue collaborating services and resources in which Juvenile Court youth may have access to such programs and services without being in the custody of the Division of Youth Services. This program will continue to serve youth ages 13 to 16. It is believed that enhancement of the services being provided are critical in order to be successful in diverting these youth from out of home placement, through this alternative to detention program, and to provide them skills and resources to be successful both as a youth and as an adult.

The Budget is broken down below:

Total Past Award	\$87,433.00
Salary & Wages	\$64,730.00
FICA	\$4,952.00
Health Insurance	\$9,500.00
Dis. Insurance	\$188.00
Life Insurance	\$94.00
Dental Insurance	\$948.00
Workers Comp	\$2,194.00
401(A) Match	720.00
Total Salaries/Wages & Benefits	\$83,326.00
Moral Reconciliation Therapy Services	\$4,107.00

We would ask for permission to use more funds to pay for Moral Reconciliation Therapy Services should there be a lapse in Deputy Juvenile Officer Positions, due to resignations and the time it takes to hire new staff.

Currently the total cost for Moral Reconciliation Therapy for a year is \$7,446.40. The therapy is provided twice a week and the cost is \$71.60 daily.

CERTIFIED COPY OF ORDER

STATE OF MISSOURI }
 County of Boone } ea.

September Session of the July Adjourned

Term. 20 13

In the County Commission of said county, on the 3rd day of September 20 13

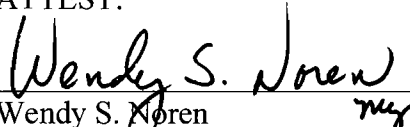
the following, among other proceedings, were had, viz:

Now on this day the County Commission of the County of Boone does hereby approve the following budget amendment for the Juvenile Office to increase revenue and expenditures for the Intensive Intervention grant. This will cover expenses for Moral Reconciliation Therapy Services from July 1, 2013 to December 31, 2013.

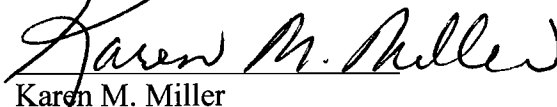
Department	Account	Department Name	Account Name	Decrease \$	Increase \$
1243	03451	Judicial Grants	State Reimbursement		4,107
1243	71100	Judicial Grants	Outside Services		4,107

Done this 3rd of September, 2013.

ATTEST:


 Wendy S. Noren
 Clerk of the County Commission


 Daniel K. Atwill
 Presiding Commissioner


 Karen M. Miller
 District I Commissioner


 Janet M. Thompson
 District II Commissioner

REQUEST FOR BUDGET AMENDMENT

BOONE COUNTY, MISSOURI

8/1/13
 EFFECTIVE DATE

FOR AUDITORS USE

Department				Account					Department Name	Account Name	(Use whole \$ amounts)	
											Decrease	Increase
1	2	4	3	0	3	4	5	1	Judicial Grants	State Reimbursement		\$4,107.00
1	2	4	3	7	1	1	0	0	Judicial Grants	<i>OUTSIDE SERVICES</i>		\$4,107.00

Describe the circumstances requiring this Budget Amendment. Please address any budgetary impact for the remainder of this year and subsequent years. (Use attachment if necessary): **To increase revenue and expenditures for the Intensive Intervention grant. This will cover expenses for Moral Reconation Therapy Services. This budget amendment covers 7/1/13 to 12/31/13.**



 Requesting Official

TO BE COMPLETED BY AUDITOR'S OFFICE

- ~~XXX~~ A schedule of previously processed Budget Revisions/Amendments is attached.
- ~~XXX~~ A fund-solvency schedule is attached.
- Comments: *Budget Neutral*



 Auditor's Office

Agenda



 PRESIDING COMMISSIONER



 DISTRICT I COMMISSIONER



 DISTRICT II COMMISSIONER

BUDGET AMENDMENT PROCEDURES

- County Clerk schedules the Budget Amendment for a first reading on the commission agenda. A copy of the Budget Amendment and all attachments must be made available for public inspection and review for a period of at least 10 days commencing with the first reading of the Budget Amendment.
- At the first reading, the Commission sets the Public Hearing date (at least 10 days hence) and instructs the County Clerk to provide at least 5 days public notice of the Public Hearing. **NOTE: The 10-day period may not be waived.**
- The Budget Amendment may not be approved prior to the Public Hearing.

1243 Judicial Grants & Contracts
Intensive Intervention Grant
Calculations for Budget Amendment
July 2013 - December 2013

**71100 Outside
Services**

July-Dec 2013 Exp. Estimate	\$	4,107.00
2013 Budget Amendment Expenditure Amounts:	\$	4,107.00
2013 Budget Amendment Revenue Amounts:	\$	4,107.00

Grant Award:

July-Dec 2013 \$4,107.00

TOTAL GRANT AWARD \$4,107.00



State of Missouri
 Department of Social Services
 Contract Amendment

Contract Description: Juvenile Court Diversion (JCD)
 Amendment Description: Contract Renewal
 Effective Date: July 1, 2013

Contract #: ERS172-362

State Vendor #: 43600055708

Amendment # 2

Contractor Information:

Contractor Name: Judicial Circuit 13th
 Mailing Address: 705 E. Walnut Street
 City, State Zip: Columbia, MO 65201-4487

The above referenced contract between the Judicial Circuit 13th and the Department of Social Services is hereby amended as follows:

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In witness thereof, the parties below hereby execute this agreement.

Kathy [Signature]

Authorized Signature for the Contractor

Court Administrator

Title

7-17-13

Date

Patrick [Signature]

Authorized Signature for the Department of Social Services

July 29, 2013

Date

DIVISION OF YOUTH SERVICES
JUVENILE COURT DIVERSION
YOUTH, FAMILY AND COMMUNITY SUPPORT GRANT

REQUESTED BUDGET

State Fiscal Year:

2014

Judicial Circuit #:

13

Contract Number:

ERS 172-362

FOCUS AREAS

--- Focus Area Title ---

#1	Probation Services Enhancement
#2	Intensive Intervention Model - Evening Reporting Center
#3	
#4	
#5	
#6	

PERSONNEL

Focus Area	#1	#2	#3	#4	#5	#6	Requested Funding
	\$83,326						
TOTAL PERSONNEL							\$ 83,326.00

TRAVEL & PROFESSIONAL DEVELOPMENT

Focus Area	#1	#2	#3	#4	#5	#6	Requested Funding
TOTAL TRAVEL & PD							\$ -

EQUIPMENT OR PROPERTY

Focus Area	#1	#2	#3	#4	#5	#6	Requested Funding
TOTAL EQUIP / PROP							\$ -

SUPPLIES AND OPERATION

Focus Area	#1	#2	#3	#4	#5	#6	Requested Funding
TOTAL SUPPLIES/OPP							\$ -

CONTRACTUAL SERVICES

Focus Area	#1	#2	#3	#4	#5	#6	Requested Funding
		\$4,107					
TOTAL CONTRACTUAL							\$ 4,107.00

FOCUS AREA TOTALS

Focus Area	#1	#2	#3	#4	#5	#6
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TOTAL DYS FUNDS REQUESTED \$ 87,433.00

Division of Youth Services
 Contract Renewal Information
 2013/2014 Grant Year

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Life Insurance	\$94.00
Dental Insurance	\$948.00
Workers Comp	\$2,194.00
401(A) Match	720.00
Total Salaries/Wages & Benefits	\$83,326.00
Moral Reconciliation Therapy Services	\$4,107.00

We would ask for permission to use more funds to pay for Moral Reconciliation Therapy Services should there be a lapse in Deputy Juvenile Officer Positions, due to resignations and the time it takes to hire new staff.

Currently the total cost for Moral Reconciliation Therapy for a year is \$7,446.40. The therapy is provided twice a week and the cost is \$71.60 daily.



Re: Fw: July Juvenile MRT 
Cindy L Garrett to: Diana Vaughan

08/01/2013 05:11 PM

History: This message has been replied to.

It can all go to this year as there is not enough in it to cover for both 2013 and 2014. Therefore once we run out of money in the grant, we will have to cover from our budget. However, I was informed we can use personnel funds to help cover this should there be a lapse in staff in the grant positions.

Cindy Garrett
Chief Juvenile Officer
Family Court Services - Juvenile Division
705 East Walnut
Columbia MO 65201
573-886-4200
573-886-4030 (fax)

E-mail address: Cindy.L.Garrett@courts.mo.gov

Diana Vaughan Do you want this grant split up - budget half this... 08/01/2013 03:47:19 PM

From: Diana Vaughan/13/Courts/Judicial
To: Cindy L Garrett/13/Courts/Judicial@Judicial
Date: 08/01/2013 03:47 PM
Subject: Re: Fw: July Juvenile MRT

Do you want this grant split up - budget half this year and half next year, or do you want it all budgeted for 2013 and then move whatever is left into 2014?

Cindy L Garrett FYI, wanted to remind all that this is now being p... 08/01/2013 03:32:07 PM

CERTIFIED COPY OF ORDER

STATE OF MISSOURI }
 County of Boone } ea.

September Session of the July Adjourned

Term. 20 13

In the County Commission of said county, on the 3rd day of September 20 13

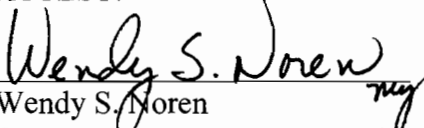
the following, among other proceedings, were had, viz:


Now on this day the County Commission of the County of Boone does hereby re-appoint the following:

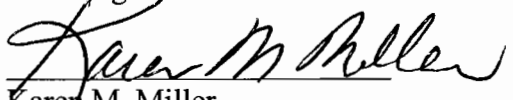
Name	Board	Period
Jean M. Sax	Board of Health	September 3, 2013 through September 3, 2016

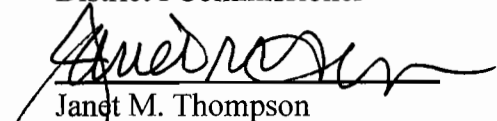
Done this 3rd day of September, 2013.

ATTEST:


 Wendy S. Noren
 Clerk of the County Commission


 Daniel K. Atwill
 Presiding Commissioner


 Karen M. Miller
 District I Commissioner


 Janet M. Thompson
 District II Commissioner



Boone County Commission

BOONE COUNTY BOARD OR COMMISSION APPLICATION FORM

Board or Commission: BOARD OF HEALTH Term: 2014-17

Current Township: COLUMBIA Today's Date: 08-06-2013

Name: JEAN M SAX

Home Address: 1904 W. FENTON RD Col Zip Code: 65202

Business Address: ^{MUPC} 3 HOSPITAL DR Zip Code: 65212

Home Phone: _____ Work Phone: 573 884-0965
Fax: 573-445 3079 E-mail: saxj@missouri.edu

Qualifications: ^{CURRENT} MEMBER of BOH. ^{CURRENT} MEMBER of E+E COMMISSION
RD - House supervisor MUPC, MEMBER of MRC

Past Community Service: MRC, BOH, E+E, TREE KEEPERS LEAGUE of
WOMEN VOTERS, CLASOW TO BOARD of MENTAL HEALTH
Trustees

References: (999-7177) EDWARD ADELSTEIN MD, (874 7455) DEBORAH HOWESTIEN MD
SHARON LEE MSN, ELLEN HERNDON, MARCA SMITH MSN
(864-9131) (256-6203) (884 1207)

I have no objections to the information in this application being made public. To the best of my knowledge at this time I can serve a full term if appointed. I do hereby certify that the above information is true and accurate.

Applicant
Signature

Return Application Boone County Commission Office
To: Boone County Government Center
801 East Walnut, Room 333
Columbia, MO 65201
Fax: 573-886-4311

Dropped off in-person
~4:00pm 8/6/13