



**MissionCriticalPartners**  
Because the Mission Matters

RFP #5915 Z1  
Request for Proposal  
Contractual Services

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Technical Proposal

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PREPARED SEPTEMBER 28, 2018  
FOR STATE OF NEBRASKA STATE PURCHASING BUREAU  
ORIGINAL

[MissionCriticalPartners.com](http://MissionCriticalPartners.com)

Dallas Office | 502 N. Carroll Ave. Suite 120 | Southlake, TX 76092 | 888.8.MCP.911 or 888.862.7911

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# Introduction Letter

September 28, 2018

State of Nebraska  
Buyer(s) Annette Walton / Jennifer Eloge  
State Purchasing Bureau  
1526 K Street, Suite 130  
Lincoln, NE 68508

Re: Proposal for Contractual Services–Solicitation Number RFP 5915 Z1

Dear Ms. Walton and Ms. Eloge:

Mission Critical Partners, LLC (MCP) appreciates the opportunity to provide this proposal to the State of Nebraska for professional technical consulting services to assist with statewide implementation of Next Generation 911 (NG911) and provide as-needed general consulting services for legacy 911 (E911) operations. The MCP team serves as an independent agent with considerable experience in local government management roles, and extensive experience in performing public safety consulting services for state, local, and federal government entities.

As required, we are submitting the proposal in the following format: One (1) signed original technical proposal and one (1) cost proposal divided by tabs in a single loose-leaf binder.

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

Eric Caddy, VP & Director of Network/911 Services	Cell: 951.204.4723
Mission Critical Partners–Dallas Office	Office: 951.395.1030
502 N. Carroll Ave. Suite 120	Fax: 814.217.6807
Southlake, TX 76092	Email: <a href="mailto:EricCaddy@MissionCriticalPartners.com">EricCaddy@MissionCriticalPartners.com</a>

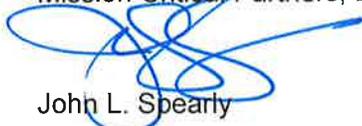
Additionally, MCP acknowledges three (3) addendums have been issued by the State of Nebraska State Purchasing Bureau Request for Proposal for Contractual Services–Solicitation Number 5915 Z1

- Addendum Number One, Revised Schedule of Events–released August 20, 2018
- Addendum Number Two, Pre-Proposal Conference Update–released September 11, 2018
- Addendum Number Three, Questions and Answers–released September 18, 2018

I, John L. Spearly, am the authorized representative signing and submitting this proposal on the Company's behalf. I may be contacted at 888.862.7911 or [JohnSpearly@MissionCriticalPartners.com](mailto:JohnSpearly@MissionCriticalPartners.com).

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

Sincerely,  
Mission Critical Partners, LLC



John L. Spearly  
Vice President and Director of Administrative Services



# 1. Request for Proposal Form

## REQUEST FOR PROPOSAL FOR CONTRACTUAL SERVICES FORM

By signing this Request for Proposal for Contractual Services form, the bidder guarantees compliance with

### BIDDER MUST COMPLETE THE FOLLOWING

the procedures stated in this Request for Proposal and agrees to the terms and conditions unless otherwise indicated in writing and certifies that bidder maintains a drug free work place.

Per Nebraska's Transparency in Government Procurement Act, Neb. Rev Stat § 73-603 DAS is required to collect statistical information regarding the number of contracts awarded to Nebraska Contractors. This information is for statistical purposes only and will not be considered for contract award purposes.

\_\_\_\_ NEBRASKA CONTRACTOR AFFIDAVIT: Bidder hereby attests that bidder is a Nebraska Contractor. "Nebraska Contractor" shall mean any bidder who has maintained a bona fide place of business and at least one employee within this state for at least the six (6) months immediately preceding the posting date of this RFP.

\_\_\_\_ I hereby certify that I am a Resident disabled veteran or business located in a designated enterprise zone in accordance with Neb. Rev. Stat. § 73-107 and wish to have preference, if applicable, considered in the award of this contract.

\_\_\_\_ I hereby certify that I am a blind person licensed by the Commission for the Blind & Visually Impaired in accordance with Neb. Rev. Stat. §71-8611 and wish to have preference considered in the award of this contract.

### FORM MUST BE SIGNED USING AN INDELIBLE METHOD (NOT ELECTRONICALLY)

FIRM:	Mission Critical Partners, LLC
COMPLETE ADDRESS:	690 Gray's Woods Blvd., Port Matilda, PA 16870
TELEPHONE NUMBER:	888.862.7911
FAX NUMBER:	814.217.6807
DATE:	September 28, 2018
SIGNATURE:	
TYPED NAME & TITLE OF SIGNER:	John L. Spearly, Vice President and Director of Administrative Services



**II. TERMS AND CONDITIONS**

**Bidders should complete Sections II through VI as part of their proposal.** Bidder is expected to read the Terms and Conditions and should initial either accept, reject, or reject and provide alternative language for each clause. The bidder should also provide an explanation of why the bidder rejected the clause or rejected the clause and provided alternate language. By signing the RFP, bidder is agreeing to be legally bound by all the accepted terms and conditions, and any proposed alternative terms and conditions submitted with the proposal. The State reserves the right to negotiate rejected or proposed alternative language. If the State and bidder fail to agree on the final Terms and Conditions, the State reserves the right to reject the proposal. The State of Nebraska is soliciting proposals in response to this RFP. The State of Nebraska reserves the right to reject proposals that attempt to substitute the bidder's commercial contracts and/or documents for this RFP.

The bidders should submit with their proposal any license, user agreement, service level agreement, or similar documents that the bidder wants incorporated in the contract. The State will not consider incorporation of any document not submitted with the bidder's proposal as the document will not have been included in the evaluation process. These documents shall be subject to negotiation and will be incorporated as addendums if agreed to by the Parties.

If a conflict or ambiguity arises after the Addendum to Contract Award have been negotiated and agreed to, the Addendum to Contract Award shall be interpreted as follows:

1. If only one Party has a particular clause then that clause shall control;
2. If both Parties have a similar clause, but the clauses do not conflict, the clauses shall be read together;
3. If both Parties have a similar clause, but the clauses conflict, the State's clause shall control.

**A. GENERAL**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The contract resulting from this RFP shall incorporate the following documents:

1. Request for Proposal and Addenda;
2. Amendments to the RFP;
3. Questions and Answers;
4. Contractor's proposal (RFP and properly submitted documents);
5. The executed Contract and Addendum One to Contract, if applicable; and,
6. Amendments/Addendums to the Contract.

These documents constitute the entirety of the contract.

Unless otherwise specifically stated in a future contract amendment, in case of any conflict between the incorporated documents, the documents shall govern in the following order of preference with number one (1) receiving preference over all other documents and with each lower numbered document having preference over any higher numbered document: 1) Amendment to the executed Contract with the most recent dated amendment having the highest priority, 2) executed Contract and any attached Addenda, 3) Amendments to RFP and any Questions and Answers, 4) the original RFP document and any Addenda, and 5) the Contractor's submitted Proposal.

Any ambiguity or conflict in the contract discovered after its execution, not otherwise addressed herein, shall be resolved in accordance with the rules of contract interpretation as established in the State of Nebraska.

**B. NOTIFICATION**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

Contractor and State shall identify the contract manager who shall serve as the point of contact for the executed contract.

Communications regarding the executed contract shall be in writing and shall be deemed to have been given if delivered personally or mailed, by U.S. Mail, postage prepaid, return receipt requested, to the parties at their respective addresses set forth below, or at such other addresses as may be specified in writing by either of the parties. All notices, requests, or communications shall be deemed effective upon personal delivery or three (3) calendar days following deposit in the mail.

**C. GOVERNING LAW (Statutory)**

Notwithstanding any other provision of this contract, or any amendment or addendum(s) entered into contemporaneously or at a later time, the parties understand and agree that, (1) the State of Nebraska is a sovereign state and its authority to contract is therefore subject to limitation by the State's Constitution, statutes, common law, and regulation; (2) this contract will be interpreted and enforced under the laws of the State of Nebraska; (3) any action to enforce the provisions of this agreement must be brought in the State of Nebraska per state law; (4) the person signing this contract on behalf of the State of Nebraska does not have the authority to waive the State's sovereign immunity, statutes, common law, or regulations; (5) the indemnity, limitation of liability, remedy, and other similar provisions of the final contract, if any, are entered into subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity; and, (6) all terms and conditions of the final contract, including but not limited to the clauses concerning third party use, licenses, warranties, limitations of liability, governing law and venue, usage verification, indemnity, liability, remedy or other similar provisions of the final contract are entered into specifically subject to the State's Constitution, statutes, common law, regulations, and sovereign immunity.

The Parties must comply with all applicable local, state and federal laws, ordinances, rules, orders, and regulations.

**D. BEGINNING OF WORK**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The bidder shall not commence any billable work until a valid contract has been fully executed by the State and the successful Contractor. The Contractor will be notified in writing when work may begin.

**E. CHANGE ORDERS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The State and the Contractor, upon the written agreement, may make changes to the contract within the general scope of the RFP. Changes may involve specifications, the quantity of work, or such other items as the State may find necessary or desirable. Corrections of any deliverable, service, or work required pursuant to the contract shall not be deemed a change. The Contractor may not claim forfeiture of the contract by reasons of such changes.

The Contractor shall prepare a written description of the work required due to the change and an itemized cost sheet for the change. Changes in work and the amount of compensation to be paid to the Contractor shall be determined in accordance with applicable unit prices if any, a pro-rated value, or through negotiations. The State shall not incur a price increase for changes that should have been included in the Contractor's proposal, were foreseeable, or result from difficulties with or failure of the Contractor's proposal or performance.

No change shall be implemented by the Contractor until approved by the State, and the contract is amended to reflect the change and associated costs, if any. If there is a dispute regarding the cost, but both parties agree that immediate implementation is necessary, the change may be implemented, and cost negotiations may continue with both Parties retaining all remedies under the contract and law.

**F. NOTICE OF POTENTIAL CONTRACTOR BREACH**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

If Contractor breaches the contract or anticipates breaching the contract, the Contractor shall immediately give written notice to the State. The notice shall explain the breach or potential breach, a proposed cure, and may include a request for a waiver of the breach if so desired. The State may, in its discretion, temporarily or permanently waive the breach. By granting a waiver, the State does not forfeit any rights or remedies to which the State is entitled by law or equity, or pursuant to the provisions of the contract. Failure to give immediate notice, however, may be grounds for denial of any request for a waiver of a breach.

**G. BREACH**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

Either Party may terminate the contract, in whole or in part, if the other Party breaches its duty to perform its obligations under the contract in a timely and proper manner. Termination requires written notice of default and a thirty (30) calendar day (or longer at the non-breaching Party's discretion considering the gravity and nature of the default) cure period. Said notice shall be delivered by Certified Mail, Return Receipt Requested, or in person with proof of delivery. Allowing time to cure a failure or breach of contract does not waive the right to immediately terminate the contract for the same or different contract breach which may occur at a different time. In case of default of the Contractor, the State may contract the service from other sources and hold the Contractor responsible for any excess cost occasioned thereby.

The State's failure to make payment shall not be a breach, and the Contractor shall retain all available statutory remedies and protections.

**H. NON-WAIVER OF BREACH**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The acceptance of late performance with or without objection or reservation by a Party shall not waive any rights of the Party nor constitute a waiver of the requirement of timely performance of any obligations remaining to be performed.

**I. SEVERABILITY**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

If any term or condition of the contract is declared by a court of competent jurisdiction to be illegal or in conflict with any law, the validity of the remaining terms and conditions shall not be affected, and the rights and obligations of the parties shall be construed and enforced as if the contract did not contain the provision held to be invalid or illegal.

**J. INDEMNIFICATION**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

**1. GENERAL**

The Contractor agrees to defend, indemnify, and hold harmless the State and its employees, volunteers, agents, and its elected and appointed officials ("the indemnified parties") from and against any and all third party claims, liens, demands, damages, liability, actions, causes of action, losses, judgments, costs, and expenses of every nature, including investigation costs and expenses, settlement costs, and attorney fees and expenses ("the claims"), sustained or asserted against the State for personal injury, death, or property loss or damage, arising out of, resulting from, or attributable to the willful misconduct, negligence, error, or omission of the Contractor, its employees, subcontractors, consultants, representatives, and agents, resulting from this contract, except to the extent such Contractor liability is attenuated by any action of the State which directly and proximately contributed to the claims.

**2. INTELLECTUAL PROPERTY**

The Contractor agrees it will, at its sole cost and expense, defend, indemnify, and hold harmless the indemnified parties from and against any and all claims, to the extent such claims arise out of, result from, or are attributable to, the actual or alleged infringement or misappropriation of any patent, copyright, trade secret, trademark, or confidential information of any third party by the Contractor or its employees, subcontractors, consultants, representatives, and agents; provided, however, the State gives the Contractor prompt notice in writing of the claim. The Contractor may not settle any infringement claim that will affect the State's use of the Licensed Software without the State's prior written consent, which consent may be withheld for any reason.

If a judgment or settlement is obtained or reasonably anticipated against the State's use of any intellectual property for which the Contractor has indemnified the State, the Contractor shall, at the Contractor's sole cost and expense, promptly modify the item or items which were determined to be infringing, acquire a license or licenses on the State's behalf to provide the necessary rights to the State to eliminate the

infringement, or provide the State with a non-infringing substitute that provides the State the same functionality. At the State's election, the actual or anticipated judgment may be treated as a breach of warranty by the Contractor, and the State may receive the remedies provided under this RFP.

**3. PERSONNEL**

The Contractor shall, at its expense, indemnify and hold harmless the indemnified parties from and against any claim with respect to withholding taxes, worker's compensation, employee benefits, or any other claim, demand, liability, damage, or loss of any nature relating to any of the personnel, including subcontractor's and their employees, provided by the Contractor.

**4. SELF-INSURANCE**

The State of Nebraska is self-insured for any loss and purchases excess insurance coverage pursuant to Neb. Rev. Stat. § 81-8,239.01 (Reissue 2008). If there is a presumed loss under the provisions of this agreement, Contractor may file a claim with the Office of Risk Management pursuant to Neb. Rev. Stat. §§ 81-8,829 – 81-8,306 for review by the State Claims Board. The State retains all rights and immunities under the State Miscellaneous (Section 81-8,294), Tort (Section 81-8,209), and Contract Claim Acts (Section 81-8,302), as outlined in Neb. Rev. Stat. § 81-8,209 et seq. and under any other provisions of law and accepts liability under this agreement to the extent provided by law.

5. The Parties acknowledge that Attorney General for the State of Nebraska is required by statute to represent the legal interests of the State, and that any provision of this indemnity clause is subject to the statutory authority of the Attorney General.

**K. ATTORNEY'S FEES**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

In the event of any litigation, appeal, or other legal action to enforce any provision of the contract, the Parties agree to pay all expenses of such action, as permitted by law and if order by the court, including attorney's fees and costs, if the other Party prevails.

**L. ASSIGNMENT, SALE, OR MERGER**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

Either Party may assign the contract upon mutual written agreement of the other Party. Such agreement shall not be unreasonably withheld.

The Contractor retains the right to enter into a sale, merger, acquisition, internal reorganization, or similar transaction involving Contractor's business. Contractor agrees to cooperate with the State in executing amendments to the contract to allow for the transaction. If a third party or entity is involved in the transaction, the Contractor will remain responsible for performance of the contract until such time as the person or entity involved in the transaction agrees in writing to be contractually bound by this contract and perform all obligations of the contract.

**M. CONTRACTING WITH OTHER NEBRASKA POLITICAL SUB-DIVISIONS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The Contractor may, but shall not be required to, allow agencies, as defined in Neb. Rev. Stat. §81-145, to use this contract. The terms and conditions, including price, of the contract may not be amended. The State shall not be contractually obligated or liable for any contract entered into pursuant to this clause. A listing of Nebraska political subdivisions may be found at the website of the Nebraska Auditor of Public Accounts.

**N. FORCE MAJEURE**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

Neither Party shall be liable for any costs or damages, or for default resulting from its inability to perform any of its obligations under the contract due to a natural or manmade event outside the control and not the fault of the affected Party ("Force Majeure Event"). The Party so affected shall immediately make a written request for relief to the other Party, and shall have the burden of proof to justify the request. The other Party may grant the relief requested; relief may not be unreasonably withheld. Labor disputes with the impacted Party's own employees will not be considered a Force Majeure Event.

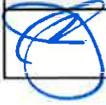
**O. CONFIDENTIALITY**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

All materials and information provided by the Parties or acquired by a Party on behalf of the other Party shall be regarded as confidential information. All materials and information provided or acquired shall be handled in accordance with federal and state law, and ethical standards. Should said confidentiality be breached by a Party, the Party shall notify the other Party immediately of said breach and take immediate corrective action.

It is incumbent upon the Parties to inform their officers and employees of the penalties for improper disclosure imposed by the Privacy Act of 1974, 5 U.S.C. 552a. Specifically, 5 U.S.C. 552a (i)(1), which is made applicable by 5 U.S.C. 552a (m)(1), provides that any officer or employee, who by virtue of his/her employment or official position has possession of or access to agency records which contain individually identifiable information, the disclosure of which is prohibited by the Privacy Act or regulations established thereunder, and who knowing that disclosure of the specific material is prohibited, willfully discloses the material in any manner to any person or agency not entitled to receive it, shall be guilty of a misdemeanor and fined not more than \$5,000.

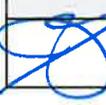
**P. EARLY TERMINATION**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The contract may be terminated as follows:

1. The State and the Contractor, by mutual written agreement, may terminate the contract at any time.
2. The State, in its sole discretion, may terminate the contract for any reason upon thirty (30) calendar day's written notice to the Contractor. Such termination shall not relieve the Contractor of warranty or other service obligations incurred under the terms of the contract. In the event of termination the Contractor shall be entitled to payment, determined on a pro rata basis, for products or services satisfactorily performed or provided.
3. The State may terminate the contract immediately for the following reasons:
  - a. if directed to do so by statute;
  - b. Contractor has made an assignment for the benefit of creditors, has admitted in writing its inability to pay debts as they mature, or has ceased operating in the normal course of business;
  - c. a trustee or receiver of the Contractor or of any substantial part of the Contractor's assets has been appointed by a court;
  - d. fraud, misappropriation, embezzlement, malfeasance, misfeasance, or illegal conduct pertaining to performance under the contract by its Contractor, its employees, officers, directors, or shareholders;
  - e. an involuntary proceeding has been commenced by any Party against the Contractor under any one of the chapters of Title 11 of the United States Code and (i) the proceeding has been pending for at least sixty (60) calendar days; or (ii) the Contractor has consented, either expressly or by operation of law, to the entry of an order for relief; or (iii) the Contractor has been decreed or adjudged a debtor;
  - f. a voluntary petition has been filed by the Contractor under any of the chapters of Title 11 of the United States Code;
  - g. Contractor intentionally discloses confidential information;
  - h. Contractor has or announces it will discontinue support of the deliverable; and,
  - i. In the event funding is no longer available.

**Q. CONTRACT CLOSEOUT**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

Upon contract closeout for any reason the Contractor shall within 30 days, unless stated otherwise herein:

1. Transfer all completed or partially completed deliverables to the State;
2. Transfer ownership and title to all completed or partially completed deliverables to the State;
3. Return to the State all information and data, unless the Contractor is permitted to keep the information or data by contract or rule of law. Contractor may retain one copy of any information or data as required to comply with applicable work product documentation standards or as are automatically retained in the course of Contractor's routine back up procedures;
4. Cooperate with any successor Contractor, person or entity in the assumption of any or all of the obligations of this contract;
5. Cooperate with any successor Contractor, person or entity with the transfer of information or data related to this contract;
6. Return or vacate any state owned real or personal property; and,
7. Return all data in a mutually acceptable format and manner.

Nothing in this Section should be construed to require the Contractor to surrender intellectual property, real or personal property, or information or data owned by the Contractor for which the State has no legal claim.



**III. CONTRACTOR DUTIES**

**A. INDEPENDENT CONTRACTOR / OBLIGATIONS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

It is agreed that the Contractor is an independent contractor and that nothing contained herein is intended or should be construed as creating or establishing a relationship of employment, agency, or a partnership.

The Contractor is solely responsible for fulfilling the contract. The Contractor or the Contractor's representative shall be the sole point of contact regarding all contractual matters.

The Contractor shall secure, at its own expense, all personnel required to perform the services under the contract. The personnel the Contractor uses to fulfill the contract shall have no contractual or other legal relationship with the State; they shall not be considered employees of the State and shall not be entitled to any compensation, rights or benefits from the State, including but not limited to, tenure rights, medical and hospital care, sick and vacation leave, severance pay, or retirement benefits.

By-name personnel commitments made in the Contractor's proposal shall not be changed without the prior written approval of the State. Replacement of these personnel, if approved by the State, shall be with personnel of equal or greater ability and qualifications.

All personnel assigned by the Contractor to the contract shall be employees of the Contractor or a subcontractor and shall be fully qualified to perform the work required herein. Personnel employed by the Contractor or a subcontractor to fulfill the terms of the contract shall remain under the sole direction and control of the Contractor or the subcontractor respectively.

With respect to its employees, the Contractor agrees to be solely responsible for the following:

1. Any and all pay, benefits, and employment taxes and/or other payroll withholding;
2. Any and all vehicles used by the Contractor's employees, including all insurance required by state law;
3. Damages incurred by Contractor's employees within the scope of their duties under the contract;
4. Maintaining Workers' Compensation and health insurance that complies with state and federal law and submitting any reports on such insurance to the extent required by governing law; and
5. Determining the hours to be worked and the duties to be performed by the Contractor's employees.
6. All claims on behalf of any person arising out of employment or alleged employment (including without limit claims of discrimination alleged against the Contractor, its officers, agents, or subcontractors or subcontractor's employees)

If the Contractor intends to utilize any subcontractor, the subcontractor's level of effort, tasks, and time allocation should be clearly defined in the bidder's proposal. The Contractor shall agree that it will not utilize any subcontractors not specifically included in its proposal in the performance of the contract without the prior written authorization of the State.

The State reserves the right to require the Contractor to reassign or remove from the project any Contractor or subcontractor employee.

Contractor shall insure that the terms and conditions contained in any contract with a subcontractor does not conflict with the terms and conditions of this contract.

The Contractor shall include a similar provision, for the protection of the State, in the contract with any subcontractor engaged to perform work on this contract.

**B. EMPLOYEE WORK ELIGIBILITY STATUS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The Contractor is required and hereby agrees to use a federal immigration verification system to determine the work eligibility status of employees physically performing services within the State of Nebraska. A federal immigration verification system means the electronic verification of the work authorization program authorized by the Illegal Immigration Reform and Immigrant Responsibility Act of 1996, 8 U.S.C. 1324a, known as the E-Verify Program, or an equivalent federal program designated by the United States Department of Homeland Security or other federal agency authorized to verify the work eligibility status of an employee.

If the Contractor is an individual or sole proprietorship, the following applies:

1. The Contractor must complete the United States Citizenship Attestation Form, available on the Department of Administrative Services website at <http://das.nebraska.gov/materiel/purchasing.html>  
The completed United States Attestation Form should be submitted with the RFP response.
2. If the Contractor indicates on such attestation form that he or she is a qualified alien, the Contractor agrees to provide the US Citizenship and Immigration Services documentation required to verify the Contractor's lawful presence in the United States using the Systematic Alien Verification for Entitlements (SAVE) Program.
3. The Contractor understands and agrees that lawful presence in the United States is required and the Contractor may be disqualified, or the contract terminated if such lawful presence cannot be verified as required by Neb. Rev. Stat. §4-108.

**C. COMPLIANCE WITH CIVIL RIGHTS LAWS AND EQUAL OPPORTUNITY EMPLOYMENT / NONDISCRIMINATION (Statutory)**

The Contractor shall comply with all applicable local, state, and federal statutes and regulations regarding civil rights laws and equal opportunity employment. The Nebraska Fair Employment Practice Act prohibits Contractors of the State of Nebraska, and their subcontractors, from discriminating against any employee or applicant for employment, with respect to hire, tenure, terms, conditions, compensation, or privileges of employment because of race, color, religion, sex, disability, marital status, or national origin (Neb. Rev. Stat. §48-1101 to 48-1125). The Contractor guarantees compliance with the Nebraska Fair Employment Practice Act, and breach of this provision shall be regarded as a material breach of contract. The Contractor shall insert a similar provision in all subcontracts for services to be covered by any contract resulting from this RFP.

**D. COOPERATION WITH OTHER CONTRACTORS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

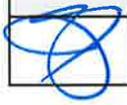
Contractor may be required to work with or in close proximity to other contractors or individuals that may be working on same or different projects. The Contractor shall agree to cooperate with such other contractors or individuals, and shall not commit or permit any act which may interfere with the performance of work by any other contractor or individual. Contractor is not required to compromise Contractor's intellectual property or proprietary information unless expressly required to do so by this contract.

**E. PERMITS, REGULATIONS, LAWS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The contract price shall include the cost of all royalties, licenses, permits, and approvals, whether arising from patents, trademarks, copyrights or otherwise, that are in any way involved in the contract. The Contractor shall obtain and pay for all royalties, licenses, and permits, and approvals necessary for the execution of the contract. The Contractor must guarantee that it has the full legal right to the materials, supplies, equipment, software, and other items used to execute this contract.

**F. OWNERSHIP OF INFORMATION AND DATA / DELIVERABLES**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The State shall have the unlimited right to publish, duplicate, use, and disclose all information and data developed or obtained by the Contractor on behalf of the State pursuant to this contract.

The State shall own and hold exclusive title to any deliverable developed as a result of this contract. Contractor shall have no ownership interest or title, and shall not patent, license, or copyright, duplicate, transfer, sell, or exchange, the design, specifications, concept, or deliverable.

**G. INSURANCE REQUIREMENTS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			MCP accepts with the States revision of coverage requirements from Addendum 3, Question 1, reducing the cyber liability insurance coverage from \$10,000,000 to <b>\$5,000,000</b> for "breach of privacy, security breach, denial of service, remediation, fines and penalties."

The Contractor shall throughout the term of the contract maintain insurance as specified herein and provide the State a current Certificate of Insurance/Acord Form (COI) verifying the coverage. The Contractor shall not commence work on the contract until the insurance is in place. If Contractor subcontracts any portion of the Contract the Contractor must, throughout the term of the contract, either:

1. Provide equivalent insurance for each subcontractor and provide a COI verifying the coverage for the subcontractor;
2. Require each subcontractor to have equivalent insurance and provide written notice to the State that the Contractor has verified that each subcontractor has the required coverage; or,
3. Provide the State with copies of each subcontractor's Certificate of Insurance evidencing the required coverage.

The Contractor shall not allow any subcontractor to commence work until the subcontractor has equivalent insurance. The failure of the State to require a COI, or the failure of the Contractor to provide a COI or require subcontractor insurance shall not limit, relieve, or decrease the liability of the Contractor hereunder.

In the event that any policy written on a claims-made basis terminates or is canceled during the term of the contract or within (six (6) months of termination or expiration of the contract, the Contractor shall obtain an extended discovery or reporting period, or a new insurance policy, providing coverage required by this contract for the term of the contract and six (6) months following termination or expiration of the contract.

If by the terms of any insurance a mandatory deductible is required, or if the Contractor elects to increase the mandatory deductible amount, the Contractor shall be responsible for payment of the amount of the deductible in the event of a paid claim.

Notwithstanding any other clause in this contract, the State may recover up to the liability limits of the insurance policies required herein.

**1. WORKERS' COMPENSATION INSURANCE**

The Contractor shall take out and maintain during the life of this contract the statutory Workers' Compensation and Employer's Liability Insurance for all of the contractors' employees to be engaged in work on the project under this contract and, in case any such work is sublet, the Contractor shall require the subcontractor similarly to provide Worker's Compensation and Employer's Liability Insurance for all of the subcontractor's employees to be engaged in such work. This policy shall be written to meet the statutory requirements for the state in which the work is to be performed, including Occupational Disease. **The policy shall include a waiver of subrogation in favor of the State. The COI shall contain the mandatory COI subrogation waiver language found hereinafter.** The amounts of such insurance shall not be less than the limits stated hereinafter. For employees working in the State of Nebraska, the policy must be written by an entity authorized by the State of Nebraska Department of Insurance to write Workers' Compensation and Employer's Liability Insurance for Nebraska employees.

**2. COMMERCIAL GENERAL LIABILITY INSURANCE AND COMMERCIAL AUTOMOBILE LIABILITY INSURANCE**

The Contractor shall take out and maintain during the life of this contract such Commercial General Liability Insurance and Commercial Automobile Liability Insurance as shall protect Contractor and any subcontractor performing work covered by this contract from claims for damages for bodily injury, including death, as well as from claims for property damage, which may arise from operations under this contract, whether such operation be by the Contractor or by any subcontractor or by anyone directly or indirectly employed by either of them, and the amounts of such insurance shall not be less than limits stated hereinafter.

The Commercial General Liability Insurance shall be written on an **occurrence basis**, and provide Premises/Operations, Products/Completed Operations, Independent Contractors, Personal Injury, and Contractual Liability coverage. **The policy shall include the State, and others as required by the contract documents, as Additional Insured(s). This policy shall be primary, and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory. The COI shall contain the mandatory COI liability waiver language found hereinafter.** The Commercial Automobile Liability Insurance shall be written to cover all Owned, Non-owned, and Hired vehicles.



<b>REQUIRED INSURANCE COVERAGE</b>		
<b>COMMERCIAL GENERAL LIABILITY</b>		
General Aggregate		\$2,000,000
Products/Completed Operations Aggregate		\$2,000,000
Personal/Advertising Injury		\$1,000,000 per occurrence
Bodily Injury/Property Damage		\$1,000,000 per occurrence
Medical Payments		\$10,000 any one person
Damage to Rented Premises (Fire)		\$300,000 each occurrence
Contractual		Included
XCU Liability (Explosion, Collapse, and Underground Damage)		Included
Independent Contractors		Included
<i>If higher limits are required, the Umbrella/Excess Liability limits are allowed to satisfy the higher limit.</i>		
<b>WORKER'S COMPENSATION</b>		
Employers Liability Limits		\$500K/\$500K/\$500K
Statutory Limits- All States		Statutory - State of Nebraska
Voluntary Compensation		Statutory
<b>COMMERCIAL AUTOMOBILE LIABILITY</b>		
Bodily Injury/Property Damage		\$1,000,000 combined single limit
Include All Owned, Hired & Non-Owned Automobile liability		Included
Motor Carrier Act Endorsement		Where Applicable
<b>UMBRELLA/EXCESS LIABILITY</b>		
Over Primary Insurance		\$5,000,000 per occurrence
<b>COMMERCIAL CRIME</b>		
Crime/Employee Dishonesty Including 3rd Party Fidelity		\$1,000,000
<b>CYBER LIABILITY</b>		
Breach of Privacy, Security Breach, Denial of Service, Remediation, Fines and Penalties		\$10,000,000
<b>MANDATORY COI SUBROGATION WAIVER LANGUAGE</b>		
"Workers' Compensation policy shall include a waiver of subrogation in favor of the State of Nebraska."		
<b>MANDATORY COI LIABILITY WAIVER LANGUAGE</b>		
"Commercial General Liability & Commercial Automobile Liability policies shall name the State of Nebraska as an Additional Insured and the policies shall be primary and any insurance or self-insurance carried by the State shall be considered secondary and non-contributory as additionally insured."		

If the mandatory COI subrogation waiver language or mandatory COI liability waiver language on the COI states that the waiver is subject to, condition upon, or otherwise limit by the insurance policy, a copy of the relevant sections of the policy must be submitted with the COI so the State can review the limitations imposed by the insurance policy.

### 3. EVIDENCE OF COVERAGE

The Contractor shall furnish the Contract Manager, with a certificate of insurance coverage complying with the above requirements prior to beginning work at:

State 911 Director  
 Nebraska Public Service Commission  
 300 The Atrium, 1200 N Street  
 P.O. Box 94927  
 Lincoln, NE 68509

These certificates or the cover sheet shall reference the RFP number, and the certificates shall include the name of the company, policy numbers, effective dates, dates of expiration, and amounts and types of

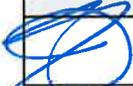
coverage afforded. If the State is damaged by the failure of the Contractor to maintain such insurance, then the Contractor shall be responsible for all reasonable costs properly attributable thereto.

Reasonable notice of cancellation of any required insurance policy must be submitted to the contract manager as listed above when issued and a new coverage binder shall be submitted immediately to ensure no break in coverage.

**4. DEVIATIONS**

The insurance requirements are subject to limited negotiation. Negotiation typically includes, but is not necessarily limited to, the correct type of coverage, necessity for Workers' Compensation, and the type of automobile coverage carried by the Contractor.

**H. ANTITRUST**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The Contractor hereby assigns to the State any and all claims for overcharges as to goods and/or services provided in connection with this contract resulting from antitrust violations which arise under antitrust laws of the United States and the antitrust laws of the State.

**I. CONFLICT OF INTEREST**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

By submitting a proposal, bidder certifies that there does not now exist a relationship between the bidder and any person or entity which is or gives the appearance of a conflict of interest related to this RFP or project.

The bidder certifies that it shall not take any action or acquire any interest, either directly or indirectly, which will conflict in any manner or degree with the performance of its services hereunder or which creates an actual or an appearance of conflict of interest.

The bidder certifies that it will not knowingly employ any individual known by bidder to have a conflict of interest.

The Parties shall not knowingly, for a period of two years after execution of the contract, recruit or employ any employee or agent of the other Party who has worked on the RFP or project, or who had any influence on decisions affecting the RFP or project.

In order to maintain a high level of impartiality in this process, the Bidder shall provide a list of any potential conflicts of interest. The Commission understands there is likely a finite number of entities capable of providing the services required. It is also possible these entities may also offer solutions the Commission will be seeking through future RFPs. It is therefore required that all bidders detail any potential conflict of interest specifically in the areas of any contractual or financial relationships with 9-1-1 technology suppliers/vendors, Bidders to this RFP will disclose any client fees within the last 24 months received from a potential solution Vendor. The awarded Contractor will be prohibited from responding to RFP's developed as part of this procurement.

**J. STATE PROPERTY**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The Contractor shall be responsible for the proper care and custody of any State-owned property which is furnished for the Contractor's use during the performance of the contract. The Contractor shall reimburse the State for any loss or damage of such property; normal wear and tear is expected.

**K. SITE RULES AND REGULATIONS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The Contractor shall use its best efforts to ensure that its employees, agents, and subcontractors comply with site rules and regulations while on State premises. If the Contractor must perform on-site work outside of the daily operational hours set forth by the State, it must make arrangements with the State to ensure access to the facility and the equipment has been arranged. No additional payment will be made by the State on the basis of lack of access, unless the State fails to provide access as agreed to in writing between the State and the Contractor.

**L. ADVERTISING**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The Contractor agrees not to refer to the contract award in advertising in such a manner as to state or imply that the company or its services are endorsed or preferred by the State. Any publicity releases pertaining to the project shall not be issued without prior written approval from the State.

**M. NEBRASKA TECHNOLOGY ACCESS STANDARDS (Statutory)**

Contractor shall review the Nebraska Technology Access Standards, found at <http://nitc.nebraska.gov/standards/2-201.html> and ensure that products and/or services provided under the contract are in compliance or will comply with the applicable standards to the greatest degree possible. In the event such standards change during the Contractor's performance, the State may create an amendment to the contract to request the contract comply with the changed standard at a cost mutually acceptable to the parties.

**N. DISASTER RECOVERY/BACK UP PLAN**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The Contractor shall have a disaster recovery and back-up plan, of which a copy should be provided upon request to the State, which includes, but is not limited to equipment, personnel, facilities, and transportation, in order to continue services as specified under the specifications in the contract in the event of a disaster.

**O. DRUG POLICY**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

Contractor certifies it maintains a drug free work place environment to ensure worker safety and workplace integrity. Contractor agrees to provide a copy of its drug free workplace policy at any time upon request by the State.



**IV. PAYMENT**

**A. PROHIBITION AGAINST ADVANCE PAYMENT (Statutory)**

(Payments shall not be made until contractual deliverable(s) are received and accepted by the State.

**B. TAXES (Statutory)**

The State is not required to pay taxes and assumes no such liability as a result of this solicitation. Any property tax payable on the Contractor's equipment which may be installed in a state-owned facility is the responsibility of the Contractor.

**C. INVOICES**

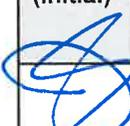
Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

Invoices for payments must be submitted by the Contractor to the Commission on a monthly basis with sufficient detail to support payment at the hourly billing rate(s) for the personnel who performed the work as set forth in the Cost Proposal submitted by the awarded Contractor. Each Contractor invoice shall include a description of the services performed, broken down by category as set forth in section V of this RFP, including the date(s) of the work performed, name and title of the individual(s) who performed the work, duration of the task performed in quarter hour intervals, and a brief narrative description of the task performed. The total amount invoiced by the Contractor to the State with respect to any Contract Year shall not exceed the Maximum Annual Price set forth for such Contract Year in the Cost Proposal submitted by the Contractor pursuant to Section VII of this RFP; *provided however*, that any unused amounts with respect to a Contract Year may be carried over to the following Contract Year as an increase to such following Contract Year's Maximum Annual Price, as if originally included therein.

The State will pay Contractor ONLY for work actually performed and properly invoiced at the applicable hourly billing rate(s) described in the Cost Proposal submitted by the awarded Contractor. There is no guarantee that the Commission will require sufficient hourly services from the awarded Contractor to meet the Maximum Annual Price with respect to any Contract Year or renewal period.

The terms and conditions included in the Contractor's invoice shall be deemed to be solely for the convenience of the parties. No terms or conditions of any such invoice shall be binding upon the State, and no action by the State, including without limitation the payment of any such invoice in whole or in part, shall be construed as binding or estopping the State with respect to any such term or condition, unless the invoice term or condition has been previously agreed to by the State as an amendment to the contract.

**D. INSPECTION AND APPROVAL**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

Final inspection and approval of all work required under the contract shall be performed by the designated State officials.

The State and/or its authorized representatives shall have the right to enter any premises where the Contractor or subcontractor duties under the contract are being performed, and to inspect, monitor or otherwise evaluate the work being performed. All inspections and evaluations shall be at reasonable times and in a manner that will not unreasonably delay work.

**E. PAYMENT**

Accept (Initial)	Reject (Initial)	I. Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

State will render payment to Contractor when the terms and conditions of the contract and specifications have been satisfactorily completed on the part of the Contractor as solely determined by the State. (Neb. Rev. Stat. Section 73-506(1)) Payment will be made by the responsible agency in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408). The State may require the Contractor to accept payment by electronic means such as ACH deposit. In no event shall the State be responsible or liable to pay for any services provided by the Contractor prior to the Effective Date of the contract, and the Contractor hereby waives any claim or cause of action for any such services.

**F. LATE PAYMENT (Statutory)**

The Contractor may charge the responsible agency interest for late payment in compliance with the State of Nebraska Prompt Payment Act (See Neb. Rev. Stat. §81-2401 through 81-2408).

**G. SUBJECT TO FUNDING / FUNDING OUT CLAUSE FOR LOSS OF APPROPRIATIONS**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The State's obligation to pay amounts due on the Contract for a fiscal years following the current fiscal year is contingent upon legislative appropriation of funds. Should said funds not be appropriated, the State may terminate the contract with respect to those payments for the fiscal year(s) for which such funds are not appropriated. The State will give the Contractor written notice thirty (30) calendar days prior to the effective date of termination. All obligations of the State to make payments after the termination date will cease. The Contractor shall be entitled to receive just and equitable compensation for any authorized work which has been satisfactorily completed as of the termination date. In no event shall the Contractor be paid for a loss of anticipated profit.

**H. RIGHT TO AUDIT (First Paragraph is Statutory)**

Accept (Initial)	Reject (Initial)	Reject & Provide Alternative within RFP Response (Initial)	NOTES/COMMENTS:
			

The State shall have the right to audit the Contractor's performance of this contract upon a 30 days' written notice. Contractor shall utilize generally accepted accounting principles, and shall maintain the accounting records, and other records and information relevant to the contract (Information) to enable the State to audit the contract. The State may audit and the Contractor shall maintain, the Information during the term of the contract and for a period of five (5) years after the completion of this contract or until all issues or litigation are resolved, whichever is later. The Contractor shall make the Information available to the State at Contractor's place of business or a location acceptable to both Parties during normal business hours. If this is not practical or the Contractor so elects, the Contractor may provide electronic or paper copies of the Information. The State reserves the right to examine, make copies of, and take notes on any Information relevant to this contract, regardless of the form or the Information, how it is stored, or who possesses the Information. Under no circumstance will the Contractor be required to create or maintain documents not kept in the ordinary course of Contractor's business operations, nor will Contractor be required to

disclose any information, including but not limited to product cost data, which is confidential or proprietary to Contractor.

The Parties shall pay their own costs of the audit unless the audit finds a previously undisclosed overpayment by the State. If a previously undisclosed overpayment exceeds one percent (1%) of the total contract billings, or if fraud, material misrepresentations, or non-performance is discovered on the part of the Contractor, the Contractor shall reimburse the State for the total costs of the audit. Overpayments and audit costs owed to the State shall be paid within ninety days of written notice of the claim. The Contractor agrees to correct any material weaknesses or condition found as a result of the audit.



## V. PROJECT DESCRIPTION AND SCOPE OF WORK

### A. PROJECT OVERVIEW

The Nebraska Public Service Commission (Commission) is the statewide implementation and coordinating authority for 911 service in the State of Nebraska, with the statutory responsibility to plan, implement, coordinate, manage, maintain, and provide funding assistance for a cost-efficient 911 service system.

The Commission is seeking a Contractor to provide professional technical consulting services to assist the Commission in the implementation of a statewide next generation 911 (NG9-1-1) system pursuant to the Nebraska 911 Service System Act. The selected Contractor will provide technical assistance to the State 911 Department in each of the following areas (as more fully described below).

#### NG9-1-1 Implementation Consulting Services

1. **911 Service System Design**  
Design and development of a vendor-hosted statewide fiber optic ring with at least two geo-diverse data centers that will serve as the ESINet that interconnects multiple regions of PSAPs, including assisting the Commission with the preparation of an RFP and the identification of an ESINet vendor.
2. **NG9-1-1 Core Services**  
Design and development of NG9-1-1 core services that allow for geospatial call location and routing, including the Location Validation Function, (LVF), Emergency Call Routing Function (ECRF), Policy Routing Function (PRF), Emergency Services Routing Proxy (ESRP), and Border Control Function (BCF).
3. **Geographic Information System (GIS)**  
Technical assistance with GIS.
4. **PSAP Policies and Procedures**  
Development of model policies and procedures for public safety answering point (PSAP) operations, training and education, continuity of operations plan (COOP), disaster recovery (DR).
5. **Call Handling Equipment**  
Development of standards, specifications and an RFP for NG9-1-1 call handling equipment, including statewide management information systems (MIS) and computer aided dispatch (CAD) capability.
6. **Funding Considerations and Legislative Recommendations**  
Identification of future funding considerations and legislative recommendations.
7. **General Consulting Services**  
General and technical consulting services on an as-needed basis in connection with the provision of legacy 911 service statewide.

### B. NG9-1-1 IMPLEMENTATION CONSULTING SERVICES

On November 7, 2017, following a year of input from a broad-based member stakeholder group and two public hearings, the Commission adopted the 911 Service System Plan (Plan) for the State of Nebraska. The purpose of the Plan is to guide Nebraska's transition from current enhanced 911 technology to the deployment of NG9-1-1 across the State. The Plan is available on the Commission's website at the following location:  
[http://www.psc.nebraska.gov/ng911/NE\\_SSP\\_07NOV2017\\_Final.pdf](http://www.psc.nebraska.gov/ng911/NE_SSP_07NOV2017_Final.pdf).

The Plan is divided into eight separate sections presenting a range of options under the following categories: 911 System Design, Governance, Geographic Information System (GIS), Continuity of Operations and Disaster Recovery, PSAP Policies and Procedures, Training and Education, FirstNet Process and Procedures, and Funding. From the options presented in the Plan, the Commission and the State 911 Director have determined to undertake the following items that are relevant to this RFP:

#### 1. 911 Service System Design

Nebraska presently has 70 Public Safety Answering Points (PSAPs) that receive direct funding assistance from the Commission. Each PSAP operates independently of one another under local authority. With the

encouragement of the Commission, Nebraska PSAPs are currently undergoing a locally-driven process of regionalization. PSAPs across the State are joining forces with their neighboring PSAPs to share costs, resources, and provide mutual failover support. This type of regionalization allows PSAPs to consolidate equipment and share expenses by leveraging technology, without surrendering local control to a central agency.

All the PSAPs within a given region will be connected to one another by a dedicated regional Emergency Services Internet Protocol Network (ESINet) that will allow the PSAPs to share operations in real time. Two PSAPs in each region will act as host centers (Hosts), separately maintaining two sets of primary equipment. This will allow each Host to provide backup and overflow support in the event of equipment failure, natural disaster or other disruption of service. All of the other PSAPs in a region will operate as fully functional remote centers connected to the two Hosts via the regional ESINet. This will allow the PSAPs within a region to save money by sharing costly resources. The awarded Contractor will be required to assist the Commission in preparing technical design and functionality requirements for the regional ESINets.

a.

Please describe your approach and methodology for providing these services to the Commission.

Bidder Response:

Mission Critical Partners, LLC (MCP) will work with the Public Service Commission (PSC), the Service System Advisory Committee (SSAC) established by Nebraska LB993 along with stakeholders throughout Nebraska (State) to identify opportunities to support the organic regionalization that has already demonstrated success within Nebraska.

MCP's technical lead is intimately familiar with the available offerings from service providers within Nebraska. MCP's knowledge and insight gained from leading the development of the technical recommendations for the ESINet within the Nebraska Service System Plan (SSP) resulted in establishing extensive contacts throughout Nebraska which will allow MCP to quickly advance design creation.

MCP has a proven track record at designing and implementing ESINets having interconnected more than 650 public safety answering points with ESINet deployments. These deployments began with defining the requirements for the foundational ESINet and next generation core services (NGCS). MCP staff are actively engaged with standards development within standards development organizations such as National Emergency Number Association (NENA) and others.

Based on lessons learned, industry standards, and MCP's in-depth understanding of ESINet, and NG911 core services, MCP will develop detailed technical requirements and conceptual design. The design approach will build from MCP's recommended approach within the Nebraska Service System Plan that was adopted by the PSC.

Requirements will be developed supporting both the Nebraska state-level ESINet along with developing a framework for the ESINet that can be leveraged at a regional level for existing and new regions within the State. This type of requirement development provides the PSC and SSAC with a detailed understanding of each vendor's solution approach.

MCP is familiar with three established regions within the State:

- South Central
  - Deployed with West VIPER
- East Central
  - Deployed with Emergency Callworks, running on the Nebraska Regional Interoperability Network (NRIN) network
- South East
  - Deployed with VESTA

Based on our experience advising many other states and regions in their transition from legacy 911 to NG911, careful planning of a standards-compliant ESINet that leverages local and regional resources and stakeholder feedback is a prudent and cost-effective step in achieving the promise of full NG911

capabilities and allows PSAPs to share costs and resources while providing backup and overflow support.

Once the technical requirements draft document is complete, MCP proposes hosting a review meeting with the PSC and the SSAC. During this meeting, MCP would walk through the requirements with the State and SSAC to make sure that there is a common understanding of the requested services. During the review session, MCP will work with PSC staff, the SSAC, and any identified stakeholders to gather feedback and input to ensure all elements relevant to Nebraska are considered and accounted for

Leveraging existing best practices for operations of a statewide ESInet, MCP will focus on determining specific recommendations along with advice for governance and policy. A review of existing capabilities and options for problem reporting (i.e., trouble-ticket management), training, configuration management, security, and other operational functions. A review of continuity of operations best practices provides recommendations for operational changes to mitigate potential service disruptions.

MCP will explore opportunities to support up to ten regions across the State by evaluating the following options. Potential options included, but are not limited to:

- Statewide Fiber Optic Ring Network
  - Fiber optic ring around the State and establish physically diverse connections to each PSAP
- Interconnected Regional Fiber Optic Networks
  - Interconnected fiber optic networks, each network serving a geographic area. Each network should have dual connections to its neighbor(s). Each PSAP would have physically diverse connections to the network
- Hybrid Network
  - Statewide ring connecting regional networks and individual PSAPs not otherwise connected to a regional network

Within the State, MCP is aware there are already several existing statewide networks in place. However, roadblocks currently exist preventing use of any of these networks, as each service a specific function, including:

- Education
- Healthcare
- Homeland security
- Land mobile radio (LMR) communications

To provide backup and overflow support in the event of equipment failure, natural disaster or other disruption of service, several options will be examined including:

- Secondary fiber connectivity
- NRIN
- Hybrid Fiber Coax (HFC)
- Cable television (TV)
- 4G Long Term Evolution (LTE) wireless
- Point-to-point wireless broadband
- Satellite broadband

Each of the regions will be connected to one another via a statewide ESInet consisting of a vendor-hosted statewide fiber optic ring with at least two geo-diverse data centers. The ESInet must permit real-time communication and failover support from PSAP to PSAP and region to region across the State of Nebraska. This design is intended to minimize connectivity costs by limiting the number of connections to the statewide ESInet to two per region. The awarded Contractor will be required to assist the Commission in preparing

the detailed technical design and functionality requirements for the upcoming RFP that will select the vendor for the statewide ESInet.

b.

<p>Please describe your approach and methodology for providing these services to the Commission.</p> <p>Bidder Response:</p> <p>MCP will assist the PSC in preparing detailed technical design and functional requirements for the RFP that will select the vendor for the statewide ESInet. MCP understands that the State is seeking to minimize connectivity costs by limiting the number of connections to the statewide ESInet to two per region.</p> <p>The first option is to implement a fiber optic ring around the State and establish physically diverse connections to each region. The ring will have a series of points of interconnections (POIs) where the regions will connect to it. Each POI will house network equipment to which the PSAP connections will terminate. Each region should have physically diverse connections to two POIs. Two geographically diverse POIs should be chosen to house gateways, servers, core routers and switches, and systems serving call handling equipment (if applicable) and i3 elements as they are implemented.</p> <p>To the extent feasible, connections from the data centers and POIs to the regions should be delivered over fiber optic facilities. Where the last mile cannot be delivered over fiber optic facilities, the next best alternative is Metro Ethernet over copper. If that is not available, multiple T1s or possibly a DS3 may need to be considered. In cases where the existing copper or fiber plant does not lend itself to physically diverse entries to a given PSAP, alternatives (NRIN, HFC, wireless, etc.) will need to be investigated</p> <p>Redundancy solutions will vary based on location. These alternate network facilities must have physical entries diverse from the primary connection to the PSAP.</p>
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2. NG9-1-1 Core Services

Next Generation Core Services (NGCS) including the Emergency Services Routing Proxy (ESRP), Policy Routing Function (PRF), Emergency Call Routing Function (ECRF), and Location Validation Function (LVF) are the functional elements in the NG9-1-1 environment that perform geospatial call location and routing. Network access elements will include Border Control Function (BCF), legacy network gateways (LNGs), and legacy selective router gateways (LSRGs). The BCF may also include a virtual private network (VPN) and firewall functions. The awarded Contractor will be required to assist the Commission in preparing the detailed technical design and functionality requirements for NG9-1-1 Core Services in Nebraska and support the preparation of a future RFP that will select the vendor for NG9-1-1 Core Services statewide.

a.

<p>Please describe your approach and methodology for providing these services to the Commission.</p> <p>Bidder Response:</p> <p>MCP will assist the Commission in preparing the detailed technical design and functionality requirements for Core Services in the State and support the preparation of a future request for proposal (RFP) that will select the vendor.</p> <p>MCP will lead the collaborative efforts required to gather data pertinent to the NGCS RFP statement of work (SOW). Based on MCP's experience in supporting other regional and statewide NGCS procurements, MCP will support the development of technical requirements for inclusion in the RFP. MCP's RFP development process includes ensuring the Respondent understands all required items and can clearly demonstrate alignment with the industry's evolution to National Emergency Number Association (NENA)-compliant ESInet solutions. Each Respondent shall describe its vision of NG911 and how it aligns with NENA's vision by verifying if it complies, partially complies, complies with future capability or does not comply. The following functional elements and services shall be included:</p> <ul style="list-style-type: none"><li>• Legacy Network Gateway (LNG)</li><li>• Legacy PSAP Gateway (LPG)</li><li>• Border Control Function (BCF)</li><li>• Emergency Services Routing Proxy (ESRP)</li><li>• Policy Routing Function (PRF)</li></ul>
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- Emergency Call Routing Function (ECRF)
- Location Validation Function (LVF)
- Spatial Interface (SI)
- Location Database (LDB)
- Discrepancy Reporting
- Logging and Recording
- Time Server

MCP will utilize a process we term 'due diligence' once requirements are established to invite vendors to provide a technical demonstration of their solutions to the PSC staff and the SSAC. These sessions are used to ensure alignment of the provided solution and approach with the needs of Nebraska and the NENA i3 standard. These due diligence sessions are conducted prior to the release of an RFP allowing for open dialog with vendors on their solutions. MCP finds that following due diligence we may refine and strengthen the RFP based on information learned to ensure that requirements capture the most recent advances available in the vendor community.

### 3. Geographic Information System (GIS)

Accurate GIS mapping is a critical component of an operational Next Generation 911 system. In the Next Generation environment, 911 calls will be routed, 911 callers will be located, and first responders will be dispatched using GIS technology. Therefore, the GIS data supporting the 911 Service System in Nebraska must be as accurate as possible. To meet this need, the 911 Department employs two in-house GIS Specialists and outside GIS Contractors to provide GIS data development and quality control/quality assurance services. The awarded Contractor will be required to provide technical GIS assistance to the State 911 Department as requested.

a.

Please describe your approach and methodology for providing these services to the Commission.

Bidder Response:

MCP has multiple GIS subject matter experts on staff and one member of the team, Robert Horne, supported the development of recommendations for the Service System Plan. MCP will continue to provide technical GIS assistance to the Department as requested and having great insight to the current GIS landscape in Nebraska will allow MCP to quickly provide support as needed.

MCP understands that GIS data is a foundational element for NG911 requiring careful planning and analysis. Our experts have helped state 911 leaders initiate and advance GIS capabilities to enable the transition to NG911. The support has included, but is not limited to:

- Defining geospatial data standards and requirements
- Developing statewide strategies for development, management, maintenance, and quality assurance
- Outreach and education to 911 authorities, stakeholders, and the public
- Establishing metrics for evaluation of progress and success
- Coordination of local, regional and state-wide GIS agencies in support of collaborative data development

Employing the team's significant NG911 and GIS expertise, we can identify and make recommendations to address specific areas for improvement. Our experts have the capability to assess the current GIS data management workflows and make recommendations for incorporating best practices for maintaining GIS data in an NG911 environment.

The statewide deployment of NG911 will require the further development, implementation, and enforcement of data standards. MCP can support the State in data development and identifying gaps and possible areas of remediation of their data necessary for NG911. This process identifies issues in the participant regions delegated addressing authorities pertaining to process and governance.

MCP stands ready to partner with the PSC and SSAC to facilitate the development and socialization of the standards, governance, and workflows necessary for successful NG911 implementation in Nebraska.

4. PSAP Policies and Procedures

Although PSAPs in Nebraska will continue to be under the operation and control of local authorities, the Nebraska 911 Service System Act requires the Commission to develop uniform policies and procedures for statewide use that will help ensure the effective operations and a consistent level of service across the state. The awarded Contractor will be required to assist the 911 Department develop policies and procedures that meet PSAP needs and provide for consistent operations statewide.

a.

Please describe your approach and methodology for providing these services to the Commission.

Bidder Response:

Regional networks and hosted solutions benefit from consistent policies and procedures allowing regional PSAPs to effectively support one another seamlessly.

PSAP operational and technical policies and procedures will be reviewed and changes may be necessary to ensure they will withstand a transition to an NG911 environment. Whether new policies or procedures need to be developed or existing ones modified, MCP will foster a collaborative approach with the appropriate stakeholders. Part of the Service System Plan identified the ability of the SSAC to create working groups. MCP would encourage the establishment of the operational working group with representation from the Nebraska PSAP community to provide operational input and collaboration.

National standards and guidelines that speak to operational policies and procedures offer some general information but do not speak to specific policies and procedures. Each state, regional, and local PSAP, including those in Nebraska, have a variety of technological, human resource, and funding capabilities and challenges. These capabilities and challenges will drive the development and modification of operational policies and procedures needed to assist agencies, which will find themselves coming together for the first time, reduce risks associated with elements such as data accuracy and security, and meet the goals and objectives of Nebraska LB938 (2016).

State, regional, and local stakeholders will need to establish operational policies and procedures that address:

- Processing of calls from new data sources
- Who has access to 911 call information and under what circumstances
- Data storage and retention, and dissemination of data
- Who has data rights and access to applications
- Coordination of services such as mutual aid, call transfers, evacuation, and fall back
- Effective communication and sharing of information
- Troubleshooting and reporting processes that may involve neighboring PSAPs and regions
- Maintenance procedures
- Processes for new or combined services
- Notification procedures that extend beyond the jurisdiction to outside agencies/companies

The 911 Service System must remain fully operational in the event of disaster, equipment failure or other mishap so that emergency services will be available when needed. To mitigate the potential impact of disaster and provide resiliency to the 911 Service System, the Plan calls for the State 911 Department to work with PSAPs statewide to develop model Continuity of Operations and Disaster Recovery Plans that can be tailored to meet their specific needs. The awarded Contractor will be required to assist the 911 Department with development of model policies and procedures for PSAP operations, training and education, continuity of operations plans (COOP), and disaster recovery (DR).

b.

Please describe your approach and methodology for providing these services to the Commission.

Bidder Response:

The Department of Homeland Security (DHS) has designated the nation's 911 systems as critical infrastructure. Critical infrastructure is defined as:

*"...systems and assets, whether physical or virtual, so vital to the United States that the incapacity or destruction of such systems and assets would have a debilitating impact on security, national economic security, national public health or safety, or any combination of those matters."*

Resilience is defined as *"...the ability to prepare for and adapt to changing conditions and withstand and recover rapidly from disruptions...[it] includes the ability to withstand and recover from deliberate attacks, accidents, or naturally occurring threats or incidents."*

Communities place a high level of trust in the emergency systems and the ability to deliver services regardless of emergency circumstances. The State is susceptible to a wide-range of natural, technological, and human induced hazards that could impact the emergency management systems and operations, public safety communication facilities, and mission critical information technology systems. The loss of the 911 network, CAD, records management applications and critical equipment could compromise the capabilities of public safety and emergency management agencies to provide the level of service that the public expects.

The planning process for disaster recovery will be led by experienced and certified emergency management planners from MCP who will apply recognized industry standards and professional best practices to produce comprehensive task-based continuity plans. This planning process will provide the State with mission critical expertise for assuring the resiliency of mission critical systems that influence delivery of life safety services to the public and first responder community. The process involves the following key steps:

#### Data Gathering

- Conduct data gathering through data requests and personal meetings utilizing proven tools
- Identification and assessment of existing continuity plans and procedures
- Identification of mission essential and critical functions
- Identification of critical services, supporting functions and processes
- Assessment of essential vendor business continuity plans

#### Identify/Assess All Personnel Positions within the Communication Center

- Identify and assess all positions that support public safety communications
  - Identify the organizational structure for each communication agency/division
  - Identify the roles, responsibilities and required skills for each position type
  - Identify the operational relationships and interdependencies for each position
  - Define delegation of authority and order of succession for key positions

#### Systemwide Assessment

- Conduct a systemwide risk assessment
  - Complete a comprehensive Hazard Vulnerability Analysis (HVA) to include all public safety communications facilities, systems, and infrastructure
  - Identify facility sites that will be included in the assessment
  - Identify and document physical protective features and policy-based controls
  - Identify requirements for alternate/redundant work sites

#### Security, Resilience and Recovery Assessment

- Conduct communication systems security, resilience, and recovery assessment
  - Identify and document:
  - Critical systems, hardware, databases, and network infrastructure



- Physical and policy-based protective controls
- Identify:
  - Primary and redundant communications systems
- Essential and critical software applications
- Data and record preservation methods and procedures (i.e. backup, restoration, and archival procedures)
- Identify and categorize vital records and data

A region needs to assure that each PSAP has a formal COOP in place that meets or exceeds the requirements outlined in *NENA 53-001 Communication Center/PSAP Disaster and Contingency Plan Model Recommendations*. The plans should encompass all phases of mission continuity management continuum including prevention, preparedness, response, and recovery. It is critical that plans include actionable tasks that are necessary for the PSAP and 911 system to maintain operational capacity during a localized or region-wide disruption of normal operations.

- Prioritized mission essential and critical functions
- Continuity strategies to maintain operations
- Defined tasks within the continuum of prevention, preparedness, response and recovery
- Incident management procedures and incident management communication plan
- Devolution and demobilization procedures
- Document succession and delegation of authorities for management positions
- Recovery point objective (RPO) and recovery time objectives (RTO) for critical systems
- Operational resumption and data recovery procedures
- Document vendor support roles, responsibilities and agreements
- Document interlocal cooperative agreements and available support
- Pandemic disease mitigation and response guidance
- Resource inventory
- Human capital, sites, systems, vendors, equipment spares, etc.

External and internal emergency incidents that can affect the operational capacity of the 911 system can occur at any time with little or no warning. The State and its regions must assure there is appropriate resilience and operational capacity of its 911 systems regardless of emergency or disaster circumstances. PSAPs are an integral component of the State's public safety infrastructure that also includes telecommunication service providers, network operating centers, voice and data networks, aerial and underground cables, and microwave transmission equipment.

The State of Nebraska currently has no training requirements or certification program for PSAP Telecommunicators. The awarded Contractor will be required to assist the Commission in developing minimum training requirements and establishing a state certification process for Telecommunicators to be administered by the State 911 Department.

c.

Please describe your approach and methodology for providing these services to the Commission.

Bidder Response:

MCP subject matter experts facilitated work on behalf of the National 911 Program to develop the nationally recognized minimum training guidelines, known as the Recommended Minimum Training Guidelines for Telecommunicators. Additionally, MCP staff have worked with several states across the nation to identify current training, identify gaps and make recommendations for implement based on national standards and best practices. Some of the states MCP has worked with have had antiquated or bare minimum standards that have had to be repealed, replaced or revised in legislation. This experience, insight, and lessons learned from these processes can be applied in Nebraska to develop identify and establish statewide certification for Telecommunicators. The development of statewide policy will:

- Build on existing local and regional training curricula

- Enhance training opportunities for all PSAP personnel
- Expand local training efforts
- Establish training best practices and standards applicable throughout the State to encourage and maintain consistent levels of service.
- Provide for a standard level of care for anyone relying on 911 services in Nebraska

MCP is familiar with training that has historically been provided in Nebraska by the Nebraska Emergency Communications Association (NESCA). MCP will work with the PSC leadership and other identified key stakeholders, such as NESCA, to develop a comprehensive statewide training program in support of the established best practices and standards, the statewide training policy and the PSC strategy to improve services. The statewide training program will include suggested strategies and priorities as well as recommended delivery methods and statewide training program costs.

Working with the training and certification committee (working group), MCP will begin by establishing the minimum training requirements for "basic" or initial telecommunicator certification, realizing that varying levels of certification could exist in the future. MCP will review the potential for the training and certification committee to consider a statewide certification exam with content developed independently by the committee itself, or with input from other states already conducting exams and professional testing organizations. Other concerns will also be considered and addressed, for example, whether current telecommunicators are grandfathered in and how an exam or certification would be administered.

MCP recommends the State adopt training standards as developed by industry organization such as Association of Public Safety Communications Officials (APCO), NENA, National Fire Protection Association (NFPA,) and others, and clearly defined performance goals at all levels. These go hand-in-hand toward properly training and holding personnel accountable to provide the public with the level of service that the State expects to deliver.

Understanding that it vital that first line telecommunicators answering emergency calls have standard training requirements; it's also important for the State to identify and develop training requirements for supervisors and managers. A successful training program will address all levels to ensure standardized.

Transitioning to NG911 introduces new technology and improves connectivity, which allows more flexibility in call routing, distribution, and transfer capabilities. Understanding how these new components are interconnected and what capabilities are afforded to PSAP personnel becomes crucial to effective use of the State system.

MCP will work with the PSC, the SSAC and NESCA to leverage existing training where possible and ensure Nebraska has a comprehensive training plan for PSAP personnel related to call transfers, use of technology, policy, and issue identification will be developed for approval by the PSC. The training plan may include discussion of wireless technology evolution and current accuracy requirements; how PSAP personnel can use and interpret data received on a wireless call; understanding of PSAP technology such as CAD, mapping applications, interpretation of automatic location information (ALI) and evaluation of data as presented for call processing; industry best practices and policy (both local and PSC rules); limitations and use of re-transmit function; GIS accuracy and its impact on call processing; trouble reporting and carrier relationships.

MCP understands the concern regarding an unfunded mandate, however, the job is too important and the responsibilities too great. With the standardization of training and operations, the benefit of certifying telecommunicators will outweigh the expense. Certification will develop telecommunicators who are better prepared and more knowledgeable than in the past.

## 5. Call Handling Equipment

PSAPs operating in the NG9-1-1 environment will require robust, reliable and interoperable call handling equipment that is fully compliant with current NENA i3 standards. Call handling equipment must also be upgradeable to facilitate compliance with future i3 standards and technological advances. The awarded Contractor will be required to assist the 911 Department with the development of standards, specifications and an RFP for NG9-1-1 call handling equipment, including statewide management information systems (MIS) and computer aided dispatch (CAD) capability.

a.

MCP has capabilities and experience developing and implementing solutions that have been proven to be an excellent value proposition. MCP developed transition plans for NCTCOG and Minnesota that staggered the implementations. MCP has guided Pennsylvania's Region 13 through an effort that allows each of the thirteen counties to keep their individual responsibilities but takes advantage of the efficient use of all resources by working as a regional group of counties. MCP identifies the functional elements that are required and reviews each option to ensure the requirements are met, without additional features that may not be necessary.

MCP employs a due diligence process in support of our clients' procurement process. MCP will coordinate vendor meetings to gather data on their solution capabilities and implementation strategies to make sure that we have a comprehensive and up-to-date view point of the marketplace. MCP facilitates these meetings with the purpose of having interactive discussion with solution vendors for gleaning insight to the variety of approaches to NG911. With the industry's constant evolution and the vendor community's rapid product development cycles, we find this process to be very beneficial to the development of requirements that are realistic, yet progressive in design. MCP ensures that the vendors focus on technical design and not generic sales concepts.

**6. Funding Considerations and Legislative Recommendations**

The funding available to the Commission for the implementation of statewide NG9-1-1 service comes from a surcharge on each wireless subscriber account with a billing address in Nebraska. The surcharge for each wireless subscriber is presently 45 cents per device. Additional funding is also provided from a surcharge on prepaid wireless accounts, a portion of which is shared with retailers and the Nebraska Department of Revenue as a collection fee. Wireless and prepaid surcharge amounts are credited to the 911 Service System Fund. The wireless surcharge generates approximately \$8.0 million per year. The Commission has practiced careful stewardship of the 911 Service System Fund in anticipation of the transition to Next Generation 911, resulting in a reserve balance of approximately \$14 million.<sup>1</sup> The awarded Contractor will be required to assist the 911 Department with the modeling of future funding needs for the 911 Service System, as well as assisting with the preparation of proposed legislation which may be necessary to account for technological advances, demographic changes, funding needs, or other factors.

**a.**

Please describe your approach and methodology for providing these services to the Commission.

Bidder Response:

There is little question that the economic aspects of a transition to NG911 are a top concern for any entity embarking on implementing an NG911 solution. With our direct experience in the planning, design, implementation, and support during live operations of statewide ESInet and NGCS, we understand the cost components and drivers. MCP explores the best model for funding by assessing opportunities through fees available via 911 surcharge versus weighted fees per capita, assessed property value, call volume, etc.

In our support to the National 911 Program, we developed a national-level NG911 Cost Study, identifying the costs of deploying NG911 across the United States. As part of this study, we gathered actual cost data from state clients who have deployed NG911 solutions from different vendors, which gives us access to the most up-to-date cost data available in the industry.

MCP has significant experience in PSAP operations oversight, and management of county and state government public safety agencies, resulting in our ability to provide complete and thorough support for cost recovery and financial models for all areas of service delivery. Our experts use this experience along with knowledge gained from project work to assess current cost recovery models and make recommendations based upon the political and operational environments.

For our work supporting the Nebraska Public Service Commission (PSC), we evaluated state funding methods in support of the Nebraska Service System Plan to deploy NG911. MCP experts developed a streamlined approach to simplify the existing model and move to a more transparent cash flow method

<sup>1</sup> There is also a wireline surcharge applied to all landline accounts that is paid directly to the individual PSAPs or their local governing entities. The Commission does not control or direct the use of wireline surcharge funds.

for tracking remittance based on Nebraska's priorities. MCP also provided recommendations based on projections for statewide NG911 deployment.

MCP previously provided support to the Washington D.C., Office of Unified Communications (OUC) to assist with the analysis of tariffs and fees paid by OUC for emergency telecommunications service and to provide support in the proceeding before the District's Public Services Commission. Through an in-depth analysis of the applicable tariffs and the current and past billing records of the OUC, MCP provided an accurate picture for justifying substantial changes in past invoicing and future billings.

MCP staff will work with the PSC staff and the SSAC to identify options for modifying the current funding model and work to build consensus on an equitable platform that sustains NG911 operations. This model must account for the current method of 911 fee distribution where wireless funds are directed to the PSC, but wireline and VoIP are retained at a local level, the revised model must be mutually agreeable to both state and local stakeholders.

### C. General Consulting Services

In addition to providing the above-referenced services in connection with NG9-1-1 implementation, the awarded Contractor will also be required to assist the State 911 Department on an as-needed basis with technical and operational aspects of the legacy 911 system, primarily in the Enhanced 9-1-1 environment. The State 911 Department will request such general consulting services from the awarded Contractor on an as-needed basis.

The awarded Contractor must have successful experience in, and be able to provide professional consulting services to the Commission, in the following areas relevant to Enhanced 9-1-1:

1. Evaluation of PSAP technical needs;
2. Call Handling Equipment selection;
3. Evaluation of vendor presentations;
4. Geographic Information Services;
5. Text-to-911 design and deployment;
6. IP and PSTN network configuration;
7. Network security and vulnerability; and
8. Telecommunicator training.

The awarded Contractor will be required to use the same (or equivalently experienced) personnel for General Consulting Services as for NG9-1-1 Implementation Consulting Services during the term of the contract, including any renewal period(s).

General consulting tasks as described in this Section V.C. will be assigned to the awarded Contractor by the State 911 Director from time-to-time on an as-needed basis. The Commission's annual hourly requirements for General Consulting Services will vary as circumstances arise and cannot be reliably estimated in advance. Therefore, there can be no minimum or maximum number of general consulting hours that are guaranteed or expected to be assigned to the awarded Contractor as a result of this RFP.

In recent years, the quantity of General Consulting Services required by the Commission has varied from approximately 350 hours to 500 hours on an annual basis. In no event will Commission expenditures for General Consulting Services performed by the awarded Contractor exceed \$100,000 with respect to any Contract Year or Renewal Period.

a.

Describe your approach and methodology for meeting these requirements.

Bidder Response:

Mission Critical Partners provides general 911 consulting services and as-needed professional services support for emergency communications and systems-related services for resolving issues that influence delivery of life safety service to the public and first responder community. MCP has provided this service for Nebraska over the course of the last two years providing subject matter expertise as needed.

MCP will support Nebraska PSC when requested by evaluating specific PSAP requests for hardware, software, systems, and services supporting 911. When MCP receives a request from the Nebraska PSC, the estimated effort and expenses will be determined and provided back to the Nebraska PSC. The hardware, software, systems, and services would include, but not be limited to, 911 support systems/call handling systems, including:



- Geographic Information Services
- Evaluation of PSAP technical needs
- Call Handling Equipment selection
- Evaluation of vendor presentations
- Text-to-911 design and deployment
- Internet Protocol (IP) and public switched telephone network (PSTN) network configuration
- Network security and vulnerability

We employ a Project Management Institute (PMI) approach to projects and tasks where appropriate. Additional services also include:

- Master Planning
  - 911 and Department of Communications Facility Planning
  - Strategic Planning
  - Grant Compliance
  - Systems Convergence
- Policy Development and Advocacy
  - Regulatory
  - Legislative
- Project/Program Management
  - Vendor Management
  - Contract Management
  - Integration Services
- Operational Analysis and Recommendations
  - Organizational
  - Staffing
  - Guidelines
  - Technology Introduction and Integration
  - Disaster Recovery
- Design, Procurement and Implementation Support
  - CAD
  - Records Management
  - Automatic Vehicle Location (AVL)
  - Trunked and Conventional Radio
  - Paging and Alerting
  - Call Handling Equipment
  - Body Worn Cameras
  - Audio Logging and Recording
  - Routers
  - Switches
  - Mobile Data
  - Network
  - Applications
  - Systems Convergence and Integration
  - Punch List Development
  - Acceptance Testing

- Forensics
    - Operational Review
    - Event Processing
    - Vendor Performance
    - Contract Compliance
    - Systems Performance
  - Wireless 911 Services
    - Compliance Maintenance
    - New Site/Services Deployment
  - Next Generation Services
    - Planning
    - Deployment
    - Systems Convergence and Integration
  - Lifecycle Management and Maintenance Services
    - Documentation and Asset Management Tracking/Maintenance
    - Maintenance Contract and Vendor Management
- Co-Managed Information Technology (IT) Network/System Support

#### D. DELIVERABLES

See Cost Proposal.



## **VI. Proposal Instructions**

This section documents the requirements that should be met by bidders in preparing the Technical and Cost Proposal. Bidders should identify the subdivisions of "Project Description and Scope of Work" clearly in their proposals; failure to do so may result in disqualification. Failure to respond to a specific requirement may be the basis for elimination from consideration during the State's comparative evaluation.

Proposals are due by the date and time shown in the Schedule of Events. Content requirements for the Technical and Cost Proposal are presented separately in the following subdivisions; format and order:

### **A. PROPOSAL SUBMISSION**

#### **1. REQUEST FOR PROPOSAL FORM**

By signing the "RFP for Contractual Services" form, the bidder guarantees compliance with the provisions stated in this RFP, agrees to the Terms and Conditions stated in this RFP unless otherwise agreed to, and certifies bidder maintains a drug free work place environment.

The RFP for Contractual Services form must be signed using an indelible method (not electronically) and returned per the schedule of events in order to be considered for an award.

Sealed proposals must be received in the State Purchasing Bureau by the date and time of the proposal opening per the Schedule of Events. No late proposals will be accepted. No electronic, e-mail, fax, voice, or telephone proposals will be accepted.

It is the responsibility of the bidder to check the website for all information relevant to this solicitation to include addenda and/or amendments issued prior to the opening date. Website address is as follows: <http://das.nebraska.gov/materiel/purchasing.html>

Further, Sections II through VII must be completed and returned with the proposal response.

#### **2. CORPORATE OVERVIEW**

The Corporate Overview section of the Technical Proposal should consist of the following subdivisions:

##### **a. BIDDER IDENTIFICATION AND INFORMATION**

The bidder should provide the full company or corporate name, address of the company's headquarters, entity organization (corporation, partnership, proprietorship), state in which the bidder is incorporated or otherwise organized to do business, year in which the bidder first organized to do business and whether the name and form of organization has changed since first organized.

##### **b. FINANCIAL STATEMENTS**

The bidder should provide financial statements applicable to the firm. If publicly held, the bidder should provide a copy of the corporation's most recent audited financial reports and statements, and the name, address, and telephone number of the fiscally responsible representative of the bidder's financial or banking organization.

If the bidder is not a publicly held corporation, either the reports and statements required of a publicly held corporation, or a description of the organization, including size, longevity, client base, areas of specialization and expertise, and any other pertinent information, should be submitted in such a manner that proposal evaluators may reasonably formulate a determination about the stability and financial strength of the organization. Additionally, a non-publicly held firm should provide a banking reference.

The bidder must disclose any and all judgments, pending or expected litigation, or other real or potential financial reversals, which might materially affect the viability or stability of the organization, or state that no such condition is known to exist.

The State may elect to use a third party to conduct credit checks as part of the corporate overview evaluation.

##### **c. CHANGE OF OWNERSHIP**

If any change in ownership or control of the company is anticipated during the twelve (12) months following the proposal due date, the bidder should describe the circumstances of such change and

indicate when the change will likely occur. Any change of ownership to an awarded vendor(s) will require notification to the State.

**d. OFFICE LOCATION**

The bidder's office location responsible for performance pursuant to an award of a contract with the State of Nebraska should be identified.

**e. RELATIONSHIPS WITH THE STATE**

The bidder should describe any dealings with the State over the previous five (5) years. If the organization, its predecessor, or any Party named in the bidder's proposal response has contracted with the State, the bidder should identify the contract number(s) and/or any other information available to identify such contract(s). If no such contracts exist, so declare.

**f. BIDDER'S EMPLOYEE RELATIONS TO STATE**

If any Party named in the bidder's proposal response is or was an employee of the State within the past twelve (12) months, identify the individual(s) by name, State agency with whom employed, job title or position held with the State, and separation date. If no such relationship exists or has existed, so declare.

If any employee of any agency of the State of Nebraska is employed by the bidder or is a subcontractor to the bidder, as of the due date for proposal submission, identify all such persons by name, position held with the bidder, and position held with the State (including job title and agency). Describe the responsibilities of such persons within the proposing organization. If, after review of this information by the State, it is determined that a conflict of interest exists or may exist, the bidder may be disqualified from further consideration in this proposal. If no such relationship exists, so declare.

**g. CONTRACT PERFORMANCE**

If the bidder or any proposed subcontractor has had a contract terminated for default during the past five (5) years, all such instances must be described as required below. Termination for default is defined as a notice to stop performance delivery due to the bidder's non-performance or poor performance, and the issue was either not litigated due to inaction on the part of the bidder or litigated and such litigation determined the bidder to be in default.

It is mandatory that the bidder submit full details of all termination for default experienced during the past five (5) years, including the other Party's name, address, and telephone number. The response to this section must present the bidder's position on the matter. The State will evaluate the facts and will score the bidder's proposal accordingly. If no such termination for default has been experienced by the bidder in the past five (5) years, so declare.

If at any time during the past five (5) years, the bidder has had a contract terminated for convenience, non-performance, non-allocation of funds, or any other reason, describe fully all circumstances surrounding such termination, including the name and address of the other contracting Party.

**h. SUMMARY OF BIDDER'S CORPORATE EXPERIENCE**

The bidder should provide a summary matrix listing the bidder's previous projects similar to this RFP in size, scope, and complexity. The State will use no more than three (3) narrative project descriptions submitted by the bidder during its evaluation of the proposal.

The bidder should address the following:

- i. Provide narrative descriptions to highlight the similarities between the bidder's experience and this RFP. These descriptions should include:
  - a) The time period of the project;
  - b) The scheduled and actual completion dates;
  - c) The Contractor's responsibilities;
  - d) For reference purposes, a customer name (including the name of a contact person, a current telephone number, a facsimile number, and e-mail address); and
  - e) Each project description should identify whether the work was performed as the prime Contractor or as a subcontractor. If a bidder performed as the prime Contractor, the



description should provide the originally scheduled completion date and budget, as well as the actual (or currently planned) completion date and actual (or currently planned) budget.

- ii. Contractor and subcontractor(s) experience should be listed separately. Narrative descriptions submitted for subcontractors should be specifically identified as subcontractor projects.
- iii. If the work was performed as a subcontractor, the narrative description should identify the same information as requested for the Contractors above. In addition, subcontractors should identify what share of contract costs, project responsibilities, and time period were performed as a subcontractor.

i. **SUMMARY OF BIDDER'S PROPOSED PERSONNEL/MANAGEMENT APPROACH**

The bidder should present a detailed description of its proposed approach to the management of the project.

The bidder should identify the specific professionals who will work on the State's project if the bidder is awarded the contract resulting from this RFP. The names, titles and hourly billing rates of each member of the team proposed for assignment to the State project should be identified in full, with a description of the team leadership, interface and support functions, and reporting relationships. The primary work assigned to each person should also be identified.

The bidder should provide resumes for all personnel proposed by the bidder to work on the project. The State will consider the resumes as a key indicator of the bidder's understanding of the skill mixes required to carry out the requirements of the RFP in addition to assessing the experience of specific individuals.

Resumes should not be longer than three (3) pages. Resumes should include, at a minimum, academic background and degrees, professional certifications, understanding of the process, and at least three (3) references (name, address, and telephone number) who can attest to the competence and skill level of the individual. Any changes in proposed personnel shall only be implemented after written approval from the State.

j. **SUBCONTRACTORS**

If the bidder intends to subcontract any part of its performance hereunder, the bidder should provide:

- i. name, address, and telephone number of the subcontractor(s);
- ii. specific tasks for each subcontractor(s);
- iii. percentage of performance hours intended for each subcontract;
- iv. hourly billing rates to be charged with respect to work performed by subcontractors; and
- v. total percentage of subcontractor(s) performance hours.

3. **TECHNICAL APPROACH**

The technical approach section of the Technical Proposal should consist of the following subsections:

- a. Understanding of the project requirements;
- b. Proposed development approach;
- c. Technical considerations;
- d. Detailed project work plan; and
- e. Deliverables and due dates.



## 2. Corporate Overview

### a. Bidder Identification and Information

Table 1: Corporate Identification and Information

Item	Response
Full Company Name	Mission Critical Partners, LLC
Address	Corporate Headquarters (State College Office) 690 Gray's Woods Blvd. Port Matilda, PA 16870
Entity Organization	Limited Liability Company
State of Incorporation	Delaware
Year of Organization	2008 (as Mission Critical Partners, Inc.)
Organizational Formation	Mission Critical Partners, LLC is a Delaware Liability Company formed on January 5, 2018.
Name Change	Prior to this date, the company operated as an S-Corporation under the name Mission Critical Partners, Inc. This transaction amounted to a simple name change. No transfer of assets or contracts entailed.

## About Mission Critical Partners

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

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

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

With MCP, the proof is in the numbers:

- Loyalty is the foundation of our business, with more than 85 percent of our clients remaining with us from project to project.
- Our specialized professionals are integral members of our team, bringing an average of 25 years to every project.
- We expand upon our experience year after year, completing nearly 600 projects since our inception in 2009.
- We've performed services for clients in more than 75 percent of the states throughout the country.
- We invest more than a million dollars each year to employee training.

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

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

### OFFICE LOCATIONS

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

#### Corporate Headquarters

##### State College Office

690 Gray's Woods Blvd.

Port Matilda, PA 16870

Phone: 888.862.7911

Fax: 814.217.6807

Web: [MissionCriticalPartners.com](http://MissionCriticalPartners.com)

#### Branches

##### Dallas Office

502 N. Carroll Ave. Suite 120

Southlake, TX 76092

##### Raleigh Office

3737 Glenwood Ave. Suite 100

Raleigh, NC 27612

##### Pittsburgh Office

105 Bradford Rd. Suite 400

Wexford, PA 15090

##### Harrisburg Office

2578 Interstate Dr. Suite 106

Harrisburg, PA 17110

##### New Jersey Office

35 Beechwood Rd. Suite 2A

Summit, NJ 07901

## b. Financial Statements

Mission Critical Partners is not a publicly held corporation. MCP is fiscally sound and well prepared to handle the financial requirements to perform the scope of work as identified by the State in this proposal for the duration of the contract. Accessing MCP's Dun & Bradstreet's Business Information Report (DUNS: 005239265) will show our financial stability in the marketplace, an attribute virtually unmatched by any other public safety consulting firm in the industry. MCP's companywide annual sales volume is more than \$18.5 Million. A copy of our 2017 financial statements (marked Confidential) are provided in Appendix A. A Dun and Bradstreet report and financial statements from prior years are available upon request by the State.

Mission Critical Partners provides the following bank reference:

S&T Bank  
358 North Shore Drive, Suite 202  
Pittsburgh, PA 15212  
Contact: John Kowalski, Vice President – Corporate Banking  
Phone: 412.618.5682  
E-Mail: johnkowalski@stbank.com

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

## c. Change of Ownership

MCP does not anticipate any change in ownership or control of the company during the twelve (12) months following the proposal due date.

## d. Office Location

MCP support for this project will be based out of our Dallas office at:

502 N. Carroll Avenue, Suite 120  
Southlake, TX 76092  
Phone: 888.862.7911

## e. Relationships with the State

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

Table 2: State of Nebraska Contracts

Contract #	Order Date	Agency	Term
Professional Public Safety Consulting Services (RFP PSC-911-2013-1)	9/4/2013	Public Service Commission	9/4/2013-4/30/2014
Addendum 1	9/24/2013		
Addendum 2	6/18/2014		Contract extended through June 15, 2015
Addendum 3	11/05/2014		
Professional Public Safety Consulting Services	8/4/2014	Public Service Commission	8/4/2014-6/30/2015
Professional Public Safety Consulting Services	7/5/2015	Public Service Commission	7/5/2015-6/30/2016
Public Safety Radio NG911 Networks, Facility and Operations Networks, and Emergency Management	5/2/2016	Public Service Commission	5/2/2016-10/31/2016
Professional Public Safety Consulting Services	8/9/2016	Public Service Commission	8/9/2016-8/1/2017
Master Strategy Plan Phase One	8/10/2016	Public Service Commission	8/10/2016-6/30/2018
Wireless Accuracy Integrity Testing and Operational Border Strategy	8/25/2016	Public Service Commission	8/25/2016-8/31/2017
First Amendment	11/16/2018		
Second Amendment	8/28/2017		Term extended to 10/31/2017
Professional Public Safety Consulting Services	8/15/2017	Public Service Commission	8/15/2017-8/1/2018

f. Bidder's Employee Relations to State

MCP certifies that no party named in our response is or was an employee of the State or any state agency within the past twelve (12) months

g. Contract Performance

Mission Critical Partners certifies that no contract has been terminated for default during the past five years. There have been no legal proceedings or claims made by clients against MCP or initiated by MCP and its staff. Further, MCP affirmatively declares that there are no judgments, pending or expected litigation, or any other actual or potential financial reversals that could materially affect the viability or stability of Mission Critical Partners or our ability to successfully perform the specified work.

## h. Summary of Bidder's Corporate Experience

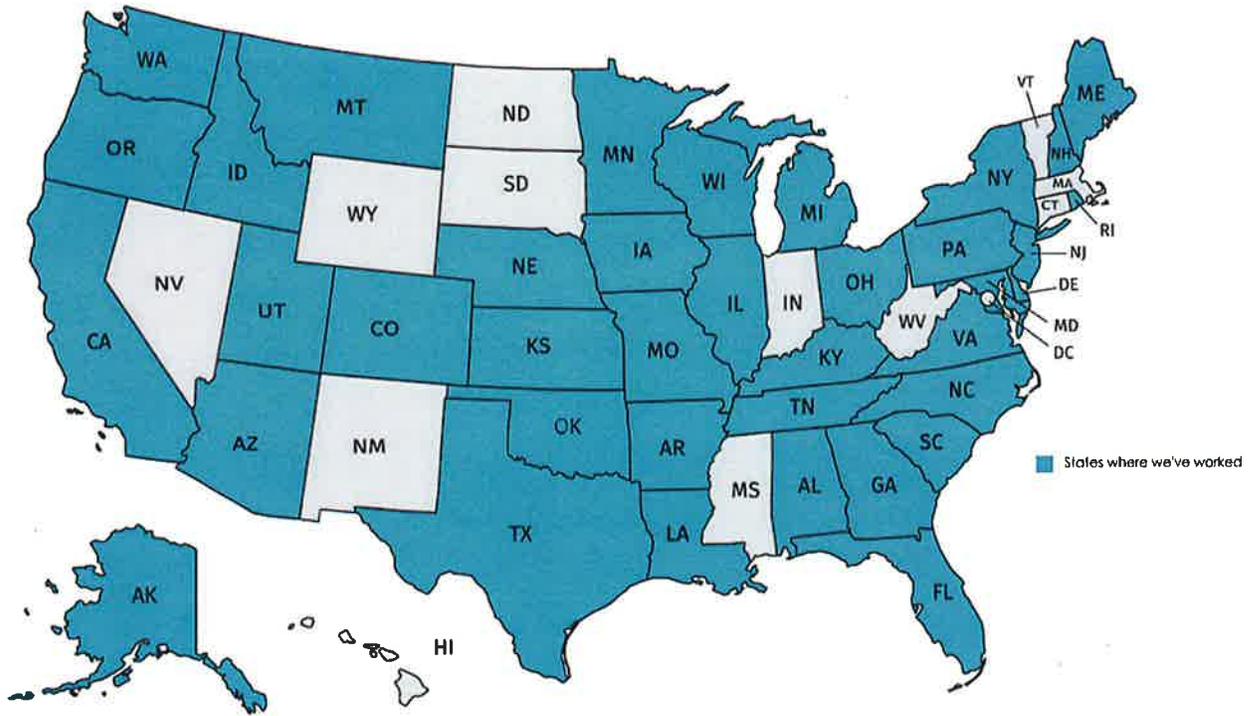
### Summary Matrix

Table 3: Project Experience Matrix

Client	Strategic /Master Plans	Needs Assessment	RFP Development	Implementation	GIS	ESInet	Text-to-911	Cost Study/ Impact
Nebraska	X				X	X	X	X
National Capital Region (NCR)	X	X	X	X	X	X		X
Illinois	X	X	X					
Kansas	X	X	X		X			X
Maryland	X							X
Minnesota	X		X	X	X	X	X	
Montana		X				X		
Oklahoma		X			X			X
Pennsylvania/PEMA	X	X	X	X	X	X	X	
Tennessee/TECB	X	X	X	X		X	X	
Texas /CSEC	X		X	X		X		X
Virginia	X					X		
Colorado 911 Resource Center		X						
Arizona						X		

MCP senior leadership and staff have each invested in and continue to serve in key leadership roles in major industry organizations—The National Emergency Number Association (NENA), The Association of Public-Safety Communications Officials (APCO), and The Industry Council for Emergency Response Technologies (iCERT)—and as advisors to key federal and state governmental bodies.

We bring a team with vast experience in supporting the initiatives the State of Nebraska is looking to accomplish. The following map indicates where MCP has worked on nearly 600 public safety projects since the beginning of business operations.



Created with mapchart.net ©

Figure 1: Project Map

Figure 2 below highlights the expansive project experience that the proposed team and extended Network and NG911 team from MCP have supported to help advance NG911 across the United States.

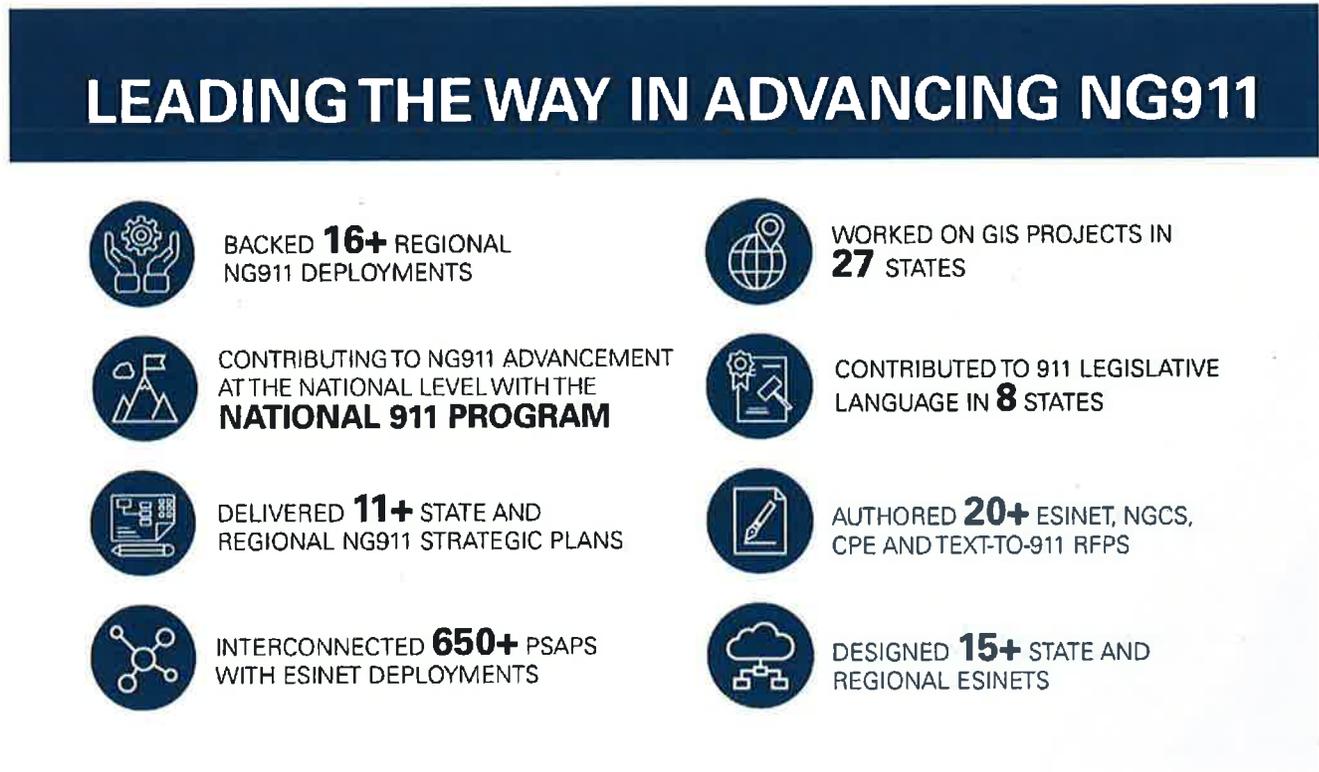


Figure 2: NG911 Experience

MCP’s specialized professionals are integral members of our team, bringing an average of 25 years’ experience to every project. Our team consists of:

- Project Management Professionals (PMP)
- Emergency Number Professionals (ENP)
- Former public safety managers
- Technology, forensic, and policy specialists

*i) Narrative Descriptions*

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

Since 2014, MCP has supported the National 911 Program (Program), established by Congress in 2004 and housed within the U.S. Department of Transportation, National Highway Transportation Safety Administration’s (NHTSA) Office of Emergency Medical Services, that was created to provide a national focus for 911 services in the United States. Its mission includes:

- Improve coordination and communication between federal, state, and local public safety organizations, and between public safety and the telecommunications industry

- Develop, collect, and disseminate information concerning standards, practices, procedures, and technology used in the implementation of 911 services
- Serve as a clearinghouse for information related to 911 services

To accomplish these tasks, the Program requires specialized 911 technical, operational, and policy subject-matter expertise, and NHSTA/DOT hired MCP for that purpose. MCP's strong experience in 911/NG911-related technologies and operations helps the Program achieve its mission. Currently, MCP supports the following:

- Technical/operational program support including development of studies, reports, briefings, and plans
- Support of multiple working groups, task forces, and committees, acting as a 911/NG911 program matter expert
- Production of bi-monthly webinars that highlight successes of NG911 early adopters
- Monitoring and review of technical and operational standards related to 911
- Gap analyses of national and international 911 technical and operational standards
- Development of an "interstate playbook" to assist multiple states in ensuring state-to-state communications and data interoperability
- Facilitate working group of 911 professionals developing minimum training guidelines for telecommunicators at national level

MCP is helping the Program advance 911 and NG911 services in the U.S., particularly as it relates to technological evolution, operational improvements and policy recommendations. MCP stands behind the importance and nobility of the work our clients do. We understand the criticality of effective and efficient public safety systems, not just for our clients, but for their entire community.

## Nebraska Public Service Commission



**Service Provided:** Next Generation 911 Master Plan and Strategic Roadmap

**Contact:** Dave Sankey, Nebraska State 9-1-1 Director, 402.471.0265,  
[dave.sankey@nebraska.gov](mailto:dave.sankey@nebraska.gov)

**Project Time Period:** August 2016 to August 2018

**Completion Dates:** Project schedule is anticipated to be completed on-time

**Budget:** No change orders have been issued and MCP remains on-budget

**Work Performed:** Prime Contractor

**Challenge:** The State of Nebraska seeks to implement Next Generation 911 (NG911) technology statewide. To that end, the state's Public Service Commission wanted to better understand the technological, operational, policy and economic challenges associated with implementing a statewide Emergency Services Internet Protocol Network (ESInet) and Next Generation Core Services (NGCS), which in combination deliver emergency calls to PSAPs in a NG911 environment.

**Solution:** The Nebraska Public Service Commission hired Mission Critical Partners to assess the current state of 911 service in Nebraska and then to develop a comprehensive master plan for transitioning legacy 911 systems in the state to NG911. The process involved numerous meetings across the state to solicit stakeholder input. The PSC desired a master plan that would accomplish the following, at a minimum:

- Document projected costs associated with the implementation and ongoing operations of the state's 911 service system
- Provide recommendations to the legislature for cost recovery of the implementation, operation, and maintenance of the 911 service system
- Provide a proposal outlining the PSC's role as a coordinator of the 911 service system
- Provide a recommendation for the optimal number of NG911 PSAPs within the state
- Provide recommendations for any additional legislation required to implement the 911 service system
- Clearly define how Nebraska will migrate from the current 911 systems to an NG911 environment while meeting the defined requirements established in Nebraska Legislative Bill 938

**Key Result:** In June 2017, MCP delivered a comprehensive master plan that provides recommendations concerning all aspects of provisioning NG911 service across Nebraska. The plan was well received and covered specific areas to include the following:

- ESInet and NCGS design
- ESInet and NGCS implementation and operation costs
- Data centers
- NG911's effect on call-handling and geographic information systems
- PSAP interconnection
- Governance, continuity of operations planning and disaster recovery
- Funding
- PSAP personnel training and education
- Strategy for collaboration with the nationwide public safety broadband network being implemented by the First Responder Network Authority (FirstNet)

MCP continues to support the Commission with technical and operational aspects of their current 911 program, as well as NG911. At the request of the Commission, MCP provides subject matter expertise in the areas of program management, text-to-911, PSAP and GIS support.

## Tennessee Emergency Communications Board

**Service Provided:** E911 Technical Consulting Services

**Contact:** Curtis Sutton, Executive Director, 615.253.2164, [curtis.sutton@tn.gov](mailto:curtis.sutton@tn.gov)

**Project Time Period:** July 2013 to June 2018  
July 2018 to Present (Contracted through June 2023)

**Completion Dates:** Project schedule is anticipated to be completed on-time

**Budget:** MCP remains on-budget.  
July 2013 to June 2018: \$1,711,100.00  
July 2018 to June 2023: \$1,909,000.00

**Work Performed:** Prime Contractor

**Challenge:** The State of Tennessee Emergency Communications Board (TECB) is in the midst of one of the nation's largest and most complex NG911 deployments. It partnered with Mission Critical Partners to help modernize its 911 infrastructure and achieve its public safety goals. MCP's role as a NG911 subject-matter expert is to provide comprehensive technical, financial and operational advice and assistance to the TECB and the Emergency Communications Districts (ECDs) that they serve.

**TECB Mission ~**  
Ensuring that every  
citizen can effectively  
access the life-saving  
power of 911

**Solution:** At the direction of the TECB, MCP supported several efforts to help broaden and extend the TECB's 911 services across the state, such as:

- Financial support, including contractual support with the state's communications service providers.
- Creating a statewide training plan, a career path educational strategy and executing an ECD satisfaction survey.
- The development of a five-year strategic plan.
- Serving as an advisor to the TECB's Training Advisory Committee.
- Technical support that included a comprehensive analysis of the policy-routing provisioning for each of the ECDs.

MCP also helped the TECB identify trends and persistent issues that are reported and managed by its NG911 vendor network operations center (NOC). Acting as TECB's advocate, MCP advises vendors on potential solutions and opportunities for operational improvements, resulting in an increased integrity of the NG911 solution.

**Key Result:** Because of these efforts, the TECB and ECDs have a greater understanding of the potential overflow scenarios that could occur and are better prepared by knowing which PSAPs could experience call overloads if neighboring agencies experience high call volumes do to a localized disaster. Working alongside MCP, the TECB has strengthened its level of emergency response service across Tennessee and has a clearer understanding of the key initiatives that lie ahead.

MCP's relationship with the TECB is entering its fifth year. Today's focus is on new initiatives, such as text-to-911 deployment, hosted call-handling solution implementation and increasing redundancy and resiliency of the State's 911 infrastructure. The MCP team has been and continues to be, a partner with the TECB in executing its mission.



## State of Maryland Emergency Number Systems Board (ENSB)

**Service Provided:** Statewide Strategic Procurement Planning of a Next Generation 911 System

**Contact:** Scott Roper, Executive Director, Maryland ENSB; 410.585.3019;  
[Scott.Roper@Maryland.Gov](mailto:Scott.Roper@Maryland.Gov)

**Project Time Period:** February 2017 to Present

**Completion Dates:** Project anticipated to be completed on-time

**Budget:** MCP remains on-budget

**Work Performed:** Prime Contractor

**Challenge:** The State of Maryland is seeking to transition public safety answering points (PSAPs) in the state from legacy 911 systems to Next Generation 911 (NG911) systems.

**Solution:** The Maryland Emergency Number Systems Board (ENSB) hired Mission Critical Partners MCP to develop a strategic plan for procuring NG911 systems. Specific tasks that MCP is executing during the project include the following:

- Overall project management
- Grant application writing
- Stakeholder surveys and interviews
- Technology feasibility study
- Development of statewide NG911 requirements
- Analysis and recommendations regarding how such requirements can be leveraged on an individual PSAP basis, taking into account local factors
- Development of a customized request for proposals (RFP)
- Technical assessment of vendor responses to the RFP
- Support of the Maryland ENSB in the overall execution of the strategic plan, scoring of the vendor responses and awarding of the contract.

In addition, MCP is conducting assessments of the state's overall readiness for NG911 from a geographic information system (GIS) perspective. In a NG911 environment, GIS data will be leveraged to locate emergency callers and to dispatch the appropriate emergency response; consequently, it is imperative that the quality of the GIS data aligns with standards established by the National Emergency Number Association (NENA).

**Key Result:** MCP has developed a comprehensive project plan, conducted the stakeholder surveys and interviews, initiated the GIS information gathering and analysis, and developed an initial strategic procurement plan, which will be delivered to the Maryland ENSB by the end of September 2017. The next step is to issue the RFP in March 2018, and then conduct a technical review in June 2018 of the vendor responses to the RFP. Contract award is anticipated in September 2018.

i. Summary of Bidder’s Proposed Personnel/Management Approach

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

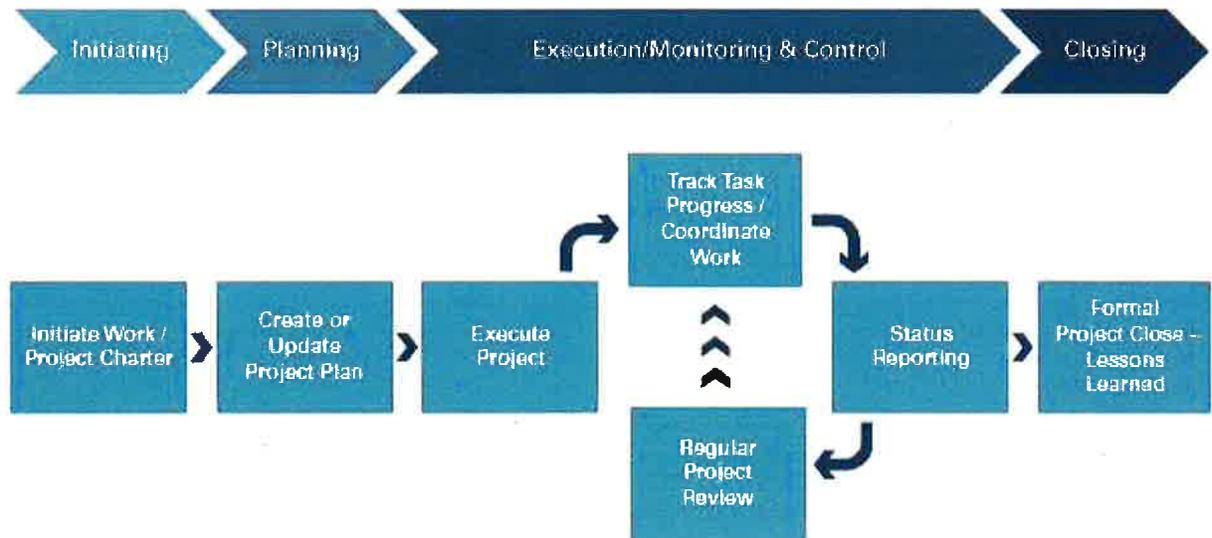


Figure 3: PMI Framework

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

Organizational Chart

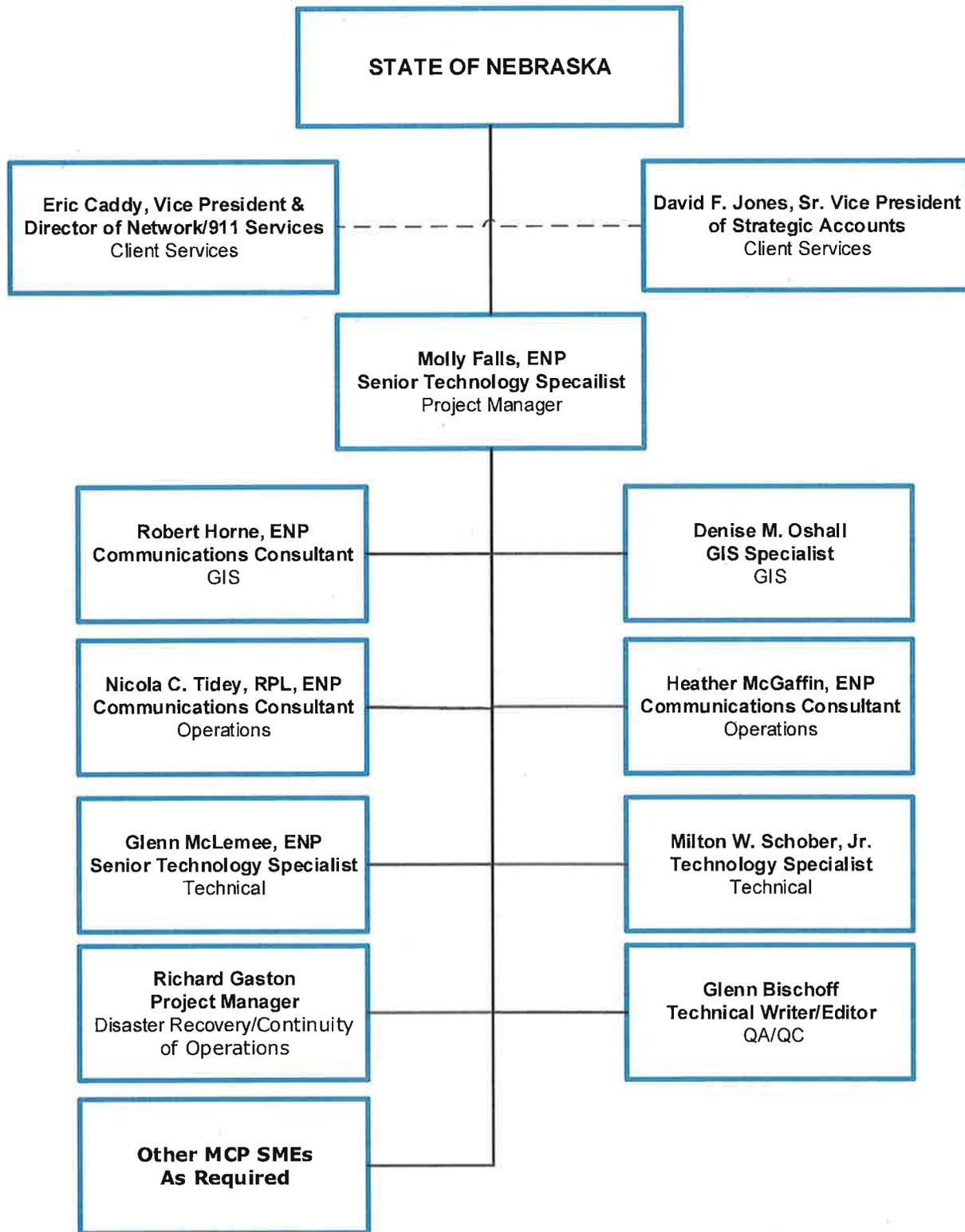


Table 4: Project Team Role

Staff Member	Role	Years of Experience	Hourly Billing Rates	Project Management	Technical	Operational / Governance	Webinar / Training	Work Assigned/Responsibility	Reports To
<b>Team Leadership</b>									
Eric Caddy, PMP	Client Services	18	\$274	✓	✓		✓	Eric will work with the Project Manager to ensure project success.	State
David F. Jones	Client Services	35	\$274	✓	✓			As client services manager, David will work with the Senior Project Leader and Project Manager to ensure that the MCP team is meeting your expectations and that the project is successful.	State
Molly Falls, ENP	Project Manager	18	\$225	✓	✓	✓	✓	Molly will be responsible for assignment of resources to the project and team to assure client satisfaction, managing client expectations, leading client meetings, preparing minutes, project status reports, risk management and addressing project issues.	State
<b>Project Team</b>									
Robert Horne, ENP	GIS	24	\$212	✓	✓			Communications Consultant who specializes in GIS program management experience and integrating systems and data into emergency operations centers, fire and police command centers, and fusion centers.	PM
Denise M. Oshall	GIS	20	\$148		✓			Geographic Information System (GIS) Specialist who specializes in NG911 GIS planning and deployment.	PM
Nicola C. Tidey, RPL, ENP	Operations	14	\$212		✓	✓	✓	Communications Consultant who specializes in PSAP operations	PM

Heather McGaffin, ENP	Operations	12	\$176	✓	✓	✓	Communications Consultant who specializes in PSAP operations.	PM
Glenn McLemme, ENP	Technical	25	\$207	✓	✓		Senior Technology Specialist with 25 years of technical and project management experience in legacy equipment and NG911 network design and migration strategy	PM
Milton W. Schober, Jr.	Technical	35	\$225	✓			Milton applies his experience in data communications and networking, including designing and installing local area network (LAN), wide area network (WAN) and critical internet protocol (IP)-based networks and systems. Milton has proven expertise in implementing policies, procedures and project planning methodologies.	PM
Richard Gaston, CEM	DR/COOP	35	\$207	✓			Richard will support disaster recovery and continuity of operations planning	PM
Glenn Bischoff	QA/QC	17	\$146		✓		Document control is provided by Glenn, a technical writer and award-winning journalist.	PM

## Resumes

Project team resumes begin on the following page.

# Eric Caddy, PMP

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

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

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



**Industry Experience**  
18 years

**Education**  
B.S., Information Technology, University of Phoenix

**Certifications**  
Project Management Professional (PMP)

**Associations**  
Project Management Institute (PMI)

National Emergency Number Association (NENA);  
NG911 Working Group

Association of Public-Safety Communications Officials (APCO)

### Representative Experience

#### State Experience

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

#### Regional Experience

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

#### City/County Experience

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

#### Additional Experience

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

### References

1. Carl Simpson, CEO of El Paso/Teller County 911 Authority  
2350 Airport Road, Colorado Springs CO 80910 Phone: 719.785.1900
2. Teresa Burns, 911 Program Manager City/County of San Francisco—  
1011 Turk Street, San Francisco CA 94102 Phone: 415.552.3831
3. Chereise Bartlett, Emerging Technologies/Text-to-911 Coordinator for State of CA  
CA911 Branch, 601 Sequoia Pacific Blvd. MS911, Sacramento, CA 95811. Phone: 916.657.9235

# David F. Jones, ENP

## Senior Vice President of Strategic Accounts, Mission Critical Partners

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

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

### Representative Experience

#### State Experience

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

#### Regional Experience

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

#### City/County Experience

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

### References

1. Christy Williams, Chief 9-1-1 Program Manager, North Central Texas Council of Governments (NCTCOG)  
PO Box 729, Belton, TX 76513 Phone: 817.695.9204
2. Dana Wahlberg, 9-1-1 Program Manager, Minnesota-Department of Public Safety  
445 Minnesota St, Suite 137, St. Paul, MN 55101 Phone: 651.201.7550
3. Renee Hardwick, Director, Horry County, South Carolina  
2560 Main St., Suite 7, Conway, SC 29526 Phone: 843.915.5100



**Industry Experience**  
35 years

**Education**  
B.A., Political Science, Wichita State University

**Certifications**  
Emergency Number Professional (ENP)

**Associations**  
National Emergency Number Association (NENA)

NENA, President, 2005-2006

NENA, Executive Board, 2001-2007

Association of Public Safety Communications Officials (APCO)

iCERT Policy Committee

**Awards**  
"Order of the Palmetto," by the Governor of South Carolina, October 2005

# Molly Falls, ENP

## Senior Technology Specialist, Mission Critical Partners

Molly is a forward-focused and solutions-oriented senior technology specialist with more than 17 years of public safety and technology experience. She has managed and supported multiple public safety technology deployments, leading edge NG911 implementations, operational and data management, and management support of 911 database applications. Molly leverages her operational leadership and technology experience to develop solutions that ensure the success of projects and services for the clients she serves.



### Representative Experience

#### State Experience

- Tennessee Emergency Communications Board (TECB)
  - E911 operational consulting
  - Text-to-911 deployment strategy and support
  - NG911 consulting
  - Satisfaction survey and town hall support
  - Communications strategy and support
- National 911 Program - Interstate Playbook NG911, Text-to-911, and vendor test case and requirements development
- North Central Texas Council of Governments(NCTCOG)—NG911 Transition Planning
- Texas, Commission on State Emergency Communications (CSEC)—NG911 technical specifications support (Subconsultant to CapGemini)
- Data Operations Director
  - Managed large-scale transitions of regional datasets and new technology deployments for emerging GIS and data management technology in 911 deployments
  - Led multiple public safety deployments and data management projects for nationwide incumbent local exchange carriers (ILEC), competitive local exchange carriers (CLEC) and wireless customers
- Senior Program Manager
  - Account, operations, and project management responsibilities for deployment of leading edge NG911 implementations, benefiting state governmental agencies and large metropolitan areas
  - Managed contract compliance, customer operational projects, hardware and software systems development life cycle for customer/product enhancements
- Technical Operations Manager (Tier 1 Application and System Administration)
  - Led teams of up to 30 individuals responsible for tier 1 thru 3 technical support of 911 database applications, maintenance and change management
  - Established companywide unplanned outage/incident command training program
  - Coordinated and trained operations teams on change management processes
  - Performed incident management responsibilities to manage teams through restoration and resolution of unplanned outages
- Senior Program Manager, Voice over Internet Protocol (VoIP)—Managed emergency service launch and delivery for VoIP 911 service for emerging technology vendors required to provide 911 through a FCC mandate
- Wireless Technical Program Manager/Engineering Supervisor—Operational management of wireless 911 core network needs with tasks including requirements, cost analysis and project management

### References

1. Curtis Sutton, Executive Director—Tennessee Emergency Communication Board  
500 James Robertson Pkwy Nashville, TN 37243 Phone: 615.741.2882
2. Laurie Flaherty, Coordinator, National 911 Program  
1200 New Jersey Avenue SE, NTI-140 Washington, DC 20590 Phone: 202.366.2705
3. Jamison Peevyhouse, Training Coordinator/NENA President—Tennessee Emergency Communication Board  
500 James Robertson Pkwy Nashville, TN 37243 Phone: 615.741.8482

### Industry Experience

18 years

### Education

M.S., Information and Communication Sciences, Ball State University, Indiana

B.S., Elementary Education/ Special Education, Ball State University, Indiana

### Certifications

Emergency Number Professional (ENP)

# Robert Horne, ENP

## Communications Consultant, Mission Critical Partners

Robert has more than 20 years of GIS program management experience and has led and managed multi-million-dollar implementations at the local, state and federal level. Robert is familiar with integrating these systems and data into emergency operations centers, fire and police command centers, and fusion centers. Areas of specialization include:

- Performing project/program management and applying extensive knowledge of quality assurance, Esri, Microsoft, AutoDesk, and imaging software products, database design and development, and system architecture.
- Perform strategic consulting tasks, including information gathering, needs analysis, applications definition, implementation planning, data modeling, and business process reengineering/standard operating procedures (SOP) development.



**Industry Experience**  
24 years

### Education

B.S., Computer Science,  
Business Information  
Systems, Columbia Southern  
University

### Certifications

Emergency Number  
Professional (ENP)

FEMA Emergency  
Management Institute,  
Certified Emergency  
Operations Center Manager

State of Florida, Disaster  
Recovery Operations (G385)  
"Train the Trainer"

### Associations

National Emergency Number  
Association (NENA)

Maryland State Geographic  
Committee (MSGIC)

### Representative Experience

#### State Experience

- Nebraska Public Service Commission (NPSC)
  - NG911 Strategic Planning and GIS Support
  - Wireless Integrity Testing
- Maryland Emergency Number Systems Board (ENSB)—NG911 Spatial Interface (SI) data analysis and readiness assessment
- Nationwide Public Safety Broadband Network (NPSBN) FirstNet planning activities and GIS support for the states of:
  - Arizona, Michigan, Missouri, New Jersey, and New Hampshire
- Pennsylvania Emergency Management Agency (PEMA)—NG911 GIS strategic plan and state-wide implementation coordination
- Virginia Information Technologies Agency (VITA)—GIS needs analysis and implementation planning
- Virginia Department of Emergency Management (VDEM)—NG911 Strategic Planning Roadmap
- Tennessee Emergency Communications Board (TECB)—Alternate Routing and Failover study

#### Regional Experience

- National Capital Region (NCR) Urban Area Security Initiative (UASI) Council of Governments
  - Developed and managed NCR Geospatial Data Exchange (GDX) for real time emergency geospatial data sharing across the Tri-State region
  - Regional NG911 Spatial Interface development coordination
- Central Texas Council of Governments (CTCOG)—911 data and process assessment
- North Central Texas Council of Governments (NCTCOG)
  - GIS needs analysis and implementation planning
  - Staffing plan and training
  - Current state NG911 gap analysis and transition plan
- District of Columbia Homeland Security and Emergency Management Agency (HSEMA)—Developed GIS for EMA program and supported three Presidential Inaugurations, 78 Federal National Security Special Events (NSSE), and more than 100 natural and human created disaster activations as regional GIS lead
- Washington, DC—Washington Regional Threat Analysis Center (WRTAC)
  - Created and managed first ever geospatial intelligence program in DC
- Provided for official use only and classified analysis of law enforcement, health, and homeland security data

### References

1. Patrick Callahan, GIS Manager Office of Information Technology Prince George's County Government Largo Government Center 9201 Basil Court Suite 260 Largo, MD 20774 Phone: 301.883.5343
2. Judy Lamey-Doldorf, GISP Fairfax County GIS—12000 Gov. Cntr PKY, Ste 117 Fairfax, VA 22035 Phone: 703.324.2981
3. Dana Wahlberg Director State of Minnesota Department of Public Safety Emergency Communication Networks 445 Minnesota St. Suite 137 St. Paul, MN 55101 Phone: 651.201.7546

# Denise M. Oshall

## Public Safety Specialist - GIS, Mission Critical Partners

Denise is a GIS professional with extensive experience in project coordination activities, quality control tasks and report documentation. Her expertise includes NextGen 911 systems, GIS/MSAG/ALI data synchronization, I, geographic database development and analysis and parcel database maintenance and coalition of geospatial organizations (COGO). Additional areas of specialization include performing GIS analysis for FAA Agricultural Geographic Information Systems (AGIS) projects and applying extensive knowledge of quality assurance, Esri, Auto CAD Civil 3D and ArcGIS



### Representative Experience

#### State Experience

- GIS data findings and recommendations report for California, Iowa and Ohio
- Michigan—Quality control checks on all county submitted data and prepared GIS data guideline documents for state and county use
- West Virginia—Data and map development for regional broadband drive testing results
  - Prepared report of GIS findings and recommendations; reviewed broadband provider data and developed final check maps; and developed served and unserved broadband area maps based on analysis of statewide broadband data

#### Regional Experience

- Pennsylvania
  - Butler, Lawrence, Mercer and Venango counties
    - Performed GIS needs analysis and facilitated the merger of each counties GIS database into a regional CAD solution
  - Blair, Cameron, Clearfield, Elk, Jefferson, Lawrence, Monroe, Venango, Wyoming and Westmoreland counties
    - Performed initial edits, base map updates, street name changes, data entry, addressing address review, created ESZ/E911 postal plots, field plots, assisted USPS with rural to 911 style address conversion, prepared address notification mailers, answered resident concerns following notification delivery, provided GIS training and assistance to county staff
  - Elk County—Updated addressing database and tools to Esri Local Government Model Database and provided Esri local government addressing tools training
  - Juniata County—Monthly tax parcel maintenance updates for parcel mapping project and assisted with countywide upgrade to Esri ArcMap version 10.3
  - Bradford County—ALI database rural address to 911 style address conversion
- Ohio
  - Cuyahoga County—Performed synchronization of centerline geodatabase with MSAG database using online resources
  - Franklin County—GIS assessment of 16 PSAPs and GIS findings and recommendations report
- Georgia, Dunwoody—Facilitated CAD-to-CAD interface project completion and determined and recommended solutions to MSAG issues between the CAD interfaces
- California San Diego County—Developed Wildland Urban Interface Plan geodatabase to provide documented method for handling fire emergencies within selected communities
- North Carolina Chowan County—Created digital tax parcel data from scanned and geo-referenced tax maps and created E911 centerline and address point layer geodatabase

### References

1. Charles May, GIS Specialist, Butler County Emergency Services  
120 McCune Drive, Butler, PA 16001 Phone: 724.431.0956
2. Steven Rinker, Monroe County GIS Coordinator  
1 Quaker Plaza, Suite 102, Stroudsburg, PA 18360 Phone: 570.517.3156
3. Jeffrey Haines, Juniata County Chief Assessor  
PO Box 68, Mifflintown, PA 17059 Phone: 717.436.7740

### Industry Experience

20 years

### Education

B.S., Geology, Edinboro  
University of Pennsylvania

### Associations

National Emergency Number  
Association (NENA)

Site/Structure Address Point  
(SSAP) Work Group, Former  
Member



# Nicola C. Tidey, RPL, ENP

## Communications Consultant, Mission Critical Partners

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



### Representative Experience

#### County Experience

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

#### Additional Experience

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

### References

1. Gabe Elias ECC Systems Manager Charlottesville – UVA – Albemarle County Emergency Communications Center  
2306 Ivy Rd Charlottesville, VA 22903 Phone: 434.202.4060
2. Cynthia Bird Shrout  
10502 Fairweather Ct Manassas, VA 20112 Phone: 703.346.7480
3. Dorothy Spears-Dean Public Safety Communications Coordinator Virginia Information Technologies Agency (VITA)  
101 N. 14th St Monroe Building 16th Fl Richmond, VA 23219 Phone: 866.482.3911

### Industry Experience

14 years

### Education

Bachelor of Science  
Leadership and Management  
Bluefield College, VA

### Certifications

Registered Public Safety  
Leader (RPL)

Emergency Number  
Professional (ENP)

### Associations

National Emergency Number  
Association (NENA)

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

Association of Public Safety  
Communications Officials  
(APCO),

### Awards

Virginia Governors Award for  
Emergency Medical Services  
for Outstanding  
Telecommunications  
Dispatcher

# Heather McGaffin, ENP

## Communications Consultant, Mission Critical Partners

Heather is a consultant with more than ten years of experience within the communications sector of emergency services. Heather has worked with outside vendors on various projects including emergency phone system upgrades, CAD upgrades and a multi-million-dollar radio system upgrade. She worked with members of the administration to ensure the goals, policies, and procedures of the PSAP were met. Her areas of specialization include project management support for NG911 feasibility studies, strategic planning and technical consulting.



### Representative Experience

#### State/Regional Experience

- Nebraska—NG911 Strategic Planning and Wireless Integrity Testing
- Illinois—NG911 Feasibility Study
- National Capital Region (NCR)—CAD-to-CAD Strategic Plan
  - Gathered stakeholder input through meeting facilitation and surveys
- Northern Virginia Emergency Response System (NVERS)—Fire and EMS assessment
  - Gathered stakeholder data from jurisdictions and analyzed data
- Capital Area Council of Governments (CAPCOG), TX—NG911 Strategic Planning
- Pennsylvania Emergency Management Agency (PEMA)—State-level NG911 solution
- Tennessee Emergency Communications Board (TECB)
  - Gathered stakeholder data for 2016 Satisfaction Survey using an online survey and created data sets for use by the TECB
  - Compared Tennessee legislation with recommended national standards

#### City/County Experience

- State of Maryland—NG911 Feasibility, Strategic Study Planning, and Grant Writing Support
- Fairfax County, VA—NG911 consulting and workforce study

#### Additional Experience

- Developed PSAP policies, procedures, and training manuals
- Oversaw 2000 plus subscriber radio database, vendor coordination and cost-effective legacy to NG911 transformation plans
- Completed weekly 911 call quality assurance reports and Session Initiated Protocol (SIP) planning to implementation
- Calvert County, Maryland, Department of Public Safety
  - Assistant Chief of Communications
    - Reviewed and adapted new protocols with police and fire officials
    - Assisted EOC communications sector staff in the event of activation for natural or manmade emergencies
    - Conducted complaint investigations and remedial training/discipline for dispatchers
  - Communications Supervisor
    - Worked on grant funding and maintained emergency medical dispatch grant through the Maryland Institute for Emergency Medical Services Systems
    - Compiled monthly training reports, exercises and newsletter for dispatchers
    - Participated in Emergency Medical Services Council, County Fire/Rescue/EMS Safety Review Committee

### References

1. Charlynn Flaherty, ENP, CPE / Deputy Director, OHS/PSC Public Safety Communications  
17321 Melford Boulevard Bowie, Maryland 20715 Phone: 301.352.1485 or 1488
2. R. Ross Coates, NRP, CMCP, ENP Harford Cnty Gov. Public Safety Manager Department of Emergency Services  
2220 Ady Rd Forest Hill, MD 21050 Phone: 410.638.3409
3. Tony Rose, Chief 9-1-1 / Communications Charles County Emergency Services  
10425 Audie Lane La Plata, Maryland 20646 Phone: 301.609.3550

### Industry Experience

12 years

### Education

B.S., English Language, and Literature, Radford University, Virginia

### Certifications

Emergency Number Professional (ENP)

International Academies of Emergency Dispatch (Police, Fire, Quality Assurance, Telecommunicator Instructor)

Association of Public Safety Communications Officials (APCO) Certified Training Officer

### Associations

National Emergency Number Association (NENA)

APCO, Member and Past Editorial Committee Member (2013-2014)

Maryland Emergency Number Association

# Woodrow Glenn McLemee, ENP, CSM

## Senior Technology Specialist, Mission Critical Partners

Glenn is a technical and project management 911 professional with 25 years of experience in legacy equipment and NG911 network design and migration strategies. Based in our Dallas office, Glenn has participated in or led proposal development for NG911 systems, IP networks, and customer premises equipment (CPE) public safety projects in Texas, Missouri, Kansas, Florida, Connecticut, and Maine.



Industry Experience  
25 years

Education  
Object Oriented Analysis and Design, Collin College, Texas

School of Management,  
University of Texas

Certifications  
Emergency Number  
Professional (ENP)

Certified ScrumMaster (CSM)

Associations  
National Emergency Number  
Association (NENA)

Institute of Electrical and  
Electronics Engineers (IEEE)

Project Management  
Institute (PMI)

Scrum Alliance

### Representative Experience

#### State Experience

- Texas, Commission on State Emergency Communications (CSEC)—State-level ESInet, call handling strategies and test lab interoperability projects
- Purchasing Solutions Alliance (PSA) – Next Generation Core Services (NGCS) RFP- Project Manager and Subject Matter Expert (SME) for Cooperative Contract vehicle, enabling agencies to procure NGCS without going out to RFP

#### Regional Experience

- North Central Texas Council of Governments (NCTCOG)
  - Technical resource for NG911 strategic plan consulting
  - Developed NG911 CPE request for proposal (RFP) for two data centers, 40+ PSAPs and 150+ workstations for ESInet
  - Led System Acceptance Test efforts for lab and enterprise systems
- TriCOG (Brazos Valley Council of Governments [BVCOG], Central Texas Council of Governments [CTCOG], and Heart of Texas Council of Governments [HOTCOG]) TX—Regional ESInet project potentially connecting into Texas' state-level ESInet
  - Previous projects included implementation of Airbus private emergency network, enabling call takers to conference and transfer calls, including call data, between any TriCOG workstation via multiprotocol label switching (MPLS) network

#### City/County Experience

- Tarrant County, TX—Managed 911 Emergency Assistance District's procurement and implementation for NG911 compatible systems
  - CPE implementation support; developed NG911 CPE RFP for four data centers, 40+ PSAPs and 300+ workstations
  - Developed evaluation guidelines, scoring matrix and led respondent evaluations, contract negotiations, and implementation oversight, including managing vendor feature development in an agile environment
- Cowley County, KS—Procurement of i3 logging recorder and radio console systems, including respondent evaluations and contract negotiations
- Jefferson County, MO—Developed PSAP backup options

#### Additional Experience

- Original Equipment Manufacturer (OEM) of Motorola's CENTRALINK line of automatic number identification/Automatic location identification (ANI/ALI) controllers with integrated automatic call distribution (ACD) capabilities (hardware/software/firmware products and features)
- Authored client whitepapers on future technologies and automatic vehicle location (AVL) capabilities
- Procurement support, vendor negotiations and implementation oversight

### References

1. Wanda McCarley, Director of Operations Tarrant County 911 District, TX  
2600 Airport Freeway Ft. Worth, TX 76111 Phone: 817.820.1185
2. Kevin Kleck, Director of Technical Services Tarrant County 911 District, TX  
2600 Airport Freeway Ft. Worth, TX 76111 Phone: 817.334.0911
3. Carl Simpson, Chief Executive Officer El Paso-Teller County 911 Authority, CO  
2350 Airport Road Colorado Springs, CO 80910 Phone: 719.785.1900

# Milton W. Schober, Jr.

## Technology Specialist, Mission Critical Partners

Milton applies his experience in data communications and networking, including designing and installing LAN, WAN and critical IP-based networks and systems. Milton has proven expertise in implementing policies, procedures and project planning methodologies.



### Representative Experience

#### Federal Experience

- National 911 Program NG911 Cost Study
  - Developed technical requirements and system architecture
  - Gathered BMP for the technical domains of the maturity model

#### Regional/State Experience

- Texas Commission on State Emergency Communications (CSEC)
    - Contributed to statewide ESInet design and standards document
    - Worked with System Integrator to develop functional and technical specifications for the ESInet and i3 core services
    - Worked with System Integrator to develop test plans for interoperability testing of ESInet, NGCS, and call handling systems
    - Developed URI/URN taxonomy standard for the state ESInet
  - Kansas 911 Coordinating Council
    - Developed technical specifications for statewide ESInet
    - Developed technical specifications for acquiring ESInet and call handling system
    - Developed operational requirements for ESInet in conformance with ITIL best practices
  - Nebraska Public Service Commission—Statewide ESInet study
    - Updated ESInet and NGCS designs for state System Service Plan
    - Surveyed PSAPs for current systems and procedures, developed high-level statewide ESInet designs and operational requirements in conformance with ITIL
  - Lubbock Emergency Communication District (LECD), TX
    - IP selective router market analysis and procurement support
    - Managed technology aspects of the District's building project
    - Designed highly redundant and survivable networks to support NG911 systems
  - Potter-Randall 911 Emergency Communication District (PRECD), TX
    - ESInet design and procurement support
    - IP selective router due diligence
    - Performed network assessment and contributed to final report and presentation
  - Houston-Galveston Area Council (H-GAC), TX—Network assessment
  - Lower Rio Grande Valley Development Council (LRGVDC), TX
    - Reviewed network design for readiness to implement interoperability test center
    - Researched and reviewed alternatives to an in-house test center
  - State of Minnesota—Contributed to development of RFP for statewide ESInet
- #### City/County Experience
- Dallas, TX—NG911 system planning
    - Conducted due diligence meetings with potential call handling system vendors
  - Fairfax County, VA
    - Provided input on GIS layers and data points from the perspective of a first responder

### References

1. Mr. Michael Grossie Lubbock Emergency Communication District  
6032 43rd Street Lubbock, TX 79407 Phone: 806.747.1917
2. Mr. Greg Green Potter-Randall County Emergency Communications District  
405 SW 8th Avenue Amarillo, TX 79101 Phone: 806.374.9800
3. Ms. Anita Pitt Brazos Valley Council of Governments  
P. O. Drawer 4128 Bryan, TX 77805-4128 Phone: 979.595.5801 x2030

### Industry Experience

40 years

### Education

B.B.A., Finance and Accounting, Texas Tech University

### Associations

National Emergency Number Association (NENA)  
Member of ESInet Design Working Group

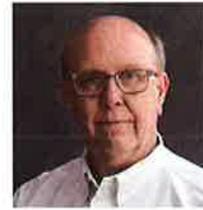
### Training and Technology Expertise

- Solacom IPSR Maintenance
- Cisco CCIE boot camp
- Cisco Catalyst 2900,3500,4500 and 6500 switch families
- Cisco 3400,3600, 3700, 7300, 7500, and 7600 routers
- Brocade MLX family
- Adtran TA5000 Multi Service Access Platform
- Red Hat, Ubuntu and Debian Linux
- Calix 7 Fundamentals and Video
- Optical Solutions Inc. Passive Optical Network
- Minerva IP Video Headend

# Richard Gaston, CEM

## Project Manager, Mission Critical Partners

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



### Representative Experience

#### National/Regional Experience

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

#### State Experience

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

#### City/County Experience

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

### References

1. Christy Williams, ENP, Chief 911 Program Manager North Central Texas Council of Governments  
PO Box 729, Belton, TX 76513 Phone: 817.695.9204
2. Mark Stewart Assistant Police Chief City of Highland Village, Texas City of Highland Village  
1000 Highland Village Road, Highland Village, TX 7507 Office: 972.317.5558
3. Melissa Kraft, Director of Technology Services City of Denton, Texas  
601 E Hickory St, Suite A Denton, TX 76205 Phone: 940.349.7823

### Industry Experience

35 years

### Education

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

### Certifications

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

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

Law Enforcement Instructor, TCOLE

Advanced Firefighter, Texas Commission on Fire Protection

Fire Service Instructor, Texas Commission on Fire Protection

Fire and Arson Investigator, Texas Commission on Fire Protection

Emergency Medical Technician, Texas Department of Health

Emergency Medical Instructor/Examiner, Texas Department of Health

# Glenn Bischoff

## Technical Writer/Editor, Mission Critical Partners

Glenn is a Technical Writer/Editor with experience writing for print editions, websites, and weekly e-newsletters. He and his publications received numerous awards for articles focusing on public safety communications and telecommunications. Glenn authors press releases, journal articles, whitepapers, commentaries and promotional pieces in support of MCP's marketing efforts. He also provides technical writing and quality assurance (QA) support on reports, studies and client deliverables.



### Representative Experience

#### National Experience

- U.S. Department of Transportation, NG911 Initiatives—Provided QA support on deliverables for the Cost Study project
- Provided writing and editing support to the Recommended Minimum Training Guidelines for 911 Telecommunicators released in 2016

#### State Experience

- Pennsylvania Emergency Management Agency (PEMA)—Primary author of the statewide PSAP Inventory report in support of the NG911 project
- Tennessee Emergency Communications Board—Performed QA on more than 100 local access and transport area (LATA) routing analysis reports
- Arizona—Supports FirstNet exercises and performs QA review of deliverables
- Michigan—QA review of FirstNet deliverables
- Minnesota—Review of deliverables for NG911 project
- Texas Commission on State Emergency Communications (CSEC)—Creates and publishes *Connections*, an executive-level newsletter

#### City/County Experience

- Broward County, FL—QA review of client deliverables and preparation of minutes for client project calls
- Fairfax County, VA— Review of deliverables for Geospatial Data Exchange (GDx) project
- Bedford County, PA—Review of deliverables for NG911 services
- Westmoreland County, PA— Review of deliverables for RSSA initiatives

#### Additional Experience

- Served as Editor-in Chief for *Urgent Communications* and *Fire Chief* magazines
  - Directed editorial content development and managed editorial/art staff and freelance writers
  - Wrote and edited features, stories, and columns for both publications' print editions, websites, and weekly electronic newsletters
  - Helped develop the annual International Wireless Communications Expo (IWCE) conference program
- Served as a Senior Writer for *Telephony* and *Wireless Review* magazines
  - Wrote news stories, feature articles, and columns for both publications' print editions, websites, and weekly e-newsletters
- Served as Communications Manager and Senior Writer for multiple organizations

### References

1. Donny Jackson: 6085 Preston Lane, New Berlin, WI 53151 Phone: 262.442.9507
2. Dave Bart: 8512 N. Kedvale Avenue, Skokie, IL 60076 Phone: 847.542.9873
3. Nikki Golden: 16 W. South Street, Arlington Heights, IL 60005 Phone: 630.204.7651

### Industry Experience

17 years

### Education

B.S., Journalism, Northern Illinois University

### Awards

Jesse H. Neal Award, Best Subject-Related Series, for *Urgent Communications'* coverage of FirstNet's nationwide public safety broadband communications network

American Society of Business Publications Editors Bronze Award, Midwest Region for *First Responder Communications* supplement

American Society of Business Publications Editors Gold Award, Midwest Region for a special section in *Telephony* that examined how the events of September 11, 2001, affected telecommunications networks across the United States

## j. Subcontractors

No subcontractors will be used during this project.



## 3. Technical Approach

### a. Understanding of the Project Requirements

MCP has reviewed sections V.B. and V.C. of the Nebraska RFP and has a clear understanding of the required tasks to achieve the over-arching objective of the Nebraska Public Service Commission. MCP looks forward to serving the PSC as they embark on implementing the plan developed to support NE LB938, ultimately resulting in the successful implementation of NE LB993.

Our team has the breadth and depth of experience to support moving forward in each required area in parallel by building a team that has specialties in key areas such as PSAP operations, GIS, 911 system design, governance, and funding. The benefit of this for the PSC is task work and engagement will be done in parallel with program coordination across the team provided by our proposed project manager Ms. Molly Falls. Ms. Falls is backed up by Eric Caddy, the Vice President of NG911 and Network services for MCP. Mr. Caddy is intimately familiar with Nebraska and brings an understanding of the Nebraska stakeholder community and PSC 911 staff which will enable this project to immediately begin moving forward with positive momentum.

MCP will work with the PSC and the SSAC to establish working groups, core teams, to roll up sleeves and begin the work in the key areas of funding, operations, GIS, and tech. These working groups will be facilitated by MCP subject matter experts allowing stakeholders to work alongside our subject matter experts (SMEs) as we develop requirements, establish baseline information, and create recommendations in clear concise documents that can be part of PSAP and public education as the program progresses.

MCP will begin work as soon as possible to start developing these working groups and will then immediately dive into the planned work aligned with the requirements of the RFP which include:

- 911 System Design
  - MCP SMEs will work with the PSC and SSAC to identify a technical sub-committee working group
  - MCP will facilitate the technical sub-committee through quarterly meetings to review progress and collaborate on in progress tasks
  - Develop detailed requirements for ESInet and next generation core services (NGCS)
  - Create a detailed implementation plan to guide and measure progress during the period of performance
  - Conduct due diligence for qualified vendor(s)
  - Work with Nebraska procurement staff to issue the resulting RFP
  - Provide training for the technical core team on how to score responses
  - Support the technical core team during evaluation of vendors and scoring
  - Oversee selected vendor(s) conducting quality assurance of the implemented solution

- NG911 Core Services (NGCS)
  - The NGCS requirements will be coupled within the RFP outlined above within 911 system design
  - Based on awarded vendor(s) MCP will revise implementation timelines
  - With deployment of the State-level, ESInet MCP will work with the PSC to identify the first region to pilot the 911 system design
  - Following the first region, MCP will document lessons learned and working with the PSC and SSAC make any prudent changes to the implementation plan and then continue with connecting regions to the ESInet
  
- GIS
  - MCP SME SMEs will work with the PSC and SSAC to identify a GIS sub-committee working group
  - MCP will facilitate the GIS sub-committee through quarterly meetings to review progress and collaborate on in progress tasks
  - MCP GIS SME's will work with the GIS sub-committee to develop a plan and model for aggregation of GIS data throughout the State to support the National Emergency Number Association (NENA) i3 standard for NG911
  - MCP GIS SMEs will evaluate progress being made by vendors with GIS validation and work to implement a state-level GIS standard
  
- PSAP Policies and Procedures
  - MCP SMEs will work with the PSC and SSAC to identify an operations sub-committee working group
  - MCP will facilitate the operations sub-committee through quarterly meetings to review progress and collaborate on in progress tasks
  - MCP will focus on several operational tasks with this group as identified in the two sections of the RFP, to include
    - Evaluation of existing policies and procedures
    - Development of a recommendations document to develop a recommended minimum state standard for best practices, policies, and procedures for regions and agencies that join the State ESInet
    - Collaborate with the operations sub-committee and SSAC to assess viability of recommendations
    - Establish a series of regional meetings to communicate overall program progress to the PSAP community
    - Evaluation of current training procedures
    - Develop a plan for statewide training and certification
    - Implement the training plan once adopted by the PSC
  
- Call Handling Equipment
  - MCP SMEs will work with the PSC and technical sub-committee to define objectives for state provided call handling equipment (CHE)
  - Based on determination MCP SMEs will develop appropriate CHE requirements
  - Perform due diligence with qualified vendor(s)
  - MCP SMEs will finalize requirements based on results of due diligence and work with Nebraska procurement to release the resulting RFP
  - Provide training for the technical core team on how to score responses

- Support the technical core team during evaluation of vendors and scoring
  - Oversee selected vendor(s) implementation of CHE conducting quality assurance of the implemented solution
- Funding
    - MCP SMEs will work with the PSC and SSAC to identify a funding sub-committee working group
    - MCP will facilitate the funding sub-committee through quarterly meetings to review progress and collaborate on in progress tasks
    - MCP will seek input on current cash flow projections from the PSC
    - MCP SMEs will create a document based on historical information and current plans developed across the program to capture the current fiscal landscape and provide recommendations for a new funding model to replace the current 911 support allocation model (SAM)
    - MCP will present findings and recommendations to the PSC and SSAC for consideration
    - MCP will support the PSC with recommendations for policy and/or legislative changes for consideration

MCP understands in addition to the items noted above the PSC has requested some additional elements for support along with general technical and operational consulting support. MCP has shown in our initial project plan shown below specific tasks as identified within the RFP and we have provided nearly 2,500 hours for general consulting support. MCP understands that the hours we show in the section labeled 'additional SME support on demand' are to available and will be used by direction of the PSC and/or the Nebraska State 911 Director.

#### b. Technical Considerations

911 is amid a sea change, the speed at which technology in the private sector is advancing has resulted in a considerable gap in technology between the public and PSAPs. The industry has reacted by developing Next Generation 911 to address the ever-changing landscape of technology and shifting away from legacy analog technologies to flexible IP based platforms that align with market needs. The State of Nebraska understands the need to address these technological advancements, and to bring the level of technology capabilities at the each of the State's PSAPs to a level playing field, doing so will directly benefit the citizens of Nebraska, by making available new functions which not only reduce the risk of outages, and increase accuracy of routing, but also provide enhancements for often underserved communities like the deaf and hard of hearing.

MCP has decades of collective experience in the planning, implementing and evaluation of not only 911 networks but the transition and implantation of NG911 solutions. MCP will work closely with the Nebraska PSC, SSAC, and PSAPs to ensure that a proactive approach is taken to solving complex issues such as NG911 and regionalization of PSAPs throughout the State. MCP's team will be staffed with a broad range of subject matter experts capable of supporting all aspects of the transition to Next Generation 911 from planning to procurement and implementation. MCP will leverage the practical industry experience we have gained through state and regional implementations across the nation to transition the work the Nebraska PSC has accomplished with the System Service Plan, into action.

In addition to practical application, MCP's technical specialist actively participate in numerous industry working groups to provide thought leadership and help to shape the trajectory of technology in the industry.

Leveraging this knowledge provides our team with the solid foundation of knowledge to aid Nebraska by ensuring the vision set forth by the PSC is achieved through strategic planning and procurements of products and services that will aid in achieving NG911 for the State.

**c. Deliverables and Due Dates**

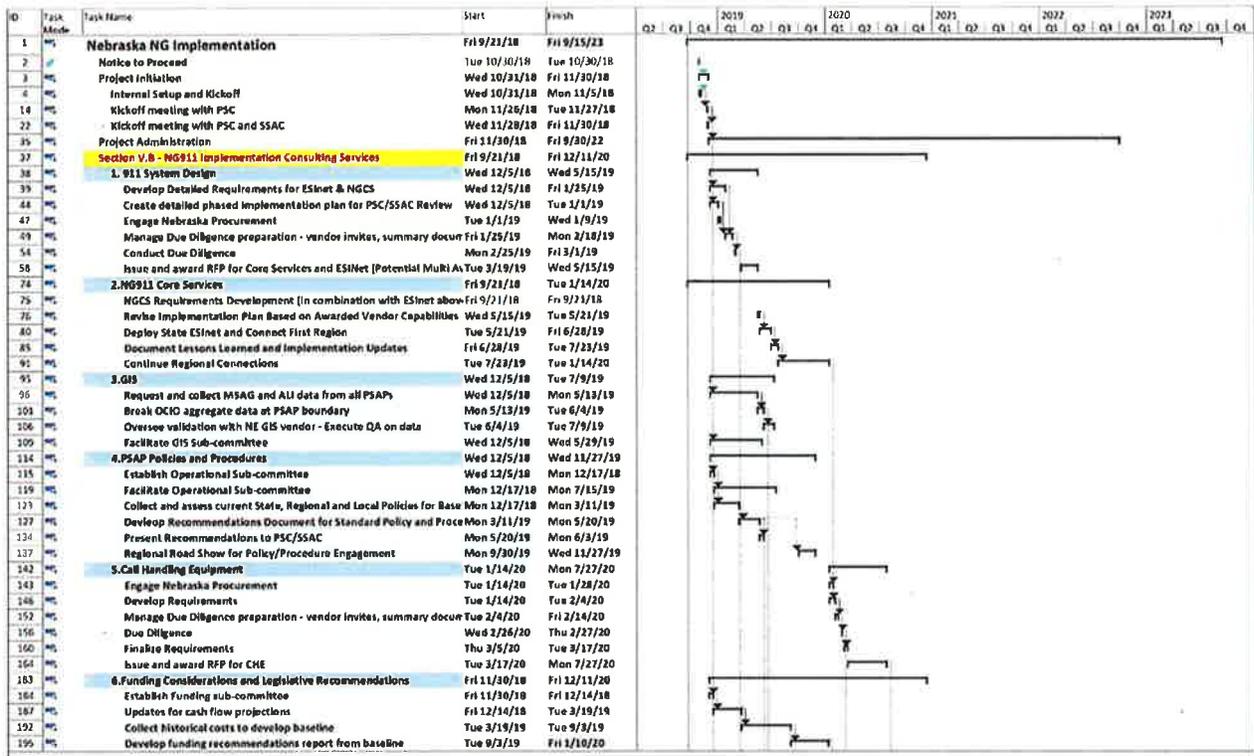
In Table 5 below, MCP has provided project deliverable completion dates based off our initial project plan. MCP assumed a start of work by October 30, 2018, to estimate our plan. This table captures anticipated deliverables based upon the RFP requirements and should be considered negotiable. These deliverables and dates due will be reviewed and MCP can shift assignments and sequencing of our plan based on the needs of the PSC.

Table 5: Projected Deliverable Completion Dates

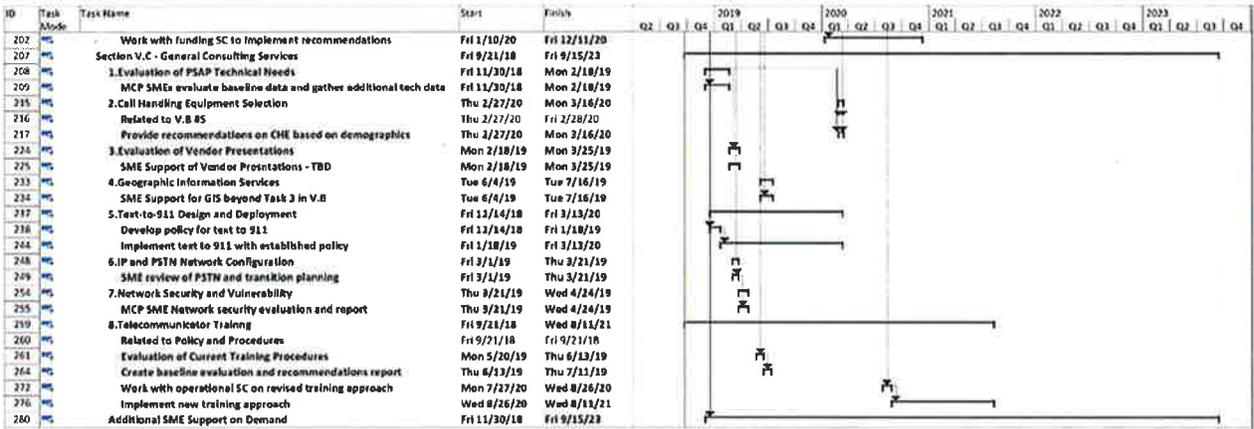
Phase	Phase Name	Task	Deliverable	Estimated Completion
Project Kickoff	Project Duration	Bi-Weekly Program Calls	Minutes	Within 48 hours of meeting
	Project Initiation	Project Kickoff	Minutes	12/1/2018
1	911 System Design	Development of technical requirements	Draft requirements for RFP	1/25/2019
		Detailed implementation plan	Draft implementation plan	1/1/2019
		Due Diligence	Agenda for due diligence	2/18/2019
		Development of technical requirements	Final requirements for RFP	3/21/2019
2	NG911 Core Services	Development of technical requirements	Draft requirements for RFP	1/25/2019
		Development of technical requirements	Final requirements for RFP	3/21/2019
		Implementation Plan	Revised plan	5/21/2019
		Turn up of State ESInet and connection of first region	First region connected	6/28/2019
		Regional connection to ESInet	Second region connected	10/29/2019

Phase	Phase Name	Task	Deliverable	Estimated Completion
3	GIS	GIS Policy development	Draft policy for PSC	2/15/2019
4	PSAP Policies and Procedures	Recommendations document on standardized policies	Draft document	5/20/2019
		Roadshow - regional meetings	Conduct PSAP outreach through regional meetings	11/27/2019
5	Call Handling Equipment	Development of technical requirements	Draft requirements for RFP	11/19/2019
		Due Diligence	Agenda for due diligence	11/29/2019
		Development of technical requirements	Final requirements for RFP	12/31/2019
6	Funding	Recommendations document on funding and legislative recommendations	Draft document	9/3/2019
		Recommendations document on funding and legislative recommendations	Final document	1/10/2020
General Consulting Tasks		Policy development for Text-to-911	Draft document	1/18/2019
		Policy development for Text-to-911	Final document	3/8/2019
		Recommendations document for training procedures	Draft document	6/11/2019
		Recommendations document for training procedures	Final document	7/11/2019

In addition to the table of estimated dates and tasks, MCP has developed a detailed project plan that will be reviewed and modified based on priorities and developments that have occurred in Nebraska since the conclusion of our previous contract with the PSC.



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Figure 4: Detailed Project Plan



# Form A – Bidder Contact Sheet

## Form A Bidder Contact Sheet Request for Proposal Number 5915 Z1

Form A should be completed and submitted with each response to this RFP. This is intended to provide the State with information on the bidder's name and address, and the specific person(s) who are responsible for preparation of the bidder's response.

Preparation of Response Contact Information	
Bidder Name:	Mission Critical Partners
Bidder Address:	609 Gray's Woods Blvd. Port Matilda, PA 16870
Contact Person & Title:	John L. Spearly, Vice President and Director of Administrative Services
E-mail Address:	<a href="mailto:JohnSpearly@MissionCriticalPartners.com">JohnSpearly@MissionCriticalPartners.com</a>
Telephone Number (Office):	814.753.4372
Telephone Number (Cellular):	814.931.4899
Fax Number:	814.217.6807

Each bidder should also designate a specific contact person who will be responsible for responding to the State if any clarifications of the bidder's response should become necessary. This will also be the person who the State contacts to set up a presentation/demonstration, if required.

Communication with the State Contact Information	
Bidder Name:	Mission Critical Partners, LLC
Bidder Address:	Dallas Office 502 N. Carroll Ave. Suite 120 Southlake, TX 76092
Contact Person & Title:	Eric Caddy, VP & Director of Network/911 Services
E-mail Address:	<a href="mailto:EricCaddy@MissionCriticalPartners.com">EricCaddy@MissionCriticalPartners.com</a>
Telephone Number (Office):	951.395.1030
Telephone Number (Cellular):	951.204.4723
Fax Number:	814.217.6807