



PROFESSIONAL SERVICES AGREEMENT
BETWEEN
MISSION CRITICAL PARTNERS, LLC
AND
AUGUSTA, GEORGIA

This Agreement for Professional Services (“Agreement”), effective on the last date signed by the parties (“Effective Date”), is made and entered into by and between Mission Critical Partners, LLC (“MCP” or “PROVIDER”), a Delaware limited liability company, with its principal place of business at 690 Gray’s Woods Boulevard, Port Matilda, PA 16870 and Augusta, Georgia, a political subdivision of the State of Georgia (“CLIENT”) with an address of 535 Telfair Street, Building 2000, Augusta, Georgia 30901 (hereinafter collectively the “Parties” and singularly the “Party”).

RECITALS

WHEREAS, CLIENT desires to employ PROVIDER to provide professional services as further set forth herein; and

WHEREAS, PROVIDER represents and acknowledges that they are fully qualified and capable of performing the services called for in this Agreement, and they are willing to perform these services.

NOW, THEREFORE, the Parties, in consideration of the mutual promises and covenants contained herein, do mutually agree as follows:

SECTION ONE—GENERAL

1.1. Purpose.

The purpose(s) of this Agreement is to obtain professional consultant assistance for Client to assist with its strategic planning to support the migration and ongoing maintenance of GIS data for Next Generation 911 (NG911) (“Purpose”). The scope of service is as defined in Exhibit A attached hereto and by this reference made a part hereof.

1.2. Definitions.

Wherever used in this Agreement, the following terms have the meanings indicated which are applicable to both the singular and plural thereof:

Agreement. Agreement means this Agreement between CLIENT and PROVIDER for professional services, including all exhibits, schedules and attachments which are hereby incorporated into and made part of this Agreement by reference. To the extent there are any conflicts between this Agreement and any exhibits, schedules and attachments, the provisions of this Agreement shall control.

Services. Services shall mean all services, work, deliverables, and all related professional, technical and administrative activities that are necessary to perform and complete the Services required pursuant to the terms and provisions of this Agreement as set forth in Exhibit A.



Additional Services. Additional Services means professional services to be performed for or furnished to CLIENT by PROVIDER, not set forth as Services in Exhibit A of this Agreement.

Deliverables. Deliverables are those items of work product that are to be delivered to CLIENT as enumerated in Exhibit A of this Agreement.

Expenses. Expenses means those expenditures specifically and directly incurred as the result of providing Services (e.g., travel, per diem costs and materials used).

SECTION TWO—OBLIGATIONS OF THE PROVIDER AND CLIENT

2.1. PROVIDER Responsibilities.

PROVIDER shall have and perform the following duties, obligations and responsibilities to CLIENT as outlined in Exhibit A.

- a. PROVIDER shall provide and perform all Services pursuant to this Agreement in accordance with generally accepted standards of professional practice, and in accordance with laws, statutes, ordinances, codes, rules, regulations and requirements of governmental agencies that regulate or have jurisdiction over the Services to be provided and/or performed by the PROVIDER.
- b. PROVIDER shall maintain all necessary licenses, permits or other authorizations necessary to perform the Services under this Agreement until the duties hereunder have been fully satisfied.
- c. PROVIDER shall prepare all Deliverables required by this Agreement including, but not limited to, all specifications and reports, in such a manner that they shall be accurate, coordinated, and adequate for the purposes intended and shall be in conformity and comply with all applicable law, codes and regulations.
- d. CLIENT shall retain ownership of all CLIENT data, whether stored in CLIENT or PROVIDER systems. In the event of contract termination, PROVIDER will certify that all CLIENT data has been returned to CLIENT within 30 days of termination in a platform-agnostic format accessible to CLIENT.

2.2. CLIENT Responsibilities.

CLIENT shall have and perform the following duties, obligations, and responsibilities to PROVIDER:

- a. Provide access to information, sites, personnel, agencies and other sources necessary for PROVIDER to complete the Services.
- b. Designate in writing a person to act as CLIENT's representative with respect to the Services to be performed or furnished by PROVIDER under this Agreement. Such person shall have complete authority to transmit instructions, receive information and interpret and define CLIENT's policies and decisions with respect to the Services. CLIENT's designated person is the GIS Manager, Evelyn Chanti.
- c. CLIENT shall be responsible for, and PROVIDER may rely upon, the accuracy and completeness of all reports, data, and other information furnished by CLIENT to carry out the Services provided under this Agreement.
- d. Should any agency charge PROVIDER a fee for any required information or data under this Agreement, CLIENT will reimburse PROVIDER for the cost of any such fees incurred.



SECTION THREE—SERVICES

3.1. Services.

3.1.1. Provider will provide all Services and Deliverables as set forth in Exhibit A of this Agreement and in Provider's response to Augusta RFP 24-167.

3.1.2. CLIENT will pay PROVIDER for Services in accordance with Section 6—Compensation.

SECTION FOUR—ADDITIONAL SERVICES

4.1. Additional Services.

Should CLIENT request PROVIDER provide and perform professional services under this Agreement not set forth in Exhibit A, PROVIDER agrees to provide and perform those Additional Services as may be agreed to in writing by the Parties.

4.1.1. Additional Services shall be administered and executed as change orders or amendments under this Agreement. PROVIDER shall not provide or perform, nor shall CLIENT incur or accept any obligation to compensate PROVIDER for any Additional Services, unless a written change order or amendment shall be executed by the Parties.

4.1.2. Additional Services not set forth in Exhibit A will be performed based on PROVIDER's then-current hourly rate schedule.

4.1.3. Each such change order or amendment shall set forth a description of: (a) the scope of the Additional Services requested; (b) the basis and amount of compensation; (c) the applicable hourly rate schedule; and (d) the period of time and/or schedule for performing and completing the Additional Services.

4.1.4. A waiver of an executed change order or amendment under this Section may be approved by the Parties to accommodate (1) a bona fide emergency justifying immediate award or the start of performance or completion of the contract; or (2) federal or state law that requires award or completion of the contract by a particular date. Any such waiver must be subsequently approved by the Parties, in writing, within fifteen (15) business days of waiver execution under this Section 4.1.4.

SECTION FIVE—TIME OF PERFORMANCE

5.1. Notice to Proceed. Upon execution of this Agreement by CLIENT, CLIENT will issue a formal Notice to Proceed to PROVIDER. The PROVIDER shall commence work by attending a project kickoff meeting within ten (10) business days of issuance of the Notice to Proceed, or at a mutually acceptable date as determined by the Parties.

5.2. Time of Performance. The PROVIDER agrees to complete the Services required pursuant to this Agreement within the time period(s) for completion of the various phases and/or tasks of the Services set forth and described in Exhibit A of this Agreement.

5.3. Timeline. If Exhibit A does not set forth a timeline for the completion of the Services, the Parties mutually agree to develop a schedule that will be made part of this Agreement by amendment signed by



both Parties. It is expected that both Parties will carry out their respective responsibilities diligently and expeditiously so as not to delay each other in completing the mutually agreeable schedule.

5.4. Times for Rendering Services. If, in Exhibit A, specific periods of time for rendering Services and specific deadlines for Services to be completed are established, and if such periods of time or dates are changed through no fault of PROVIDER, the rates and amounts of compensation provided for herein shall be subject to equitable adjustment as provided below. If CLIENT has requested changes in scope, extent or character of the Services, the time of performance of PROVIDER's services shall be adjusted equitably as provided below.

If there are changes in the time periods or due dates for a given Deliverable or Service, or there is a change to the scope, extent or character of the Services, PROVIDER shall declare in writing its intent to request an equitable adjustment for any increase in cost or fee and disclose in writing the extent of the increase prior to beginning the work or service. No work will commence under such circumstances until the Parties come to a mutual agreement on a dollar value for the equitable adjustment.

5.5. Excusable Delays. PROVIDER shall not be considered in default by reason of any failure in performance if such failure arises out of causes reasonably beyond the control of PROVIDER, or its subcontractor(s), and without their fault or negligence. Such causes include, but are not limited to, acts of God; acts of a public enemy; natural or public health emergencies; labor disputes; freight embargoes; and abnormally severe and unusual weather conditions (collectively "Force Majeure Occurrences"). Any such delays shall not be a breach of or failure to perform under this Agreement or any part thereof and neither party shall be liable to the other for any liability claims, damages or other loss caused by or resulting from a Force Majeure Occurrence.

Upon PROVIDER's request, CLIENT shall consider the facts and extent of any failure to perform the work, and if the failure to perform by PROVIDER was without its or its subcontractors' fault or negligence, the Parties will use their best efforts to revise the contract schedule and/or any other affected provision of this Agreement accordingly.

SECTION SIX—COMPENSATION

6.1. Fees. For and in consideration of the Services described in Exhibit A of this Agreement, CLIENT agrees to pay PROVIDER a fixed sum of \$104,480 _____, including Expenses, except to the extent that PROVIDER incurs expenses associated with the need to be onsite for a meeting. For the avoidance of doubt, the CLIENT understands and agrees that the CLIENT is responsible for reimbursing PROVIDER for expenses incurred as a result of onsite time requested by the CLIENT.

6.2. Invoices.

6.2.1. At the close of each month during this Agreement, PROVIDER shall submit to CLIENT, a properly executed invoice showing Services rendered hereunder for the closed month. Each invoice shall include the percentage of work completed with respect to the contracted amount identified in Section 6.1. CLIENT shall review such statement and pay it within thirty (30) days of receipt. Invoices shall be sent to:

Client Name: Evelyn Chanti
c/o Augusta Information Technology
Address: 535 Telfair St., Bldg 2000
City, State, Zip: Augusta, GA 30901
Email: chanti@auqustaga.gov



6.2.2. If CLIENT fails to make payment due to PROVIDER for Services and Expenses within thirty (30) days after receipt of invoice, such failure shall constitute an event of default under the terms of this Agreement, and PROVIDER may terminate this Agreement due to such default. In addition, PROVIDER may suspend Services under this Agreement until PROVIDER has been paid in full for all amounts due. In the event of a disputed or contested billing, only that portion so contested may be withheld from payment, and the undisputed portion shall be paid.

SECTION SEVEN—GENERAL CONSIDERATIONS

7.1. Direction and Control. PROVIDER agrees that PROVIDER will perform the Services under this Agreement as an independent contractor and not as an agent, employee, or servant of CLIENT. The Parties agree that PROVIDER is not entitled to any benefits or rights enjoyed by employees of CLIENT. PROVIDER specifically has the right to direct and control PROVIDER's own activities in providing the agreed upon Services in accordance with the specifications set out in this Agreement. CLIENT shall only have the right to ensure performance. Nothing in this Agreement shall be construed to render the Parties partners or joint venturers.

7.2. Ownership. Unless otherwise provided for in this Agreement, all deliverables, reports, plans, specifications, data and documents produced in the performance of the Services shall become the property of CLIENT.

7.2.1. Pre-Existing Intellectual Property. Unless otherwise provided in writing, the PROVIDER shall be deemed the author of and shall retain all common law, statutory and other reserve rights to all pre-existing intellectual property including the copyright of any drawings, specifications, proprietary programming, data solutions and other documents prepared or otherwise obtained by PROVIDER or its affiliates independent of this Agreement.

7.3. Successors and Assigns. CLIENT and PROVIDER each bind the other and their respective successors and assigns in all respects to all of the terms, conditions, covenants and provisions of this Agreement.

7.4. Confidentiality. CLIENT and PROVIDER agree the other shall not disclose, transfer, sell or otherwise release confidential information gained by reason of performance under this Agreement to any third party, unless such disclosure is required by law under FOIA, the Georgia Open Records Act, or some other federal or state law.. Such information shall be used solely for the purposes necessary to meet the requirements under this Agreement. PROVIDER shall not access any information which PROVIDER is not authorized to receive, and under no circumstances shall PROVIDER at any time, during the term of this Agreement or thereafter, release or divulge any confidential material, information or documents received during the performance of the Services hereunder without express written consent of CLIENT, nor shall PROVIDER copy, recreate or use any such confidential information or documents other than for the performance of this Agreement. PROVIDER shall not divulge or otherwise make use of trade secrets or other confidential information, procedures or policies under this Agreement. Neither shall PROVIDER copy, recreate or use any proprietary information of any third party in the performance of this Agreement except to the extent authorized by such third parties.

7.5. Conflict of Interest. PROVIDER represents that it presently has no interest and shall acquire no interest, either direct or indirect, which would conflict in any manner with the performance of Services required hereunder.



7.6. Termination. Either Party may unilaterally terminate this Agreement for any of the following reasons, so long as the terminating Party has notified the other Party of its intent to terminate, for cause or for no cause, and allowed the other Party no less than thirty (30) business days prior to the effective termination date in which to cure the stated reasons in a for cause termination:

- a. Actual failure of the other Party to fulfill its obligations hereunder;
- b. Anticipated failure of the other Party to fulfill its obligations hereunder, or anticipated inability of the other Party to perform the work, due to: (a) inadequate financial capability or (b) loss or material degradation of corporate capabilities which are essential to the requirements of this Agreement, including without limitation, loss or unavailability of the other Party's key employees;
- c. The insolvency of the other Party or the filing by or against the other Party of a petition, arrangement, or proceeding seeking an order for relief under the bankruptcy laws of the United States, a receivership for any of the assets of the other Party, a composition with or assignment for the benefit of creditors, a readjustment of debt, or the dissolution or liquidation of the other Party.

Upon termination of this Agreement, CLIENT shall pay PROVIDER for Services rendered and Expenses incurred hereunder which have not been previously paid or disputed by CLIENT for the period up to the effective date of termination.

7.7. Notices. All notices required under this Agreement shall be in writing and shall be sent by certified mail (return receipt requested), hand delivered, or sent by courier service requiring signed acceptance.

If to CLIENT:

Evelyn Chanti, GIS Manager
Augusta Information Technology
535 Telfair St., Bldg 2000
Augusta, GA 30901

If to PROVIDER:

Darrin J. Reilly, President and Chief Executive Officer
Mission Critical Partners, LLC
690 Gray's Woods Boulevard
Port Matilda, PA 16870

7.8. Non-assignment. PROVIDER shall not subcontract or otherwise assign any of the rights, duties or obligations covered by this Agreement without the prior express written consent of CLIENT.

7.9. Governing Law. This Agreement shall be governed by the laws of the State of Georgia.

7.10. Entire Agreement. This Agreement and all exhibits hereto constitute the entire agreement between the Parties and supersedes all prior written or oral agreements, understandings or representations. No change, modification, alteration or addition to the terms and conditions of this Agreement shall be binding unless in writing and signed by authorized representatives of both Parties. Nothing in this Agreement shall be construed to give any rights or benefits to any other party, and all duties and responsibilities undertaken pursuant to this Agreement are for the sole and exclusive benefit of the Parties to this Agreement.



7.11. Counterparts. This Agreement may be executed in any number of and by the different Parties hereto on separate counterparts, each of which when so executed shall be deemed to be an original, and such counterparts shall together constitute but one and the same instrument.

7.12. Severability. Any provision or part of this Agreement held to be void or unenforceable under any law or regulation shall be deemed stricken, and all remaining provisions shall continue to be valid and binding upon CLIENT and PROVIDER, who agree that this Agreement shall be reformed to replace such stricken provision or part thereof with a valid and enforceable provision that comes as close as possible to expressing the intention of the stricken provision.

7.13. Non-waiver. A Party's failure or delay in exercising any right, power, or privilege under this Agreement, whether explicit or by lack of enforcement, shall not operate as a waiver, nor shall any single or partial exercise of any right, power, or privilege preclude any other or further exercise of such right, power, or privilege.

7.14. Captions and Section Headings. Captions and section headings included in this Agreement are intended for convenience only and shall not be used to construe, explain or modify this Agreement in any manner whatsoever.

7.15. Project Records. For a period of two (2) years after completion of all work to be performed, PROVIDER shall keep and make available to CLIENT for inspection and copying, upon written request by CLIENT, all records in PROVIDER's possession relating to this Agreement.

7.16. Affirmative Action and Equal Opportunity Employer. The Parties agree to abide by the requirements of the following as applicable: Title VI and Title VII of the Civil Rights Act of 1964, as amended by the Equal Employment Opportunity Act of 1972, Federal Executive Order 11246 as amended, the Federal Rehabilitation Act of 1973 as amended, the Vietnam Era Veteran's Readjustment Assistance Act of 1974, the Age Discrimination Act of 1975, and the Americans with Disabilities Act of 1990. Moreover, PROVIDER requires its subcontractors to comply with all applicable Affirmative Action and Equal Opportunity Employer provisions.

The Parties do not discriminate on the basis of actual or perceived race, color, creed, religion, national origin, ancestry, citizenship status, age, sex or gender (including pregnancy, childbirth, pregnancy-related conditions, and lactation), gender identity or expression (including transgender status), sexual orientation, marital status, military service and veteran status, physical or mental disability, genetic information, or any other characteristic protected by applicable federal, state, or local laws and ordinances. Such action shall include, but not be limited to, recruitment, hiring, placement, promotion, transfer, training, compensation, benefits, staff member activities, access to facilities and programs, and general treatment during employment. PROVIDER does not allow any form of retaliation against staff members who raise issues of equal employment opportunity.

7.17. Indemnification.

7.17.1. To the fullest extent permitted by law, PROVIDER shall indemnify, defend and hold CLIENT harmless from and against any and all damages, losses, liabilities, and expenses (including reasonable attorney's fees) arising out of or relating to claims, causes of actions, lawsuits or other proceedings, regardless of legal theory, that result in whole or in part, from PROVIDER's officials, officers, directors, agents, employees and contractors/subcontractors: (a) negligence; intentional misconduct or fraud; (b) substantial breach of representation, warranty or covenant made herein, or (c) any claims that products or services provided infringe any other proprietary right of any third party.



7.17.2. Notwithstanding any provision in this Agreement to the contrary, neither Party, nor its officials, officers, directors, agents, employees and contractors/subcontractors, shall be liable hereunder for any consequential or indirect loss or damage or any other special, incidental or punitive damages including but not limited to loss of use, delay, or lost profits incurred or suffered hereunder by the other Party or its officials, officers, directors, agents, employees or contractors/subcontractors, unless such damages are based upon the gross negligence or willful misconduct of, CLIENT or PROVIDER.

7.18. Non-solicitation of Employees. During and for one (1) year after the term of this Agreement, CLIENT will not solicit the employment of, nor employ the PROVIDER's personnel, without the PROVIDER's prior written consent.

7.19. Arbitration. All disputes arising between the Parties in connection with this Agreement, which cannot first be settled amicably and satisfactorily between the Parties, shall be finally settled under the rules of arbitration of the American Arbitration Association by a mutually agreeable arbitrator selected by the Parties. If the Parties cannot agree upon a single arbitrator, the matter shall be submitted to a board of three arbitrators with each Party appointing one arbitrator and the two arbitrators so selected appointing the third arbitrator. No Party shall be entitled to, and the arbitrator is not authorized to, award legal fees, expert witness fees, or related costs of a Party. The arbitration shall be held in Richmond County, Georgia.

7.20. Uniform Administrative Requirements. Federal funds will be used or may be used to pay for all or part of the services under this Agreement. CLIENT agrees, at CLIENT's expense, to comply with all applicable provisions of Title 2, Subtitle A, Chapter II, Part 200 – Uniform Administrative Requirements, Cost Principles, and Audit Requirements for Federal Awards contained in Title 2 C.F.R. § 200 et seq.

7.21. Limitation of Liability. EXCEPT AS IT RELATES TO (i) BREACHES OF CONFIDENTIALITY; (ii) A PARTY'S INDEMNIFICATION OBLIGATIONS HEREUNDER; OR (iii) A PARTY'S GROSS NEGLIGENCE OR WILLFUL MISCONDUCT (COLLECTIVELY, "EXCEPTIONAL CIRCUMSTANCES"), IN NO EVENT WILL EITHER PARTY BE LIABLE TO THE OTHER, OR ANY OTHER PERSON OR ENTITY FOR ANY INDIRECT, INCIDENTAL, CONSEQUENTIAL, SPECIAL, PUNITIVE, EXEMPLARY, OR EXTRA-CONTRACTUAL DAMAGES OF ANY KIND WHATSOEVER ARISING FROM OR CONNECTED WITH THIS AGREEMENT, THE SERVICES, THE PRODUCTS, OR THE CONFIDENTIAL INFORMATION OF A PARTY, INCLUDING LOST PROFITS, LOST REVENUES, OR LOSS OF BUSINESS, REGARDLESS OF LEGAL THEORY, WHETHER OR NOT FORESEEABLE, EVEN IF ANY PARTY HAS BEEN ADVISED OF THE POSSIBILITY OR PROBABILITY OF SUCH DAMAGES AND EVEN IF THE REMEDIES OTHERWISE PROVIDED BY THIS AGREEMENT, IF ANY, FAIL OF THEIR ESSENTIAL PURPOSE.

IN NO EVENT SHALL EITHER PARTY BE LIABLE IN THE AGGREGATE FOR ANY CLAIMS OR DAMAGES UNDER OR IN CONNECTION WITH THIS AGREEMENT IN ANY AMOUNT EXCEEDING THE FEES ACTUALLY PAID UNDER THIS AGREEMENT DURING THE ONE (1) YEAR PERIOD PRECEDING THE DATE THE CAUSE OF ACTION GIVING RISE TO THE LIABILITY AROSE.

7.22. General Announcement. Notwithstanding any other provision of this Agreement, the Parties agree that PROVIDER may issue a press release or similar public announcement related to the overall Purpose of this Agreement subsequent to notification of CLIENT.

7.23. Insurance. The PROVIDER shall obtain and maintain adequate insurance, including professional liability insurance and any other insurance which CLIENT reasonably may require. Upon CLIENT's request, PROVIDER will promptly furnish CLIENT with certificates of insurance showing such coverage and naming CLIENT as an additional insured for the duration of this Agreement.



7.24. Signatory. Each signatory to this Agreement represents that they have full and sufficient authority to execute this Agreement on behalf of CLIENT or PROVIDER, as the case may be, and that upon execution of this Agreement, it shall constitute a binding obligation of CLIENT and PROVIDER.

[signature page follows]



IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed by their duly authorized representatives as of the Effective Date.

Witness:

Mission Critical Partners, LLC

(PROVIDER)

Judy L. Cheaster

By:

[Signature]

John L. Speary, Director of Contract Administration

Date: July 17, 2024

Witness:

Augusta, Georgia

(CLIENT)

By:

Date:



EXHIBIT A—SCOPE OF WORK

Project Understanding and Overview

Mission Critical Partners (MCP) understands that Augusta has identified the need to obtain a professional services consulting firm to assist Augusta with strategic planning to support the migration to and ongoing maintenance of GIS data for Next Generation 911 (NG911), as well as provide GIS data improvement services in preparation for the migration to NG911. Further, MCP acknowledges that Augusta requires that all GIS deliverables conform to NENA GIS data standards. We also assert that Augusta should consider State NG911 GIS data standards and will advise Augusta on which standard is more exact at the individual requirement level.

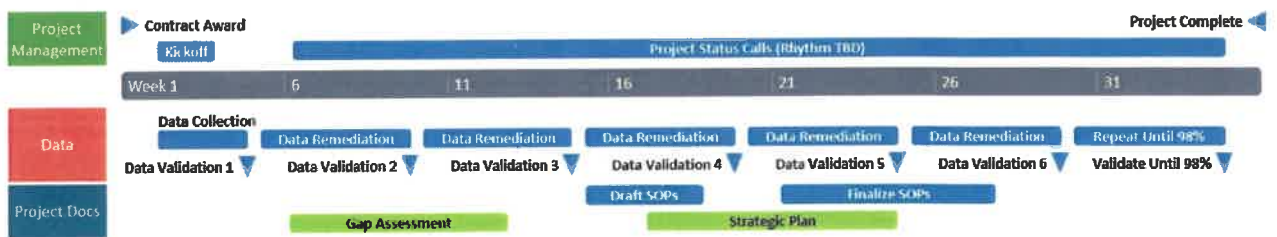
MCP continues to assist multiple jurisdictions in Georgia with similar efforts and has a long working relationship with the State Geographic Information Office (GIO), as well as the State 911 office. Augusta will benefit from MCP's projects in Fulton City, the City of Atlanta, the Atlanta Airport and with the State GIO and State 911 office.

MCP understands that Augusta does not desire to incur additional software licensing costs. As an Esri Partner, MCP remains committed to cost effective solutions for our clients and has developed a process using Esri tools already available to Augusta through their existing licensing. Validation tools are available through the State and MCP actively works with the GIO to identify necessary improvements to the tools so that they remain relevant and useful to Georgia jurisdictions. MCP deliverables will not require any additional licensing to view or maintain the GIS data.



On the following pages, MCP has outlined our approach and solution for Augusta to support the enhancement of its public safety services.

Proposed Schedule



Project Management Approach

MCP will work closely with the Augusta Information Technology Department (IT) throughout the project lifecycle. The Project Management Institute (PMI) framework has been used to develop our response to meeting your needs.

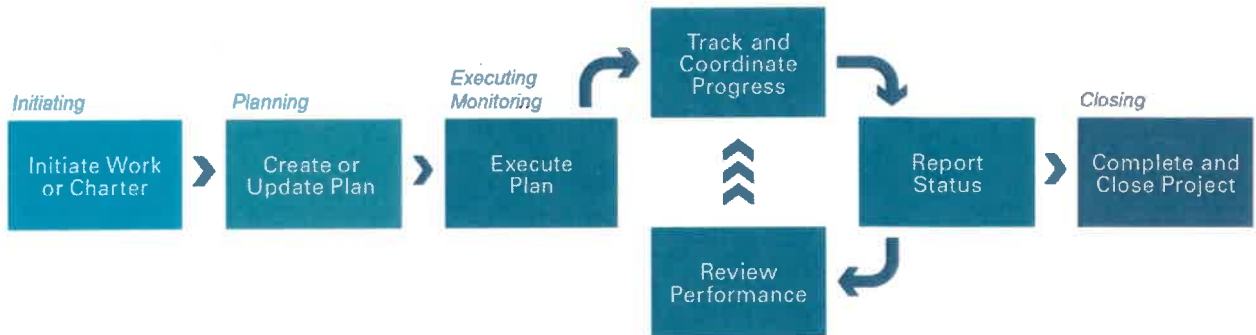


Figure 2: PMI Framework

The PMI framework breaks the lifecycle down into four stages: *Initiating*, *Planning*, *Executing/Monitoring*, and *Closing*. These stages are illustrated in the above graphic. This industry standard will be used by our PM to promote a successful outcome and alignment with IT's goals and expectations for planning, data analysis, and remediation.

Initiating and Planning

After kicking off the project and working closely with your team, MCP will develop a customized approach for your agency and stakeholders that drives the project from planning through completion. Depending on project complexity, this approach will be documented in a project work plan; a shorter, smaller plan may be developed based on the accepted scope of work. This scope/work plan will be submitted and reviewed for Augusta's approval prior to project execution. Subsections may include:

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

Executing and Monitoring

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

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

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

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

Closing

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

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

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

Project Management Tools

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

Deltek Vantagepoint	Egnyte	Online Communications
<ul style="list-style-type: none"> • Integrated, enterprise planning tool • Creates and resource-loads a project plan • Assists with continuity between tasks and tracks project financials 	<ul style="list-style-type: none"> • Secure, cloud-based file-sharing platform • Allows centralized file access based on stakeholder needs 	<ul style="list-style-type: none"> • Video and instant messaging • Improves communication and technology compatibility • Platforms include Microsoft Teams and Zoom

Figure 3: MCP's Project Management Tools

Using these tools, the PM will be able to:

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

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

Project Scope

Task 1: Project Kick-off Meeting

Upon project initiation or kickoff, MCP will verify needs and expected outcomes to confirm scope, approach, and timing.

MCP will conduct a project kick-off meeting with the project team and stakeholder representatives to:

- Establish mutual acquaintance
- Clarify roles and expectations
- Review and seek alignment on project objectives, goals, and deliverables
- Confirm scope, approach, and timeline
- Set project touchpoint schedule and process
- Define success according to every stakeholder

Kick-off Meeting Review

- *Project and task milestones*
- *Schedules and deliverables*
- *Project budget*
- *Schedule progress review meetings*
- *Review existing documentation*

MCP's project manager (PM) will facilitate the meeting.

Prior to the meeting, MCP will review available documentation regarding our approach to determining GIS readiness:

Augusta and MCP will use Task 1 to gain a mutual understanding of Augusta's future vision.

Along with walking through our methodology to complete this project, MCP will begin the collection of existing GIS data, standard operating procedures, GIS data workflows, and other pertinent items. This kickoff meeting and all subsequent work will be completed virtually.



Deliverables:

- Kickoff Meeting Agenda
- Kickoff Meeting
- Meeting Notes



Assumptions:

- Augusta shall provide a virtual forum for the kickoff meeting
- Augusta shall provide access to GIS data and related documentation
- MCP understands that all data and documentation provided by and created for Augusta shall remain the property of Augusta without license or limitation
- All GIS data edits shall be reviewed by Augusta and returned within 60 days
- All errors or omissions identified by Augusta in the GIS data shall be corrected by MCP and returned to Augusta within 30 days
- Software, licensing, hardware and related computing materials necessary to complete this project are the responsibility and property of MCP and will not be turned over to Augusta upon completion of the project

Task 2: GIS Data Remediation

MCP will review the State of Georgia¹ and NENA NG911 GIS Standards and develop all GIS data within the scope of this project to the more stringent metrics to ensure the requirements of the selected Next Generation Core Services (NGCS) provider, per their interpretation of the standards, are met. It continues to be our experience that each NGCS provider interprets the standards differently and to their advantage. MCP is vendor-neutral and holds all vendors to the same strict metrics on behalf of each MCP client.

MCP GIS subject matter experts (SMEs) have more than 100 combined years of experience in change detection, digitizing, data collection, and GIS data development. In addition to Augusta's GIS data, MCP has access to a wealth of reference GIS and imagery data to assist in identifying problem areas. MCP also employs a deep bench of other SMEs from TELCO and legacy data providers to assist in converting tabular data into useful reference data for this effort.

The Senior GIS Specialist (Project Manager) will coordinate the team of GIS SMEs and apply the professional(s) with the most experience to each task. All deliverables will be peer reviewed by the other GIS SMEs prior to delivery to ensure highly accurate and fully attributed data deliverables. The State's validation portal provides detailed remediation reports that allow the GIS professional to quickly identify the errors and associated corrective actions necessary to resolve the errors. Table 1 (and the detail narrative following the table) below outlines the quality control checks performed by MCP to ensure the error remediation efforts did not break any data relationships necessary for the functional elements within the NGCS. Quality control tests are repeated each time the results are returned from the State validation system.

Table 2: GIS Data Quality Control Test

Quality Control Test	Address Points	PSAP Boundaries	Emergency Service Boundaries	Road Centerlines
Conformance with State and NENA standards	✓	✓	✓	✓
Identification of any additional field(s) that should be added to the dataset to comply with State and NENA standards	✓	✓	✓	✓

¹ <https://ng911-hub.gio.georgia.gov/pages/georgia-geospatial-standards-for-next-generation-9-1-1-data>

Quality Control Test	Address Points	PSAP Boundaries	Emergency Service Boundaries	Road Centerlines
Spatial and attribute quality control	✓	✓	✓	✓
Identification of gaps or overlaps (topology)	✓	✓	✓	✓
Identification of data attribute inconsistencies	✓	✓	✓	✓
Connectivity of the road network				✓
Congruency with other layers	ESB and PSAP Polygons and Road Centerline Address Ranges	Road Centerlines and ESB Polygons	Road Centerlines and PSAP Polygons	ESB and PSAP Polygons

1. **Road Centerlines:** MCP GIS SMEs will update Augusta’s road centerline network to meet or exceed NENA and State requirements including topology requirements. Address ranges will be checked for overlap. Care will be used to maintain computer-aided dispatch (CAD) formatting and attribution as necessary.

It is important to note that the CAD vehicle routing line direction and NENA line direction standards are contradictory. Changing the CAD requirement (direction of travel) will break vehicular routing and nearest dispatch capabilities in the CAD system. The NENA line direction (low address to high address) can be ignored and marked as an exception in the spatial interface (SI) to the NGCS. These exceptions will not adversely affect emergency call routing and will allow Augusta to maintain a single road centerline file for both uses.

2. **Address points:** MCP GIS SMEs will update Augusta’s site structure address points to meet or exceed NENA and State requirements. Where long driveways exist, MCP will work with Augusta to determine the best approach to connecting the address point to the road centerline—fishbone, point of ingress, named driveway added to road centerline data—for each occurrence, to meet Augusta’s 911 needs. Where non-compliant or

duplicate addresses exist, MCP will flag the errors for follow-up with Augusta. MCP will implement the recommended changes only after approval from Augusta.

3. **PSAP Polygon:** MCP actively participates in industry workgroups defining inter-jurisdictional standards and aggressively promotes the importance of seamless 911 GIS data nationwide. MCP has facilitated cross-County, -state, -national, and -international boundary reconciliation for nine states and more than 300 counties. In addition to achieving seamless boundaries for all MCP clients, our SMEs also establish connections between our clients and their neighbors to ensure continued collaboration into the future. This is especially important in Emergency Services IP Network (ESInet)-rich environments such as Georgia, where the State has yet to establish a statewide ESInet.

The development of a PSAP boundary for Augusta also requires careful coordination with surrounding PSAPs. Further, many jurisdictions are split between PSAPs, and Augusta may provide 911 service, and need to receive 911 calls, outside of the corporate boundary.

4. **Provisioning Boundary:** MCP will apply the same approach as used in developing the PSAP polygon to the creation of Augusta's provisioning boundary. Care will be taken to ensure the responsibility for GIS data maintenance and provisioning into the NGCS is well documented and translated into geospatial data.
5. **Emergency Service Boundaries:** MCP SMEs have a wealth of experience in facilitating boundary development and resolution efforts and will apply this experience to creating and resolving Augusta's fire, police, and emergency medical service (EMS) boundaries according to NENA and State standards. MCP understands the accuracy and nesting requirements for NG911 GIS data and will meet or exceed all applicable standards when developing or improving these GIS data. Where conflicting areas of responsibility claims exist, MCP will work with Augusta to resolve the issue and the GIS data.
6. **Incorporated Municipal Boundaries:** While the PSAP boundary is not legal and does not need to follow legal boundaries, it is vital that the legal boundaries used in the 911 centers are accurate, topologically correct, and adhere to the same strict update requirements as the NG911 required GIS data. To that end, MCP SMEs will work with Augusta and surrounding jurisdictions to resolve corporate boundaries with the same accuracy as the NG911 boundaries. MCP will evaluate multiple sources for a starting point for corporate boundaries and provide a draft and final product based on the best information available.

MCP will review existing processes and standard operating procedures (SOPs) and provide updates or develop missing SOPs for all processes performed during this project including, but not limited to, the following:

- Assess and document the processes related to the creation or updating of SOPs for:
 - MSAG, ALI, no record found (NRF), and PSAP-reported discrepancies
 - Obtaining, verifying, and validating new or changed roads and addresses
 - Identifying person(s) responsible for updating the GIS data—and their alternate
 - Determining the frequency, testing, and configuration of PSAP mapping updates
 - Municipal boundary changes (annexations) and audit trails
 - Change management/audit trail for boundary changes regarding law enforcement, fire/rescue, emergency medical services (EMS), and/or the PSAP
- Documenting, reviewing, validating, and updating data based on input provided by addressing coordinators' or telecommunicators' corrections or suggested corrections
- Wireless tower location process for MSAG and GIS
- Validate the verification process of wireless cell tower(s) and sector information—and ensure that such is provided on the wireless routing spreadsheet
- Resolve discrepancies in addressing, such as with new property developments and structures
- Documenting addressing conventions used by each addressing authority in the 911 jurisdiction
- Validation of GIS data backup and disaster-recovery procedures
- MSAG-to-GIS and ALI-to-GIS comparisons—frequency and distribution of summary reports
- Maintaining and updating the contact list for:
 - Wireline service providers
 - Wireless service providers
 - Voice over Internet Protocol (VoIP) service providers
 - Public safety agencies, Augusta and municipal officials, emergency operations centers (EOCs), utility and telephone companies, etc.
 - Addressing authorities
- Quality assurance program processes for testing data integrity of:
 - Road centerlines
 - Address points
 - Legacy ESZs and NG911 ESBs
 - PSAP boundaries
- Validation of information flow between the MSAG coordinator, addressing authorities and PSAPs

- Any other GIS data-provisioning responsibilities—outside PSAP call-handling equipment (CHE)—for any computer-aided dispatch (CAD) systems; data for public safety agencies (e.g., law enforcement, fire/rescue, EMS); and/or other city/Augusta entities (e.g., emergency management coordinators, EOCs, fire marshals)
- Documentation and optimization of processes related to the creation, maintenance, and transmission of GIS data from addressing authorities to central GIS databases

MCP will document SOPs currently in place and will provide recommendations for creating SOPs that are needed to support NG911.

Acknowledgement of Performance Metrics from the RFP:

MCP acknowledges the following performance metrics as stated in the RFP:

1. Analysis to discover and/or correct, at a minimum:
 - a. duplicate addresses and/or address points
MCP shall document errors and recommended resolution for each and implement the recommended resolution with approval from Augusta
 - b. non-addressed areas
MCP shall identify non-addressed areas, recommend proper addressing and implement the recommended resolution with approval from Augusta
 - c. centerline address ranges with switched even/odd values, overlapping or inconsistent address ranges, low/high values reversed, etc.
MCP shall correct the above listed errors and record the resolution steps in the NOTES attribute for each dataset
 - d. address points that do not map to a centerline or map to an incorrect centerline segment
MCP shall identify addressing errors, recommend proper addressing and implement the recommended resolution with approval from Augusta
 - e. address points that are out-of-order
MCP shall identify noncompliant addresses and recommend the proper addressing. Augusta will work with the owner to remedy the addressing error
 - f. centerlines drawn with incorrect directionality
MCP recommends maintaining the drawn road centerline direction in accordance with Augusta CAD system's requirements. MCP will correct directional errors with written acknowledgement of this issue from Augusta and written guidance

2. Features with null, missing, or duplicate geometries
 - a. Features with null, missing, duplicate or incomplete attributes
MCP shall populate all State and NENA required attribution (including NENA-required URIs)
 - i. [unique identifiers]
MCP recommends a placeholder value—ten digit admin line—for the URI value until said value is assigned and registered by the NGCS provider. Once assigned—if prior to completion of this project, MCP shall populate all NG911 GIS datasets with the correct value
 - b. MSAG records with zero range and/or no matching road or road range in centerlines
MCP shall coordinate with Augusta’s MSAG coordinator to reconcile the GIS data and the legacy MSAG table
 - c. Centerline records with no matching MSAG records or MSAG range
MCP shall work with Augusta’s MSAG coordinator to reconcile the GIS data and the legacy MSAG table
3. Gap/Overlap analysis to validate all applicable topological relationships of all spatial datasets
MCP shall validate all topology within and between NG911 GIS datasets
4. Ensuring centerlines are “edge matched” to neighboring jurisdictions’ datasets
MCP shall terminate all GIS datasets at the provisioning boundary, which will be rectified with all neighboring jurisdictions. Road centerline endpoints will terminate at the beginning point for each neighboring jurisdiction. MCP is not responsible for geometry changes made by neighboring jurisdictions
5. Ensuring data meets applicable spatial accuracy (horizontal and vertical, as applicable) and precision requirements.
MCP shall develop all GIS data to State and NENA standards, including spatial accuracy
6. Successful Proposer shall supply Augusta with a validation system that can also be used in the Data Maintenance task for continuing validation of our datasets. System must be able to flag “exceptions” (i.e., features that would otherwise trigger validation errors but are not errors “in the real world.”). Augusta shall be able to download results of validations in a format that can be imported into ArcGIS Pro.
MCP understands this requirement and has identified the State of Georgia, Geospatial Information Office (GIO) Validation and Aggregation Portal² as the most appropriate tool for validating NG911 GIS data in Georgia.

² <https://ng911-hub.gio.georgia.gov/pages/georgias-validation-and-aggregation-portal>

- The Portal is fully funded and is available at no charge to Augusta
- The Portal validates all Georgia GIS data to the same standards
- The Portal is kept current by the GIO with ever-changing NENA and State standards
- MCP has been a key contributor to the refinement of the Portal since 2020
- The GIS data submitted to the Portal is aggregated with other Georgia jurisdiction to build a statewide fabric of GIS data for 911

7. Successful Proposer may add any necessary fields to existing data to meet NENA minimum standards but will not alter/delete any fields from the existing data schema of any feature classes analyzed.

MCP understands that the existing attribute fields in the GIS data must be maintained and that addition of attributes shall be done in new fields

- a. If any changes are necessary to the existing data fields to meet NENA standards, the successful Proposer will communicate with Augusta IT-GIS before making the changes.

MCP shall recommend changes to existing GIS data attribute fields as necessary to meet State and NENA standards. MCP will implement the recommended resolution AFTER receiving approval from Augusta

The attribute information of the NG911 GIS data layers shall be evaluated for conformance with the Georgia and NENA NG911 GIS Data Model standards. Any recommended changes or additions to the data will be provided in MCP's assessment report.

MCP will provide:

- Notes on all meetings, actions, and correspondence with Augusta staff necessary to resolve identified GIS data errors
- GIS data quality test results for each data layer as outlined in Table 1 above
 - Topological integrity
 - Spatial integrity
 - Relational integrity with other dataset(s)
 - Data availability
 - Data attribution
 - Schema compliance
- A GIS, ALI, and MSAG baseline discrepancy assessment report



Deliverables:

- Required GIS data layers that meet the Georgia State and NENA NG911 Standards
- Documented GIS data maintenance workflows used in the creation and maintenance of the NG911 GIS data
- Documented standard operating procedures used in the creation and maintenance of the NG911 GIS data
- Incremental data validation reports showing steady GIS data improvement



Assumptions:

- Augusta is responsible for acquiring the ALI and MSAG data tables throughout this project as needed to verify data updates
- Augusta shall provide access to the MSAG coordinator and addressing authority as necessary for error remediation
- All data remediation efforts will be conducted virtually in a disconnected editing Esri environment

Task 3: GIS Data Submission to the State Validation Portal

NENA recommends a 98% match between the legacy ALI and MSAG tables and the GIS road centerline data. MCP has intimate knowledge of the national and Georgia standards for GIS data quality and is uniquely qualified to partner with Augusta to improve the GIS data to NG911 standards. MCP does not utilize any proprietary tools nor do we sell or license software. All tools used to identify, edit, and maintain GIS data for NG911 are readily available to Augusta under their current Esri licensing or through the State (Georgia validation toolkit). MCP will, using the Georgia validation toolkit as a measuring gauge, eliminate all errors in GIS road centerline GIS data and achieve a 98% match when geocoding the legacy ALI table to the GIS road centerline data and between the MSAG table and the GIS road centerline data.

MCP utilized the Georgia validation toolkit to evaluate the current status of Augusta’s GIS data. These complimentary validation testing results were then submitted by MCP to the State of Georgia on Augusta’s behalf in 2022 and are reported in the following table:

Violation	Violation Count
Check for Multipart Geometries	849

Violation	Violation Count
Check that Features are Simple	1
Check for Overlaps	11
Check for Self-Intersections	6
Check for Spikes	2
Check for Floating Lines	18
Check for Short Lines	7
Check for Touch Intersection	531
Check for Over-Under Shoots	96
Check for Closed Loops	35
RCL Range Incomplete	8
Validate RCL Address Range Left and RCL Parity Left values	12,168
Validate RCL Address Range Right and RCL Parity Right values	12,168
RCL - Attribute - Validation - Country_L	12,168
RCL - Attribute - Validation - Country_R	12,168
RCL - Attribute - Validation - City_L	12,168
RCL - Attribute - Validation - City_R	12,168
RCL - Attribute - Validation - DiscrpAgID	12,168
RCL - Attribute - Validation - FromAddr_L	2,938
RCL - Attribute - Validation - FromAddr_R	3,116
RCL - Attribute - Validation - Parity_L	12,168
RCL - Attribute - Validation - Parity_R	12,168
RCL - Attribute - Validation - State_L	12,168

Violation	Violation Count
RCL - Attribute - Validation - ToAddr_L	2,937
RCL - Attribute - Validation - ToAddr_R	3,120
RCL - Attribute - Validation - RoadClass	12,168
RCL - Attribute - Validation - LSt_Type	834
RCL - Attribute - Validation - OneWay	73
RCL - Attribute - Validation - LSt_PosDir	93
* A total of 12,168 features were run in the validation tool	
* Some numbers may show high due to the absence of a field	

MCP will continue to revalidate Augusta’s GIS data until all violations are resolved:

- Correction of errors shown in the table above
- Creation and population of missing attributes
- Recommendations for changes to the ALI table as errors are discovered
 - Augusta will input ALI change requests as they do today
- Recommendations for changes to the MSAG table as errors are discovered
 - Augusta will make changes to the MSAG table as they do today
- Discrepancy reports for unmatched records in the ALI, MSAG, and GIS which cannot be resolved without intimate knowledge of Augusta
- Final GIS road centerline dataset in file geodatabase format—Georgia State Plane NAD83—matching the ALI and MSAG legacy tables to at least 98% accuracy
- Final GIS site structure address point dataset in file geodatabase format—Georgia State Plane NAD83—matching the ALI and MSAG legacy tables to at least 98% accuracy



Deliverables:

- Esri file geodatabase containing the core seven (7) NG911 GIS datasets in Georgia State Plane NAD83
 - Site structure address points
 - Road centerlines
 - PSAP boundary polygon

- Provisioning boundary polygon
- Fire response area polygon(s)
- Emergency medical service (EMS) response area polygon(s)
- Police response area polygon(s)
- Full FGDC-compliant metadata for each dataset
- Esri ArcGIS Pro project file linked to the file geodatabase with complete symbology, as referenced in the workflows and SOPs listed in Task 2
- Final report including a compilation of progress results from the validation system and high-level summary of all data improvements completed during this project



Assumptions:

- Deliverables for this project are not considered complete without a letter of approval from Augusta
- MCP shall provide all validation reports to the City

Similar Next Generation 9-1-1 Projects

MCP's successful experience with similar Next Generation 9-1-1 GIS projects is detailed on the following pages.

City of Atlanta, Georgia

Geographic Information System Administration Support Services (December 2021 to Present)



Challenge: The City of Atlanta (City) was embarking on a large, very complex project to refresh and upgrade its CAD system and sought to obtain professional consulting services to assist with CAD implementation and GIS services.

Solution: Mission Critical Partners supported the City and the Hartsfield-Jackson Atlanta International Airport (Airport) with GIS Administration-as-a-Service to ensure that the Communications Section had staff ready to work with City, Fulton County and State of Georgia GIS administrators to deliver the special GIS requirements for CAD and NG911. The MCP GIS administrator's duties include but are not limited to:

- Developing mapping applications and tools and managing a digital library of geographic maps in various file types
- Coordinating GIS projects and activities in the City
- Using geospatial technology expertise to provide support for various departments as it relates to the needs of users to access city records and plans
- Maintaining and updating GIS databases, including performing database design and uploading and downloading files
- Managing the import and maintenance of GIS data within the CAD application
- Resolving issues with GIS data within the 911 Communications Center's CAD application
- Performing data munging and cleaning to convert data into its desired format
- Converting physical maps into digital form for computer usage
- Creating geospatial data layers to merge topographical data with external data by layering external data over a topographical map
- Designing digital maps with geographic data and other data sources
- Analyzing spatial data through the use of mapping software
- Updating and maintaining address points, street centerlines and response boundaries for public safety agencies
- Coordinating with various City and Airport departments to obtain and manage GIS data layers

Key Result: MCP was able to fully develop and currently still maintains the GIS data necessary for supporting 911 operations across nearly 200 square miles of densely populated urban and commercial areas. The CAD mapping and vehicle routing applications were brought online on schedule and within budget and are maintained to industry and vendor specifications. MCP has supported the 911 GIS needs of the City since the project's inception in 2021.

Holmes County, Florida

Geographic Information System Services (May 2022 to Present)

Background/Challenge: Holmes County (County) Sheriff's Office Communications Division (Division) determined the need for an independent and experienced professional consulting firm to assist with the development and maintenance of the GIS data necessary to support NG911 and CAD mapping within the county.



Challenge: NG911 GIS data development and maintenance must also be coordinated with neighboring counties in preparation for deploying geospatial routing on the ESInet. In the NG911 environment, PSAP operational boundaries do not define the limits of GIS data development.

Solution: The County retained Mission Critical Partners to develop and maintain its 911 GIS data for the entire county. MCP has completed and/or will complete the following tasks to achieve and sustain this goal:

- GIS Data Development
 - Added new site structure address points (SSAPs)
 - Added new road centerlines (RCLs)
 - Added driveways when an SSAP is more than 500 from an RCL
 - Matched PSAP call routing boundary with neighboring areas
- GIS Data Maintenance
 - Maintained legacy automation location identification (ALI) table
 - Maintained legacy Master Street Address Guide (MSAG) table
 - Performed quarterly GIS/MSAG/ALI validations
- Related Support
 - Conducted quarterly management of wireless call routing sheets
 - Provided map and analytical derivative GIS products as requested by the Division
- Inter-County GIS Coordination
 - Coordinating the development and maintenance of GIS data with neighboring PSAPs in Florida and Alabama
 - Conducting work sessions with neighboring counties to resolve PSAP, emergency response and provisioning boundaries

Key Result: While this project is currently on the second phase of the four in the contract, Holmes County has already been able to improve its data accuracy and correct hundreds of discrepancies that were present in the data. The County was also the second agency in the state of Florida to become a partner with the National Address Database (NAD) and share its address point data. As a result, this should greatly improve the County's data in Google Maps.

Fulton County, Georgia
Geographic Information System Assessment
(February 2021 to December 2022)



Challenge: As the largest county in Georgia, Fulton County (County) knew that its preparation for NG911 would be an undertaking. The County houses the City of Atlanta and consistently sees high call volumes within its PSAPs, meaning not only would there be much data to update and migrate, but also an ongoing emergency response workflow to consider and plan around. The Fulton County Department of Emergency Services needed strategic planning assistance to migrate and maintain its GIS data to successfully transition to NG911.

Solution: Mission Critical Partners used its Model for Advancing Public Safety® (MAPS®) methodology and assessment tool to identify gaps in the County's technological and operational needs that would prohibit the migration to NG911. The MAPS methodology:

- Established the capabilities baseline
- Identified the desired end state for GIS data and staffing
- Evaluated program performance against expected NG911 metrics

MCP then performed a quality control (QC) assessment of the GIS data layers related to emergency service zone boundaries, road centerlines, site/structure address points and PSAP boundaries. The QC assessment evaluates each specific set of GIS data to test for conformance with current and draft National Emergency Number Association (NENA) standards and best practices. These tests support identification of underlying data integrity issues. MCP then compares the GIS data with the Master Street Address Guide (MSAG) and automatic location identification (ALI) data to measure data quality and data accuracy alignment.

Key Result: In support of the County's migration, MCP provided repeated GIS data quality test results for data layers and relational integrity with other dataset(s). In addition, MCP completed the GIS assessment project by reviewing existing processes and standard operating procedures (SOPs). We then provided recommendations for creating any additional SOPs that were needed to support NG911 operations.

MCP performed the MAPS assessment, assisted the County with GIS data improvements, coordinated regional GIS data integration, and supported mitigation efforts to overcome GIS-capabilities gaps identified in the MAPS assessment. This project resulted in a smooth transition to NG911 for the County and their 5 PSAPs.

Pennsylvania Emergency Management Agency

GIS Support, Next Generation 911 Planning and Integration *(July 2011 to October 2018)*



Challenge: The Pennsylvania Emergency Management Agency (PEMA) sought to advance the deployment and progression of NG911 technology throughout Pennsylvania. An initial step toward the migration to a statewide NG911 capability was the establishment of a statewide ESInet. As the planning and implementation coordinating body for NG911 system deployment, PEMA recognized that this effort entailed significant investment, detailed planning and close cooperation among public- and private-sector entities. As a part of this transition, PEMA identified the need for GIS support services and strategic planning.

Solution: PEMA retained MCP to assist with GIS and NG911 planning and integration. MCP completed the following tasks:

- Provided a GIS education workshop series, agenda and session materials for Commonwealth and local GIS staff
- Developed an NG911 statewide strategic plan with GIS and policy development
- Developed a legislative model for future 911 capabilities and program role
- Designed and implemented a statewide ESInet
- Enabled a shared services environment for improving disaster recovery, reducing recurring PSAP costs and increasing interoperability

Key Result: MCP helped PEMA to create a reliable, efficient and flexible deployment of NG911 capabilities through stakeholder participation and to position itself as the leader in Pennsylvania public safety communications and technology.

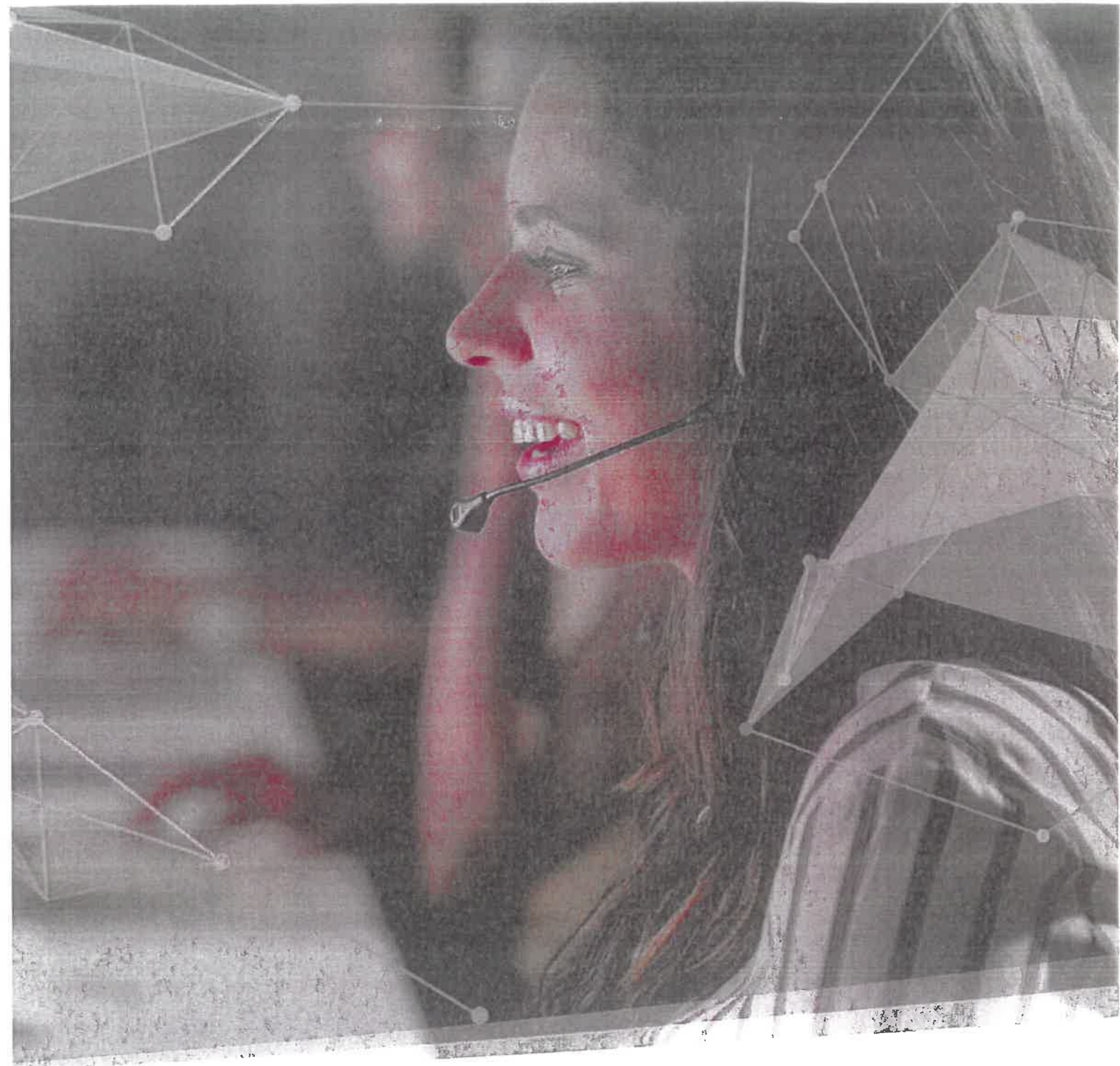
For GIS services, MCP supported:

- Final GIS gap analysis and statewide NG911 strategic plan
- Statewide orthoimagery initiative and comprehensive GIS gap analysis
- Documentation regarding database structure and management workflows
- Project status reports documenting progress of GIS gap analysis
- Refresh of the Commonwealth's GIS strategic plan
- Guidance on GIS data development and maintenance
- GIS database workflow requirements

MCP also helped PEMA implement a Commonwealth-wide ESInet, with connectivity to each county PSAP, to fully operationalize emergency call delivery, call processing and LMR capabilities that support effective response to emergency situations. MCP's subject-matter experts helped PEMA to improve its technology investments by achieving interoperability and shared funding capabilities for sustainable deployments.



EXBIHIT B – PROVIDER’S RESPONSE TO RFP 24-167



Request for Proposal Item #24-167 – Technical Proposal – Original

Consultant Services for NextGen 9-1-1 Geographic Information Systems Support

March 27, 2024

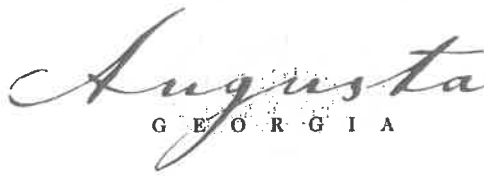
Augusta, Georgia



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1. Procurement Documents



Attachment B

You Must Complete and Return the 2 pages of Attachment B with Your Submittal. Document Must Be Notarized.

Augusta, Georgia Augusta Procurement Department

ATTN: Procurement Director

535 Telfair Street, Suite 605

Augusta, Georgia 30901

Name of Proponent: Mission Critical Partners, LLC

Street Address: 690 Gray's Woods Blvd.

City, State, Zip Code: Port Matilda, PA 16870

Phone: 888.862.7911 Fax: 814.217.6807 Email: Sales@MissionCriticalPartners.com

Do You Have A Business License? Yes: X No:

Augusta, GA Business License # for your Company (Must Provide): MCP will meet this requirement upon notice of award

And/or Your State/Local Business License # for your Company (Must Provide): 12029545

Utility Contractors License # (Must Provide if applicable): MUST BE LISTED ON FRONT OF ENVELOPE

General Contractor License # (Must Provide if applicable):

Additional Specialty License # (Must Provide if applicable):

NOTE: Company must be licensed in the Governmental entity for where they do the majority of their business. If your Governmental entity (State or Local) does not require a business license, please state above (Procurement will verify), your company will be required to obtain a Richmond County business license if awarded a BID. For further information regarding Augusta, GA license requirements, please contact the License and Inspection Department @ 706 312-5050.

List the State, City & County that issued your license:

Acknowledgement of Addenda: (#1) X : (#2) : (#3) : (#4) : (#5) : (#6) : (#7) : (#8) :

NOTE: CHECK APPROPRIATE BOX (ES) - ADD ADDITIONAL NUMBERS AS APPLICABLE

Statement of Non-Discrimination

The undersigned understands that it is the policy of Augusta, Georgia to promote full and equal business opportunity for all persons doing business with Augusta, Georgia. The undersigned covenants that we have not discriminated, on the basis of race, religion, gender, national origin or ethnicity, with regard to prime contracting, subcontracting or partnering opportunities.

The undersigned covenants and agrees to make good faith efforts to ensure maximum practicable participation of local small businesses on the proposal or contract awarded by Augusta, Georgia. The undersigned further covenants that we have completed truthfully and fully the required forms regarding good faith efforts and local small business subcontractor/supplier utilization.

The undersigned further covenants and agrees not to engage in discriminatory conduct of any type against local small businesses, in conformity with Augusta, Georgia's Local Small Business Opportunity Program. Set forth below is the signature of an officer of the proposer/contracting entity with the authority to bind the entity.

The undersigned acknowledge and warrant that this Company has been made aware of understands and agrees to take affirmative action to provide such companies with the maximum practicable opportunities to do business with this Company;

That this promise of non-discrimination as made and set forth herein shall be continuing in nature and shall remain in full force and effect without interruption;

That the promises of non-discrimination as made and set forth herein shall be and are hereby deemed to be made as part of and incorporated by reference into any contract or portion thereof which this Company may hereafter obtain and;

That the failure of this Company to satisfactorily discharge any of the promises of nondiscrimination as made and set forth herein shall constitute a material breach of contract entitling Augusta, Georgia to declare the contract in default and to exercise any and all applicable rights remedies including but not limited to cancellation of the contract, termination of the contract, suspension and debarment from future contracting opportunities, and withholding and or forfeiture of compensation due and owing on a contract.

Non-Collusion of Prime Proponent

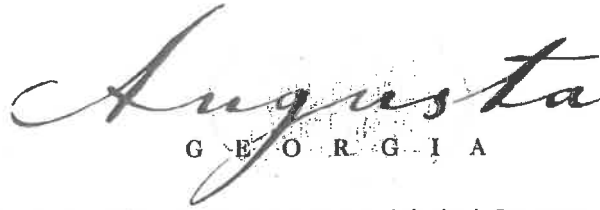
By submission of a proposal, the vendor certifies, under penalty of perjury, that to the best of its knowledge and belief:

(a) The prices in the proposal have been arrived at independently without collusion, consultation, communications, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other vendor or with any competitor.

(b) Unless otherwise required by law, the prices which have been quoted in the proposal have not been knowingly disclosed by the vendor prior to opening, directly or indirectly, to any other vendor or to any competitor.

(c) No attempt has been made, or will be made, by the vendor to induce any other person, partnership, or corporation to submit or not to submit a proposal for the purpose of restricting competition. Collusions and fraud in proposal preparation shall be reported to the State of Georgia Attorney General and the United States Justice Department.

You Must Complete and Return the 2 pages of Attachment B with Your Submittal. Document Must Be Notarized.



You Must Complete and Return with Your Submittal. Document Must Be Notarized

Systematic Alien Verification for Entitlements (SAVE) Program

Affidavit Verifying Status for Augusta, Georgia Benefit Application By executing this affidavit under oath, as an applicant for an Augusta, Georgia Business License or Occupation Tax Certificate, Alcohol License, Taxi Permit, Contract, or other public benefit as reference in O.C.G.A. Section 50-36-1, I am stating the following with respect to my bid for an Augusta, Georgia contract for

RFP Item #24-167 Consultant Services for NextGen 9-1-1 Geographic Information Systems Support

[RFP Project Number and Project Name]

John L. Spearly, Director of Contract Administration

[Print/Type: Name of natural person applying on behalf of individual, business, corporation, partnership, or other private entity]

Mission Critical Partners, LLC

[Print/Type: Name of business, corporation, partnership, or other private entity]

1.) X I am a citizen of the United States.

OR

2.) I am a legal permanent resident 18 years of age or older.

OR

3.) I am an otherwise qualified alien (8 § USC 1641) or nonimmigrant under the Federal Immigration and Nationality Act (8 USC 1101 et seq.) 18 years of age or older and lawfully present in the United States.

In making the above representation under oath, I understand that any person who knowingly and willfully makes a false, fictitious, or fraudulent statement or representation in an affidavit shall be guilty of a violation of Code Section 16-10-20 of the Official Code of Georgia.

Signature of Applicant

John L. Spearly, Director of Contract Administration

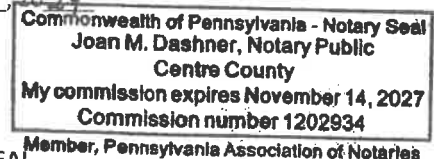
Printed Name

N/A

*Alien Registration Number for Non-Citizens

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE 27th DAY OF March 2024

Notary Public [Signature]



My Commission Expires: November 14, 2027

NOTARY SEAL

Note: THIS FORM MUST BE COMPLETED AND RETURNED WITH YOUR SUBMITTAL Rev. 2/17/2016

Conflict of Interest

By submission of a bid, the responding firm certifies, under penalty of perjury, that to the best of its knowledge and belief:

- 1. No circumstances exist which cause a Conflict of Interest in performing the services required by this BID, and
- 2. That no employee of the County, nor any member thereof, nor any public agency or official affected by this BID, has any pecuniary interest in the business of the responding firm or his sub-consultant(s) has any interest that would conflict in any manner or degree with the performance related to this BID. By submission of a bid, the vendor certifies under penalty of perjury, that to the best of its knowledge and belief:
 - (a) The prices in the bid have been arrived at independently without collusion, consultation, communications, or agreement, for the purpose of restricting competition, as to any matter relating to such prices with any other vendor or with any competitor.
 - (b) Unless otherwise required by law, the prices which have been quoted in the bid have not knowingly been disclosed by the vendor prior to opening, directly or indirectly, to any other vendor or competitor.
 - (c) No attempt has been made, or will be made, by the vendor to induce any other person, partnership, or cooperation to submit or not to submit a bid for the purpose of restricting competition. For any breach or violation of this provision, the County shall have the right to terminate any related contract or agreement without liability and at its discretion to deduct from the price, or otherwise recover, the full amount of such fee, commission, percentage, gift, payment, or consideration.

Contractor Affidavit and Agreement: Contractor Affidavit under O.C.G.A. § 13-10-91(b) (1)

GEORGIA E-Verify and Public Contracts: The Georgia E-Verify law requires contractors and all sub-contractors on Georgia public contract (contracts with a government agency) for the physical performance of services **over \$2,499 in value to enroll in E-Verify, regardless of the number of employees.** They may be exempt from this requirement if they have no employees and do not plan to hire employees for the purpose of completing any part of the public contract. Certain professions are also exempt. All requests for proposals issued by a city must include the contractor affidavit as part of the requirement for their bid to be considered.

The undersigned contractor ("Contractor") executes this Affidavit to comply with O.C.G.A § 13-10-91 related to any contract to which Contractor is a party that is subject to O.C.G.A. § 13-10-91 and hereby verifies its compliance with O.C.G.A. § 13-10-91, attesting as follows:

- a) The Contractor has registered with, is authorized to use, and uses the federal work authorization program commonly known as E-Verify, or any subsequent replacement program;
- b) The Contractor will continue to use the federal work authorization program throughout the contract period, including any renewal or extension thereof;
- c) The Contractor will notify the public employer in the event the Contractor ceases to utilize the federal work authorization program during the contract period, including renewals or extensions thereof;
- d) The Contractor understands that ceasing to utilize the federal work authorization program constitutes a material breach of Contract;
- e) The Contractor will contract for the performance of services in satisfaction of such contract only with subcontractors who present an affidavit to the Contractor with the information required by O.C.G.A. § 13-10-91(a), (b), and (c);
- f) The Contractor acknowledges and agrees that this Affidavit shall be incorporated into any contract(s) subject to the provisions of O.C.G.A. § 13-10- 91 for the project listed below to which Contractor is a party after the date hereof without further action or consent by Contractor; and
- g) Contractor acknowledges its responsibility to submit copies of any affidavits, drivers' licenses, and identification cards required pursuant to O.C.G.A. § 13-10-91 to the public employer within five business days of receipt.

Georgia Law requires your company to have an E-Verify*User Identification Number (Company I.D.) on or after July 1, 2009.

For additional information or to enroll your company, visit the State of Georgia website:

<https://e-verify.uscis.gov/enroll/> and/or http://www.dol.state.ga.us/pdf/rules/300_10_1.pdf

Federal Work Authorization User Identification Number: E-VERIFY REQUIRED FOR ALL CONTRACTS OVER \$2,499.00

Date of Authorization

** (E-Verify Number) 394283

February 21, 2011

Mission Critical Partners, LLC

RFP Item #24-167 Consultant Services for NextGen 9-1-1 Geographic Information Systems Support

Name of Contractor

Name of Project / Bid Number

AUGUSTA, GEORGIA – RICHMOND COUNTY CONSOLIDATED GOVERNMENT

Name of Public Employer

I hereby declare under penalty of perjury that the foregoing is true and correct.

Executed on March, 27, 2024 in Port Matilda (City), Pennsylvania (State).


Signature of Authorized Officer or Agent

John L. Spearly, Director of Contract Administration
Printed Name and Title of Authorized Officer or Agent

SUBSCRIBED AND SWORN BEFORE ME ON THIS THE 27th DAY OF March, 2024


Notary Public

November 14, 2027
My Commission Expires: NOTARY SEAL

The undersigned further agrees to submit a notarized copy of Attachment B and any required documentation noted as part of the Augusta, Georgia Board of Commissions specifications which govern this process. In addition, the undersigned agrees to submit all required forms for any subcontractor(s) as requested and or required. I further understand that my submittal will be deemed non-compliant if any part of this process is violated.

You Must Complete and Return the 2 pages of Attachment B with Your Submittal. Document Must Be Notarized.

Commonwealth of Pennsylvania - Notary Seal
Joan M. Dashner, Notary Public
Centre County
My commission expires November 14, 2027
Commission number 1202934

2. Letter of Interest

March 27, 2024

Geri A. Sams
Procurement Director
Augusta Information Technology Department
535 Telfair Street, Room 605
Augusta, Georgia 30901

Re: Proposal for Consultant Services for NextGen 9-1-1 Geographic Information Systems Support

Dear Ms. Sams:

Mission Critical Partners, LLC (MCP) appreciates the opportunity to provide this technical proposal to Augusta, Georgia (Augusta) for consultant services for NextGen 9-1-1 Geographic Information Systems (GIS). Partnering with our team will provide the following benefits to Augusta:

A local understanding with a national perspective. Our GIS team has supported more than 150 GIS projects nationwide, ranging in complexity from local to statewide initiatives. Our proposed team has already gained an intimate knowledge of Augusta's GIS data. In 2022, we provided a complimentary analysis of Augusta's data utilizing the Georgia validation toolkit and submitted this data to the State of Georgia (State) on Augusta's behalf. We have also completed a successful GIS data validation and remediations project with Fulton County, Georgia, and the City of Atlanta (included as references).

An unmatched holistic public safety knowledge. MCP has supported over 3,200 projects for over 1,300 public safety and public sector agencies since 2009. Our in-house subject matter experts (SMEs) provide expertise in the entire public safety communications environment, including emergency communications center operations, technology implementation, facilities design, Next Generation 911 (NG911) systems, geographic information services (GIS), wireless broadband, land mobile radio, network management, and cybersecurity.

A proven track record of leadership and innovation. The experts at MCP have invested more than three decades in the 911 industry and serve in key leadership roles in all the major industry organizations, such as the National Emergency Number Association (NENA), Association of Public Service Communications Officials (APCO), and Industry Council for Emergency Response Technologies (iCERT); and as advisors to key federal and state governmental bodies.

In 2021, MCP was selected by the National 911 Program (Program) to provide support for its nationwide GIS data standardization project. MCP continues to work with the Program to deliver awareness on the potential issues and benefits of seamless national GIS data for 911.

The documents produced for this project will also outline potential strategies and resources required to achieve nationwide interoperable GIS uniformity.

As required, we are submitting the proposal in the following formats: One (1) unbound signed original, along with seven (7) spiral bound copies of the technical proposal. The Fee Proposal is submitted under separate cover.

MCP is prepared to serve Augusta by assisting you with achieving optimal delivery of emergency communications services—**because the mission matters**. If you have any questions regarding the information submitted, please contact Jim Rowe, the point of contact for this proposal response. His contact information follows:

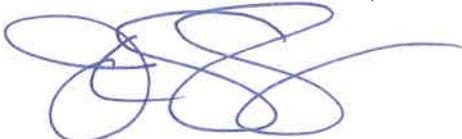
Jim Rowe, Client Services Director	Cell: 689.203.6012
Mission Critical Partners, LLC	Office: 888.862.7911
690 Gray's Woods Blvd.	Fax: 814.217.6807
Port Matilda, PA 16870	Email: JimRowe@MissionCriticalPartners.com

I am the authorized representative submitting this proposal on MCP's behalf and may be contacted at 888.862.7911 or Contracts@MissionCriticalPartners.com.

On behalf of our entire team, we stand behind Augusta, Georgia to serve as your partner and your advocate.

Sincerely,

Mission Critical Partners, LLC



John L. Spearly
Director of Contract Administration

3. Qualifications and Experience of the Firm

MCP's Primary Business Interest and Brief History

Mission Critical Partners, LLC (MCP) is committed to delivering top-quality technical and operational consulting services to help managers overcome mission-critical challenges. Founded in 2009 with only a staff of five, the company has grown to a staff of more than 200 people.

Growth in Capability and Expertise

Over the past 14 years, our consulting practice has evolved beyond operational, facilities and automated systems procurement expertise to grow our expertise and skill set. Additionally, MCP is a vendor-neutral firm that brings a holistic understanding of the public safety environment and comprehensive set of solutions rather than a single focus or specialization.

Athena Advanced Networks

In 2018, MCP's first acquisition was Athena Advanced Networks, a managed service firm whose sole purpose was to monitor/service CAD solutions that inevitably expanded MCP's Lifecycle Management Services (LMS).

Black & Veatch Public Safety Consulting Group

In 2020, MCP acquired Black & Veatch Public Safety Consulting Group (BVPS), which included RCC Consultants, Inc., to strengthen our ability to modernize critical infrastructure networks by providing increased consulting and IT support services while broadening our expertise in designing and deploying reliable, advanced radio and wireless broadband communications systems. RCC Consultants was a leading nationwide consulting and engineering firm with 30 years of extensive hands-on experience in local government, public safety, and utility wireless communication systems, including 911 and land mobile radio (LMR).

URL Integration

The acquisition of URL in 2020 built MCP's Data Integration Services (DIS) to help our clients plan and implement complex data exchange points for the criminal justice and public safety sectors. Our data integration experts are dedicated to computer science research and analysis of networking computer systems and integrating data between systems, which is rare for a public safety services firm.

MTG Management Consultants

In 2021, MCP acquired MTG Management Consultants, a consulting firm that provided strategy and management services to local, county and state government entities, primarily in the justice and courts ecosystem.

RKV Technologies

In 2022, MCP acquired RKV Technologies, an advisory and managed services firm specializing in data integration, network management, information technology software solutions, consulting, and staffing support for government agencies. The integration of RKV Technologies reiterates MCP's commitment to supporting its clients with best-in-class data integration and lifecycle management services in the evolving public safety, justice, and public sectors, in addition to our shared mission of putting the client's mission first. Our combined expertise will improve outcomes for existing customers and new market opportunities.

Secure Halo™

Also acquired in 2022, Secure Halo provides leading-edge cybersecurity solutions that actively support the U.S. Department of Defense (DoD) and other federal clients. This acquisition elevates MCP's cybersecurity capabilities to help mission-critical organizations and public-sector agencies better strengthen their risk posture across their enterprise against the constantly evolving threat landscape. The Secure Halo cyber risk assessment will provide all MCP clients with a 360° view across an organization's enterprise to provide actionable insights into its overall security posture.

MCP's Key Principals

Darrin Reilly – Chief Executive Officer

Darrin is responsible for the day-to-day operations, organic and inorganic growth initiatives, and client satisfaction at Mission Critical Partners. He has more than three decades of working in mission-critical industries, with a focus on spearheading the development of high-quality and innovative products to serve federal, state, and local law enforcement, fire and emergency medical service (EMS) and 911 public safety agencies. Darrin is a leader who is adept at increasing sales, integrating acquired firms/assets, developing and enhancing go-to-market strategies, optimizing service/delivery methodologies, enhancing product life cycle flows, and growing overall enterprise value. Throughout his career, he's worked for several leading communications technology companies, including NICE Systems Inc, TriTech Software Systems (acquired and merged into CentralSquare), Airbus DS-Communications (acquired by Motorola), Positron Public Safety Systems (acquired by West Safety Services), and Motorola Solutions Inc.

Patrick Duffy – Chief Growth Officer

Patrick has 18 years of experience in the field of finance and accounting. Patrick previously worked as a manager in an audit practice and then spent five years at an aerospace and

defense supply chain company—first as director of financial planning and analysis, then as assistant controller. He joined MCP in 2016 as Controller and became Chief Financial Officer in 2018. In his role at MCP, Patrick is responsible for aligning the company’s financial resources to its strategy and overseeing all aspects of accounting, financial planning and reporting.

Federal, State, Local, Tribal, Territorial GIS Experience

MCP has supported more than 150 GIS projects nationwide on the federal, state, local, tribal, and territorial (FSLTT) levels. As a result, our team brings a strong understanding of national, state, and local regulations, standards, best practices, and policies that will be an important component of this project.

Table 1: FSLTT GIS Project Experience

FSLTT GIS Experience		
<p>Arizona</p> <ul style="list-style-type: none"> • Department of Public Safety • Department of Forestry and Fire Management • Department of Public Safety <p>Delaware</p> <ul style="list-style-type: none"> • Department of Homeland Security • Department of Emergency Management <p>District of Columbia</p> <ul style="list-style-type: none"> • Office of Unified Communications <p>Federal</p> <ul style="list-style-type: none"> • Chickasaw Nation • National Highway Traffic Safety Administration (NHTSA) 	<p>Missouri</p> <ul style="list-style-type: none"> • City of St Louis <p>Montana</p> <ul style="list-style-type: none"> • Gallatin County <p>Nebraska</p> <ul style="list-style-type: none"> • Nebraska Public Service Commission <p>Minnesota</p> <ul style="list-style-type: none"> • Department of Public Safety <p>Missouri</p> <ul style="list-style-type: none"> • Henry County <p>Montana</p> <ul style="list-style-type: none"> • Big Sky Fire District <p>Nebraska</p> <ul style="list-style-type: none"> • Public Service Commission <p>Ohio</p> <ul style="list-style-type: none"> • City of Cincinnati 	<ul style="list-style-type: none"> • Southern Alleghenies Cooperative • Venango County <p>Rhode Island</p> <ul style="list-style-type: none"> • Rhode Island State Police <p>South Carolina</p> <ul style="list-style-type: none"> • Aiken County • Beaufort County • Berkeley County • Calhoun County • Charleston County • Gibson County • Greenwood County • Horry County <p>Tennessee</p> <ul style="list-style-type: none"> • City of Memphis • DeKalb County • Maury County • Rutherford County

FSLTT GIS Experience

- National Association of State 911 Administrators (NASNA)
- Tachi-Yokut Tribe

Florida

- Broward County
- Clay County
- Collier County Sheriff's Office
- Holmes County

Georgia

- City of Atlanta
- Fulton County

Illinois

- Illinois State Police
- Lake County

Kentucky

- Kentucky 911 Service Board

Maryland

- Carroll County
- Charles County
- Dorchester County
- Harford County
- Maryland 911 Board
- Department of Information Technology
- Queen Anne's County
- Washington County

Massachusetts

- Massachusetts State Police

Michigan

- Macomb County Sheriff's Office

- Cuyahoga County Department of Public Safety & Justice Affairs
- Warren County

Oklahoma

- Association of Central Oklahoma Governments (ACOG)
- Creek County 911
- Department of Emergency Management

Pennsylvania

- Allegheny County
- Bedford County
- Blair County
- Butler County
- Centre County
- City of Philadelphia
- Clearfield County
- Commonwealth of Pennsylvania
- Elk County
- Fayette County
- Fulton County
- Greene County
- Huntingdon County
- Jefferson County
- Lawrence County
- Mercer County
- Monroe County
- PA Turnpike Commission
- Pennsylvania Emergency Management Agency (PEMA)
- Perry County

- Tennessee Emergency Communications Board (TECB)

Texas

- Bexar Metro 911
- Brazos Valley
- Capital Area Council of Governments
- Gulf Coast Region
- Houston-Galveston Area Council
- Lubbock County Emergency Communication District
- Montgomery County
- North Central Texas Council of Governments
- North Central Texas Emergency Communications District
- Parker County
- Potter Randall County
- Tarrant County
- TriCOG (Brazos Valley Council of Governments [COG], Central Texas COG, and Heart of Texas COG)
- Williamson County

Virginia

- Fairfax County
- Loudoun County
- Shenandoah County

Wisconsin

- Ashland County
- Bayfield County



GIS Standards

At MCP, we have a passion for advancing the public safety and critical communications industries. One way we show that passion is by contributing to industry standards and incorporating them into our work. Our ultimate goal for supporting standards development is to align our technical and operational guidance with consensus-based standards that will improve emergency response outcomes for our clients and the communities they serve. MCP's staff contributions, both current and past, are reflective of our industry-wide knowledge. MCP has directly supported several GIS standards, including, but not limited to:

NENA Committee/ Subcommittee/Working Group	Contribution to Standards Document
<ul style="list-style-type: none"> PSAP Operations & Next Generation Integration Committee 	<ul style="list-style-type: none"> NENA-71-501 Information Document for Synchronizing GIS databases with MSAG & ALI
<ul style="list-style-type: none"> Core Services Committee 	<ul style="list-style-type: none"> NENA-INF-014.1-2015 Information Document for Development of Site/Structure Address Point GIS Data for 911
<ul style="list-style-type: none"> Data Management Committee Provisioning & Maintenance of GIS Data to ECRF/LVFs 	<ul style="list-style-type: none"> NENA-STA-005.1.1-2017 Standards for the Provisioning and Maintenance of GIS data to ECRF/LVF
<ul style="list-style-type: none"> Data Structures Committee Next Generation 9-1-1 (NG9-1-1) GIS Data Model 	<ul style="list-style-type: none"> NENA-STA-006.1-2018 Standard for NG9-1-1 GIS Data Mode

Resumes

Resumes highlighting our staff's qualifications and experience are included on the following pages.

James Rowe

Client Services Director, East, Mission Critical Partners

Jim is a results-driven, seasoned business management professional with extensive experience in building and nurturing strong alliances with the telecommunications implementation and managed services industry in the United States and Canada. He is adept at creating service offerings and profitable business operation strategies. Jim's areas of expertise include Lean Six Sigma, strategic alliance management and public safety. Jim manages business development for the Southeast U.S., representing clients and MCP's consulting needs for supporting mission-critical strategies, infrastructure and continuous support.

Representative Experience

State Experience

- Tennessee Emergency Communications Board (TECB)—Provided field support for the statewide 911 cybersecurity penetration testing

City/County Experience

- Eastern Seaboard Counties—Provided consultation to multiple counties regarding technical staffing strategies and co-managed IT solutions

Additional Experience

- Served as Director of Business Development DAS-BDA
 - Created marketing strategy for bi-directional amplifier/distributed antenna system (BDA/DAS) business
 - Won three large county RFPs/RFQs, resulting in 180 school public safety walks for in-building wireless testing and 23 school DAS installation
- Served as Services Channel Program Manager/Business Development Manager
 - Managed 76 enterprise and public safety service delivery partnerships and more than 300 certified service technicians, enhanced North American partner programs with an emphasis on delivering best-in-class service



Industry Experience

31 years

Education

B.A., Law and Justice, Central Washington University

Certifications

OSHA 30 General
OSHA 30
Construction

Six Sigma Green Belt

PCTEL Certified

Motorola Technical
Certifications
SmartZone,
Wireless Data
Systems,
Microwave, Fiber
Optics

solutions and oversaw compliance with all government requirements (e.g., ISO27001, ISO9001)

- Created Tableau report for 1,000 employees to validate technical certifications by technician and location
- Reduced radio programming costs by 500% by designing a new service programming process
- Designed strategies with principal owners to sell services while driving customer service excellence and quality with warranty and contracted services
- Managed business and managed services for public safety system integration
- Led management team of customer support managers and project managers
- Co-created disaster recovery offering and implemented it in two hurricanes, resulting in customer satisfaction
- Supervised a 24-hour, 7-member response technical team and administrative personnel, performing installation, maintenance and repair; managed employee hiring, training plans, evaluations and development of standard operating procedures
- Directed management of projects for building out data/voice system to include local county and cities included in interoperability agreements
- Saved county thousands of dollars in annual maintenance labor by developing and improving technical team's skills; developed division operational procedures and processes to accommodate industry-recognized certifications for public safety systems

License

FCC GROL
License

Affiliations

National
Emergency
Number
Association
(NENA)

Association of
Public-Safety
Communications
Officials (APCO)



Robert Horne, ENP

Manager, GIS/911 Technology, Mission Critical Partners

Robert has built a long and successful career fostering prosperous relationships between local, regional, state and federal technology programs in the interest of interoperable public safety. Robert has experience with integrating people, processes, systems and data into 911 PSAPs, EOCs, fire and police command centers and fusion centers across the country. Areas of specialization include the performance of strategic consulting tasks, such as information gathering, needs analysis, application definitions, strategic and implementation planning, data modeling, business process reengineering and standard operating procedures development. Robert is the Manager of the GIS and 911 Technologies teams.

Representative Experience

Federal Experience

- National Highway Traffic Safety Administration (NHTSA) National 911 Program—National GIS capabilities gap analysis and strategic plan

State/Regional Experience

- Maryland 911 Board—NG911 Spatial Interface (SI) data analysis and readiness assessment and statewide NG911 GIS strategic plan and implementation support
- Maryland 911 Board—NG911 GIS strategic plan 2023 update
- Pennsylvania Emergency Management Agency (PEMA)—NG911 GIS strategic plan and statewide implementation coordination
- PEMA—NG911 GIS strategic plan 2020 update and 2023 update
- Pennsylvania Region 13 Task Force—NG911 GIS readiness gap analysis and five-year strategic plans for each of the 15-member jurisdictions and the region
- Arizona 911 Program—NG911 GIS strategic plan and statewide education and outreach
- Arizona 911 Program—NG911 GIS readiness gap analysis for every local 911 system



Industry Experience

30 years

Education

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

Certifications

Emergency Number Professional (ENP)

Federal Emergency Management Agency (FEMA) Emergency Management Institute, Certified Emergency Operations Center Manager

The State of Florida, Disaster

- Virginia Information Technologies Agency (VITA)—GIS needs analysis and implementation planning and NG911 strategic planning roadmap
- Nebraska Public Service Commission (NPSC)—NG911 strategic planning and GIS support and wireless integrity testing
- Minnesota Department of Public Safety, Emergency Communications Networks—NG911 strategic planning and GIS support
- District of Columbia Homeland Security and Emergency Management Agency (HSEMA)—Creation of geospatial program for EMA, providing support for 3 presidential inaugurations, 78 federal national security special events and more than 100 natural and human-created disaster activations; management of a team of six analysts
- Washington, DC, Washington Regional Threat Analysis Center (WRTAC)—Development and management of geospatial intelligence program, providing law enforcement sensitive and classified analysis of law enforcement, health and homeland security data for steady-state operations, national security events and emergency response

City/County Experience

- Atlanta, GA—CAD and GIS data cleanup, integration and migration support
- Fairfax County, VA—NG911 GIS readiness assessment project support
- Carroll County, MD—NG911 GIS readiness assessment and data improvement
- Charles County, MD—Fire and EMS assessment and strategic plan
- Burke County, NC—NG911 GIS readiness assessment and project management
- Wake County, NC—Emergency management study and gap analysis

Recovery
Operations (G385)
“Train the Trainer”

Associations

National
Emergency
Number
Association
(NENA)

Maryland State
Geographic
Information
Committee
(MSGIC)

Claudia M. Henriquez

Technology Specialist – GIS, Mission Critical Partners

Claudia is a technical specialist with significant industry experience. Her experience includes 911 GIS data management and quality assurance/quality control, development of standard operating procedures (SOPs) for addressing discrepancies, Esri license support and data configuration for software synchronization to compare GIS, Master Street Address Guide (MSAG) and automatic location identification (ALI). Additional areas of experience include the use of ArcGIS and Esri web-based GIS to improve the accuracy of GIS 911 data and to ensure compliance with NENA NG911 standards.

Representative Experience

Federal Experience

- National Highway Traffic Safety Administration (NHTSA) National 911 Program—Identified gaps in GIS capabilities and develop strategies for mitigating issues
 - Attended remote and in-person brainstorming sessions with stakeholders to ascertain the capabilities of the GIS industry in supporting NG911
 - Drafted an outreach plan and worked with the 911 Program to identify a set of stakeholders to participate in information-gathering

State/Regional Experience

- State of Tennessee—Supported recurring ALI to GIS comparison and corrections
- Arizona Department of Administration (ADOA)—Supported the development of a statewide GIS assessment to prepare for transitioning to NG911
 - Worked with agencies, ADOA leadership and project stakeholders to develop an executable roadmap for GIS to support NG911 and Next Generation 911 Core Services (NGCS) geospatial routing
 - Assessed the organization using MCP's proprietary assessment tool, Model for Advancing Public Safety®



Industry Experience

9 years

Education

B.A.,
Environmental
Science, University
of Florida

Certifications

GIS Certification,
The Pennsylvania
State University

Associations

National
Emergency
Number
Association
(NENA)

(MAPS®), for fifteen 911 systems to identify areas of excellence and areas of deficiencies in GIS/NG911

- Pennsylvania Emergency Management Agency (PEMA)—Provided support to update the GIS Strategic Plan
- State of Florida—Served as GIS Analyst
 - Utilized ArcGIS Desktop and Esri web-based GIS to improve the accuracy of GIS 911 data and ensure compliance with NENA NG911 standards
 - Collaborated with clients, CAD vendors and 911 Mapping System vendors to upload accurate 911 layers into the respective systems
 - Supported PSAPs with the creation of SOPs for addressing data discrepancies
 - Generated synchronization reports between GIS, MSAG and ALI databases to monitor progress toward the 98% match rate required by NENA standards

City/County Experience

- Atlanta Airport—Supports GIS data updates for transition to the Airport's own P1 CAD system
- Holmes County, FL—Project Manager/GIS SME to maintain GIS data standards
- Department of Atlanta Information Management, GA—Provided GIS support; supported updates of GIS data for transition to new Motorola Premier 1 CAD system; performed topology corrections, correction of attribute data, updates to the SQL Server, layer corrections and addition of new addressing data such as streets and addresses
- Fulton County, GA—Supported GIS data assessment project; performed a complete quality control assessment of GIS data layers related to emergency service zones (ESZs), road centerlines, site/structure address points and PSAP boundaries

James Wood

Geographic Information System Senior Analyst, Mission Critical Partners

James is a seasoned GIS professional with technical skills that include ArcGIS Enterprise with SQL Server Database, ArcGIS Pro, ArcGIS Online (together with web application frameworks including Experience Builder, Web App Builder, Operations Dashboard and Story Maps), QGIS, PostgreSQL and SpatialLite. He has authored and taught various training curricula for 100 emergency communications districts (ECDs) in the state of Tennessee. In addition, he has conducted ArcGIS training at E911 centers. James has shared his knowledge at multiple industry conferences, including NENA and APCO conferences, to educate attendees regarding topics in the 911 industry.

Representative Experience

State/Regional Experience

- State of Maryland—Served as senior GIS analyst on validation of statewide GIS data
- State of Tennessee—Served as senior GIS analyst for the Phase 2 i3 cutover

City/County Experience

- Dorchester County, MD—Provided GIS subject-matter expertise on a project to ready the County for ESInet and Next Generation Core Services transition, 911 GIS administration and NG911 GIS administrative support
- Maury County, TN, Emergency Communications District—Served as a GIS SME on a project to provide NG911 training and support services
- DeKalb County, TN, Emergency Communications District—Provided GIS subject-matter expertise on GIS training for editing and workflow tasks
- Gibson County, TN, Emergency Communications District—Served as a GIS SME on a project to provide NG911 training and support services
- Allegheny County, PA—Served as senior GIS analyst on a project to provide addressing support of the County's GIS



Industry Experience

29 years

Associations

National
Emergency
Number
Association
(NENA)

Association of
Public-Safety
Communications
Officials (APCO)

TECB GIS
Advisory
Committee

TECB Training
Advisory
Committee

Additional Experience

- Managed project to create the Tennessee Information for Public Safety dataset and authored the *GIS Data Standards for NG9-1-1* adhered to by all 100 ECDs
- Acted as liaison with the Tennessee Emergency Communications Board (TECB)
- Served as technical SME on the Tennessee One Road projects
- Participated in Vigilant Guard '08 Tennessee Army National Guard (TANG) statewide disaster exercise; Smyrna, Tennessee Joint Operations Center (JOC), J-2 support
- Conducted ArcGIS Enterprise and ArcGIS Online implementations
- Performed Local Government Information Model migrations
- Trained 160th Special Operations Aviation Regiment (SOAR) on Esri GIS implementation
- Managed Spatial Interface (SI) projects for the states of Tennessee and Maryland
- Served as advisor to GIS product extension development
- Developed proposals/contracts for E911/military GIS applications and data integration
- Geodatabase design and geoprocessing workflow
- Conducted map-ALi software installation and training
- Managed E911 GIS applications implementation

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/master street address guide (MSAG)/automatic location identification (ALI) data synchronization, geographic database development and analysis, and parcel database maintenance. Additional areas of specialization include performing GIS analysis for the FAA Agricultural Geographic Information Systems (AGIS) projects and applying extensive knowledge of quality assurance, Esri, AutoCAD Civil 3D and ArcGIS.

Representative Experience

State/Regional Experience

- Delaware—Assisted the state with GIS updates to their regional CAD solution during a staff transition period and provided training to new GIS staff.
- California—Prepared GIS data findings and recommendations report
- Iowa—Developed GIS data findings and recommendations report
- Michigan—Conducted quality control checks on all county-submitted data and prepared GIS data guideline documents for state and county use
- Ohio—Prepared GIS data findings and recommendations report
- West Virginia—Developed data and map 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
- Butler, Lawrence, Mercer and Venango counties, PA—Performed GIS needs analysis and facilitated the merger of each county's GIS database into a regional CAD solution



Industry Experience

25 years

Education

B.S., Geology,
Edinboro
University, PA

Associations

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



- Blair, Cameron, Clearfield, Elk, Jefferson, Lawrence, Monroe, Venango, Wyoming and Westmoreland counties, PA—Performed base map updates, street name changes, data entry, addressing address review; created Emergency Service Zone (ESZ)/E911 postal plots and field plots; assisted the U.S. Postal Service with rural to 911-style address conversion; prepared address notification mailers; answered resident concerns following notification delivery and provided GIS training and assistance to county staff
- Elk County and Jefferson County, PA—Updated addressing database and tools to Esri Local Government Model Database and provided training on Esri local government addressing tools

City/County Experience

- Juniata County, PA—Performed monthly tax parcel maintenance updates for parcel mapping project and assisted with a countywide upgrade to Esri ArcMap version 10.3
- Bradford County, PA—Converted ALI database rural address to 911-style address
- Dunwoody, GA—Facilitated CAD-to-CAD interface project completion and determined and recommended solutions to MSAG issues between the CAD interfaces
- Cuyahoga County, OH—Performed synchronization of centerline geodatabase with MSAG database using online resources
- Franklin County, OH—Completed GIS assessment of 16 PSAPs and GIS findings and recommendations report
- San Diego County, CA—Developed Wildland Urban Interface Plan geodatabase to provide a documented method for handling fire emergencies within selected communities
- Chowan County, NC—Created digital tax parcel data from scanned and geo-referenced tax maps and created E911 centerline and address point layer geodatabase

Dawn Baldrige

Technology Specialist – GIS, Mission Critical Partners

Dawn is a geospatial expert with years of experience using the ArcGIS suite of software to design, analyze, update and manipulate spatial data for geodatabases. She is well-versed in ArcGIS Hub and Experience Builder website development and oversight of county/statewide NG911 GIS projects. Dawn frequently facilitates educational and regional events for NG911 GIS stakeholders and end users for Maryland and mid-Atlantic region agencies.



Representative Experience

Federal Experience

- U.S. Department of Transportation (DOT), National Highway Traffic Safety Administration (NHTSA), National 911 Program
 - Composed questionnaires for the NG911 GIS assessments
 - Conducted in-person interviews as part of GIS assessments using MCP's Model for Advancing Public Safety® (MAPS®)
 - Managed NG911 Tribal implementation plan for the Chickasaw Nation
- U.S. Army Aberdeen Proving Ground (APG)—Directorate of Public Works, Master Planning Division
 - Updated and maintained more than 150 existing geospatial data sets and created new ones as needed
 - Developed, coordinated, maintained and enhanced APG E911 GIS systems program and all supporting databases
 - Created and provided final acceptance of new address points, polygons and street centerline data for input into the various GIS databases, including E911 and distribution to numerous government agencies; centerline data created in compliance with NENA standards and consistent with the Master Street Address Guide (MSAG)
- U.S. National Park Service, Assateague Island National Seashore
 - Conducted GPS survey-grade data acquisition for a variety of projects using Trimble R8 GNSS and 5700 receivers;

Industry Experience

26 years

Certifications

Certified Esri Training

Certified Trimble Training

Associations

National Emergency Number Association (NENA)



performed resource-grade GPS on other Trimble receivers and used Trimble Pathfinder Office for post-processing

State/Regional Experience

- State of Maryland—Department of Information Technology
 - Handled oversight of 24 jurisdictions, emergency communications center (ECC) GIS and migration of GIS from E911 to NG911
 - Managed monthly meetings to assist the ECC GIS group with the migration of GIS data to NG911
 - Managed quarterly meetings for regional GIS NG911 stakeholders
 - Supported the State in evaluating 3D backend solutions for PSAPs
 - Presented to the Maryland 9-1-1 Board on multiple matters for NG911 GIS
 - Assisted in creating PSAP/provisioning layers and guided layer maintenance
 - Developed and maintained 911.Maryland.gov for all things NG911 in Maryland
- Southwestern Pennsylvania Regional Task Force (Region 13)—Handled publishing/administration of Esri's ArcGIS Server technologies and SQL Server and assisted in the creation of extract, transform, and load (ETL) data integration process for migration of GIS data to NG911
- Arizona Department of Administration (ADOA)—Conducted in-person GIS MAPS assessment interviews for counties and tribal nations to determine the status of NG911 migration and supported the writing of five MAPS assessment reports

4. Organization and Approach

MCP's Specialized Professionals	
<ul style="list-style-type: none"> • Former public safety communications operations staff, managers, and directors • Former law enforcement, fire, and EMS • Project Management Professionals (PMP) • Emergency Number Professionals (ENP) • Professional Engineers 	<ul style="list-style-type: none"> • GIS specialists • Public Safety technology specialists • Radio and wireless communications specialists • Facility and staffing experts • Operations and training specialists

With more than 200 staff members, MCP's specialized professionals are integral members of our team. MCP has identified in the figure below the key team members that we plan to assign to this important project.

Organizational Chart

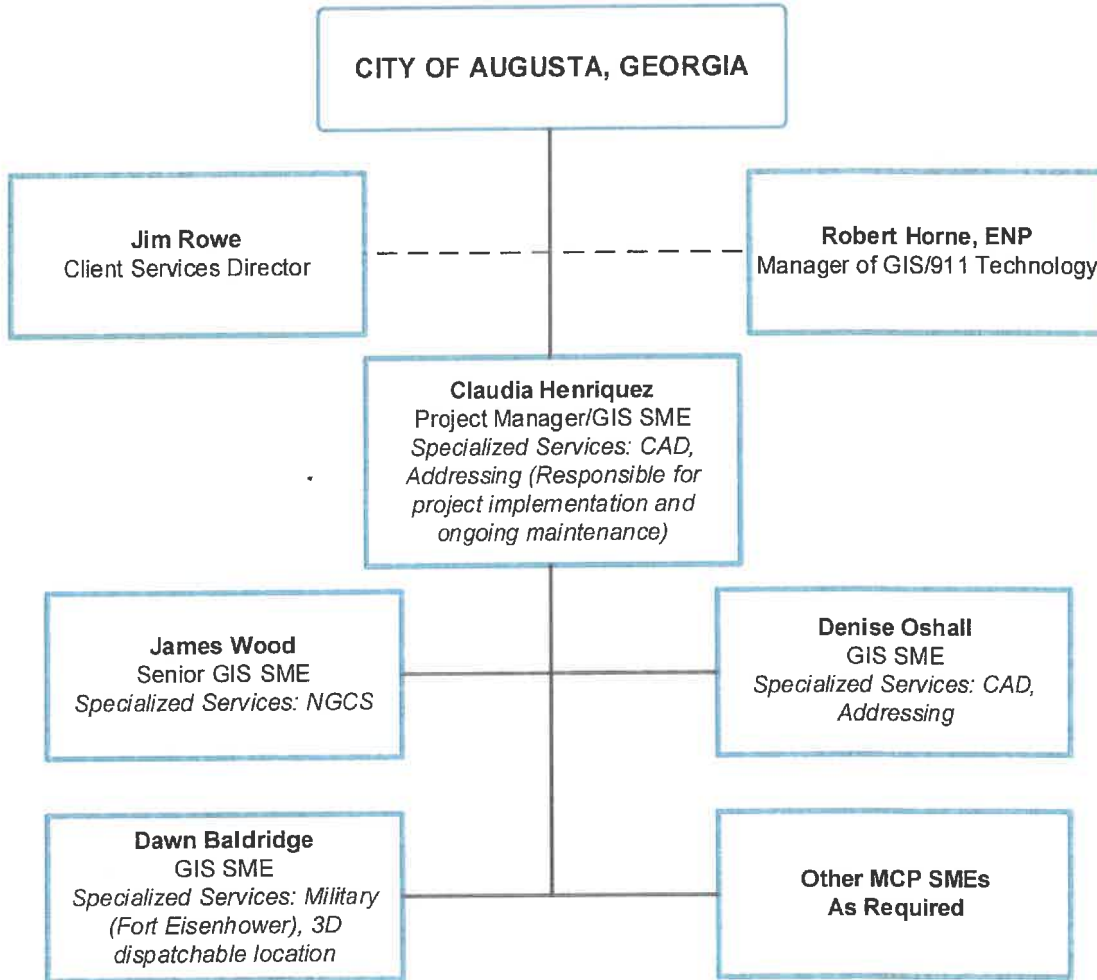


Figure 1: Project Team

Each team member brings a unique skill set and depth of experience in NextGen 9-1-1 projects. Additional resources and subject-matter experts are available also, as we are a full-service firm focused on all aspects of public safety communications.

Experience and Qualifications

Detailed experience and qualifications of our staff members and firm are provided in Section 3. Qualifications and Experience of the Firm.

Lines of Authority

Claudia Henriquez, the MCP project manager, is the individual response for decision-making and accountability, completion of project work, **and overall responsibility for implementation**. She **also will be responsible for ongoing support**. Claudia will be available to Augusta for regular work activities during regular working hours (8 AM to 5 PM EST) and, in the unlikely case of emergency, 24 x 7.

As Project Manager (PM), Claudia will have authorization to make all decisions as necessary to complete the project. All SMEs will report directly to her. **Claudia and Robert Horne**, MCP's Manager of GIS/911 Technology, **will be the primary responsible parties** for this initiative.

MCP's client service director, Jim Rowe, will provide high level, administrative oversight to ensure the PM is accountable for all project work and delivers all project work to the satisfaction of Augusta.

Staff Limitations

The staff assigned in MCP's proposal are the primary resources that will work the project. When planning the allocation of staff for a project, MCP takes into account all potential projects to ensure all MCP staff are prepared and have the availability to support new projects from start to finish. MCP has never had to replace any staff members on a project because of a lack of availability due to their project workload.

5. Scope of Services

Project Understanding and Overview

Mission Critical Partners (MCP) understands that Augusta has identified the need to obtain a professional services consulting firm to assist Augusta with strategic planning to support the migration to and ongoing maintenance of GIS data for Next Generation 911 (NG911), as well as provide GIS data improvement services in preparation for the migration to NG911. Further, MCP acknowledges that Augusta requires that all GIS deliverables conform to NENA GIS data standards. We also assert that Augusta should consider State NG911 GIS data standards and will advise Augusta on which standard is more exact at the individual requirement level.

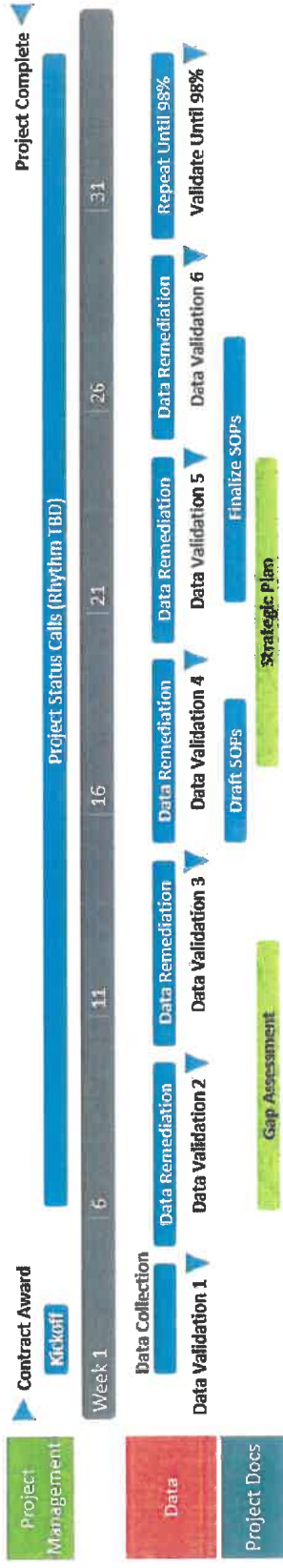
MCP continues to assist multiple jurisdictions in Georgia with similar efforts and has a long working relationship with the State Geographic Information Office (GIO), as well as the State 911 office. Augusta will benefit from MCP's projects in Fulton City, the City of Atlanta, the Atlanta Airport and with the State GIO and State 911 office.

MCP understands that Augusta does not desire to incur additional software licensing costs. As an Esri Partner, MCP remains committed to cost effective solutions for our clients and has developed a process using Esri tools already available to Augusta through their existing licensing. Validation tools are available through the State and MCP actively works with the GIO to identify necessary improvements to the tools so that they remain relevant and useful to Georgia jurisdictions. MCP deliverables will not require any additional licensing to view or maintain the GIS data.

On the following pages, MCP has outlined our approach and solution for Augusta to support the enhancement of its public safety services.



Proposed Schedule



Project Management Approach

MCP will work closely with the Augusta Information Technology Department (IT) throughout the project lifecycle. The Project Management Institute (PMI) framework has been used to develop our response to meeting your needs.

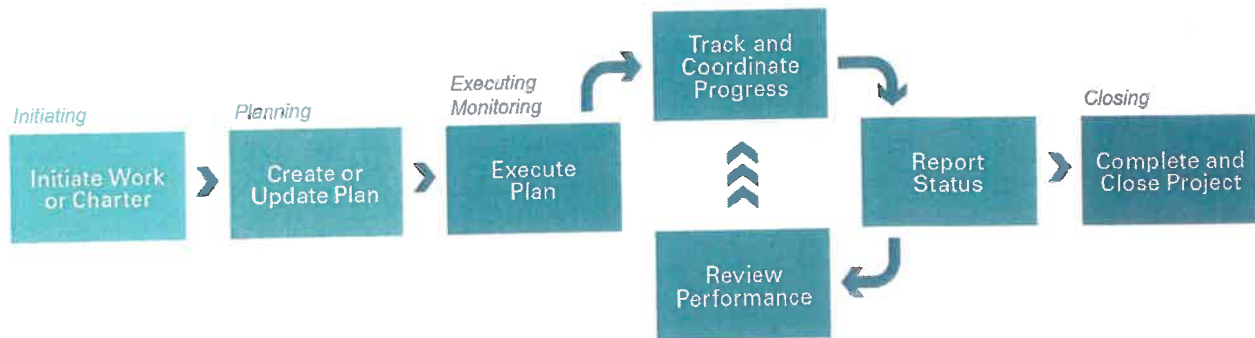


Figure 2: PMI Framework

The PMI framework breaks the lifecycle down into four stages: *Initiating*, *Planning*, *Executing/Monitoring*, and *Closing*. These stages are illustrated in the above graphic. This industry standard will be used by our PM to promote a successful outcome and alignment with IT's goals and expectations for planning, data analysis, and remediation.

Initiating and Planning

After kicking off the project and working closely with your team, MCP will develop a customized approach for your agency and stakeholders that drives the project from planning through completion. Depending on project complexity, this approach will be documented in a project work plan; a shorter, smaller plan may be developed based on the accepted scope of work. This scope/work plan will be submitted and reviewed for Augusta's approval prior to project execution. Subsections may include:

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

Executing and Monitoring

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

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

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

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

Closing

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

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

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

Project Management Tools

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

Deltek Vantagepoint	Egnyte	Online Communications
<ul style="list-style-type: none"> • Integrated, enterprise planning tool • Creates and resource-loads a project plan • Assists with continuity between tasks and tracks project financials 	<ul style="list-style-type: none"> • Secure, cloud-based file-sharing platform • Allows centralized file access based on stakeholder needs 	<ul style="list-style-type: none"> • Video and instant messaging • Improves communication and technology compatibility • Platforms include Microsoft Teams and Zoom

Figure 3: MCP's Project Management Tools

Using these tools, the PM will be able to:

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

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

Project Scope

Task 1: Project Kick-off Meeting

Upon project initiation or kickoff, MCP will verify needs and expected outcomes to confirm scope, approach, and timing.

MCP will conduct a project kick-off meeting with the project team and stakeholder representatives to:

- Establish mutual acquaintance
- Clarify roles and expectations
- Review and seek alignment on project objectives, goals, and deliverables
- Confirm scope, approach, and timeline
- Set project touchpoint schedule and process
- Define success according to every stakeholder

Kick-off Meeting Review

- *Project and task milestones*
- *Schedules and deliverables*
- *Project budget*
- *Schedule progress review meetings*
- *Review existing documentation*

MCP's project manager (PM) will facilitate the meeting.

Prior to the meeting, MCP will review available documentation regarding our approach to determining GIS readiness:

Augusta and MCP will use Task 1 to gain a mutual understanding of Augusta's future vision.

Along with walking through our methodology to complete this project, MCP will begin the collection of existing GIS data, standard operating procedures, GIS data workflows, and other pertinent items.



Deliverables:

- Kickoff Meeting Agenda
- Kickoff Meeting
- Meeting Notes



Assumptions:

- Augusta shall provide meeting space appropriate to the number of Augusta stakeholders and three MCP staff
- Augusta shall provide access to GIS data and related documentation
- MCP understands that all data and documentation provided by and created for Augusta shall remain the property of Augusta without license or limitation
- All GIS data edits shall be reviewed by Augusta and returned within 60 days
- All errors or omissions identified by Augusta in the GIS data shall be corrected by MCP and returned to Augusta within 30 days
- Software, licensing, hardware and related computing materials necessary to complete this project are the responsibility and property of MCP and will not be turned over to Augusta upon completion of the project

Task 2: GIS Data Remediation

MCP will review the State of Georgia¹ and NENA NG911 GIS Standards and develop all GIS data within the scope of this project to the more stringent metrics to ensure the requirements of the selected Next Generation Core Services (NGCS) provider, per their interpretation of the standards, are met. It continues to be our experience that each NGCS provider interprets the standards differently and to their advantage. MCP is vendor-neutral and holds all vendors to the same strict metrics on behalf of each MCP client.

MCP GIS subject matter experts (SMEs) have more than 100 combined years of experience in change detection, digitizing, data collection, and GIS data development. In addition to Augusta's GIS data, MCP has access to a wealth of reference GIS and imagery data to assist in identifying problem areas. MCP also employs a deep bench of other SMEs from TELCO and legacy data providers to assist in converting tabular data into useful reference data for this effort.

The Senior GIS Specialist (Project Manager) will coordinate the team of GIS SMEs and apply the professional(s) with the most experience to each task. All deliverables will be peer reviewed by the other GIS SMEs prior to delivery to ensure highly accurate and fully attributed data deliverables. The State's validation portal provides detailed remediation reports that allow the GIS professional to quickly identify the errors and associated corrective actions necessary to resolve the errors. Table 1 (and the detail narrative following the table) below outlines the quality control checks performed by MCP to ensure the error remediation efforts did not break any data relationships necessary for the functional elements within the NGCS. Quality control tests are repeated each time the results are returned from the State validation system.

Table 1: GIS Data Quality Control Test

Quality Control Test	Address Points	PSAP Boundaries	Emergency Service Boundaries	Road Centerlines
Conformance with State and NENA standards	✓	✓	✓	✓
Identification of any additional field(s) that should be added	✓	✓	✓	✓

¹ <https://ng911-hub.gio.georgia.gov/pages/georgia-geospatial-standards-for-next-generation-9-1-1-data>

Quality Control Test	Address Points	PSAP Boundaries	Emergency Service Boundaries	Road Centerlines
to the dataset to comply with State and NENA standards				
Spatial and attribute quality control	✓	✓	✓	✓
Identification of gaps or overlaps (topology)	✓	✓	✓	✓
Identification of data attribute inconsistencies	✓	✓	✓	✓
Connectivity of the road network				✓
Congruency with other layers	ESB and PSAP Polygons and Road Centerline Address Ranges	Road Centerlines and ESB Polygons	Road Centerlines and PSAP Polygons	ESB and PSAP Polygons

1. **Road Centerlines:** MCP GIS SMEs will update Augusta’s road centerline network to meet or exceed NENA and State requirements including topology requirements. Address ranges will be checked for overlap. Care will be used to maintain computer-aided dispatch (CAD) formatting and attribution as necessary.

It is important to note that the CAD vehicle routing line direction and NENA line direction standards are contradictory. Changing the CAD requirement (direction of travel) will break vehicular routing and nearest dispatch capabilities in the CAD system. The NENA line direction (low address to high address) can be ignored and marked as an exception in the spatial interface (SI) to the NGCS. These exceptions will not adversely affect emergency call routing and will allow Augusta to maintain a single road centerline file for both uses.

2. **Address points:** MCP GIS SMEs will update Augusta’s site structure address points to meet or exceed NENA and State requirements. Where long driveways exist, MCP will work with Augusta to determine the best approach to connecting the address point to the road centerline—fishbone, point of ingress, named driveway added to road centerline

data—for each occurrence, to meet Augusta’s 911 needs. Where non-compliant or duplicate addresses exist, MCP will flag the errors for follow-up with Augusta. MCP will implement the recommended changes only after approval from Augusta.

3. **PSAP Polygon:** MCP actively participates in industry workgroups defining inter-jurisdictional standards and aggressively promotes the importance of seamless 911 GIS data nationwide. MCP has facilitated cross-County, -state, -national, and -international boundary reconciliation for nine states and more than 300 counties. In addition to achieving seamless boundaries for all MCP clients, our SMEs also establish connections between our clients and their neighbors to ensure continued collaboration into the future. This is especially important in Emergency Services IP Network (ESInet)-rich environments such as Georgia, where the State has yet to establish a statewide ESInet.

The development of a PSAP boundary for Augusta also requires careful coordination with surrounding PSAPs. Further, many jurisdictions are split between PSAPs, and Augusta may provide 911 service, and need to receive 911 calls, outside of the corporate boundary.

4. **Provisioning Boundary:** MCP will apply the same approach as used in developing the PSAP polygon to the creation of Augusta’s provisioning boundary. Care will be taken to ensure the responsibility for GIS data maintenance and provisioning into the NGCS is well documented and translated into geospatial data.
5. **Emergency Service Boundaries:** MCP SMEs have a wealth of experience in facilitating boundary development and resolution efforts and will apply this experience to creating and resolving Augusta’s fire, police, and emergency medical service (EMS) boundaries according to NENA and State standards. MCP understands the accuracy and nesting requirements for NG911 GIS data and will meet or exceed all applicable standards when developing or improving these GIS data. Where conflicting areas of responsibility claims exist, MCP will work with Augusta to resolve the issue and the GIS data.
6. **Incorporated Municipal Boundaries:** While the PSAP boundary is not legal and does not need to follow legal boundaries, it is vital that the legal boundaries used in the 911 centers are accurate, topologically correct, and adhere to the same strict update requirements as the NG911 required GIS data. To that end, MCP SMEs will work with Augusta and surrounding jurisdictions to resolve corporate boundaries with the same accuracy as the NG911 boundaries. MCP will evaluate multiple sources for a starting point for corporate boundaries and provide a draft and final product based on the best information available.

MCP will review existing processes and standard operating procedures (SOPs) and provide updates or develop missing SOPs for all processes performed during this project including, but not limited to, the following:

- Assess and document the processes related to the creation or updating of SOPs for:
 - MSAG, ALI, no record found (NRF), and PSAP-reported discrepancies
 - Obtaining, verifying, and validating new or changed roads and addresses
 - Identifying person(s) responsible for updating the GIS data—and their alternate
 - Determining the frequency, testing, and configuration of PSAP mapping updates
 - Municipal boundary changes (annexations) and audit trails
 - Change management/audit trail for boundary changes regarding law enforcement, fire/rescue, emergency medical services (EMS), and/or the PSAP
- Documenting, reviewing, validating, and updating data based on input provided by addressing coordinators' or telecommunicators' corrections or suggested corrections
- Wireless tower location process for MSAG and GIS
- Validate the verification process of wireless cell tower(s) and sector information—and ensure that such is provided on the wireless routing spreadsheet
- Resolve discrepancies in addressing, such as with new property developments and structures
- Documenting addressing conventions used by each addressing authority in the 911 jurisdiction
- Validation of GIS data backup and disaster-recovery procedures
- MSAG-to-GIS and ALI-to-GIS comparisons—frequency and distribution of summary reports
- Maintaining and updating the contact list for:
 - Wireline service providers
 - Wireless service providers
 - Voice over Internet Protocol (VoIP) service providers
 - Public safety agencies, Augusta and municipal officials, emergency operations centers (EOCs), utility and telephone companies, etc.
 - Addressing authorities
- Quality assurance program processes for testing data integrity of:
 - Road centerlines
 - Address points
 - Legacy ESZs and NG911 ESBs
 - PSAP boundaries
- Validation of information flow between the MSAG coordinator, addressing authorities and PSAPs

- Any other GIS data-provisioning responsibilities—outside PSAP call-handling equipment (CHE)—for any computer-aided dispatch (CAD) systems; data for public safety agencies (e.g., law enforcement, fire/rescue, EMS); and/or other city/Augusta entities (e.g., emergency management coordinators, EOCs, fire marshals)
- Documentation and optimization of processes related to the creation, maintenance, and transmission of GIS data from addressing authorities to central GIS databases

MCP will document SOPs currently in place and will provide recommendations for creating SOPs that are needed to support NG911.

Acknowledgement of Performance Metrics from the RFP:

MCP acknowledges the following performance metrics as stated in the RFP:

1. Analysis to discover and/or correct, at a minimum:
 - a. duplicate addresses and/or address points
MCP shall document errors and recommended resolution for each and implement the recommended resolution with approval from Augusta
 - b. non-addressed areas
MCP shall identify non-addressed areas, recommend proper addressing and implement the recommended resolution with approval from Augusta
 - c. centerline address ranges with switched even/odd values, overlapping or inconsistent address ranges, low/high values reversed, etc.
MCP shall correct the above listed errors and record the resolution steps in the NOTES attribute for each dataset
 - d. address points that do not map to a centerline or map to an incorrect centerline segment
MCP shall identify addressing errors, recommend proper addressing and implement the recommended resolution with approval from Augusta
 - e. address points that are out-of-order
MCP shall identify noncompliant addresses and recommend the proper addressing. Augusta will work with the owner to remedy the addressing error
 - f. centerlines drawn with incorrect directionality
MCP recommends maintaining the drawn road centerline direction in accordance with Augusta CAD system's requirements. MCP will correct directional errors with written acknowledgement of this issue from Augusta and written guidance
2. Features with null, missing, or duplicate geometries

- a. Features with null, missing, duplicate or incomplete attributes
MCP shall populate all State and NENA required attribution (including NENA-required URIs)
 - i. [unique identifiers]
MCP recommends a placeholder value—ten digit admin line—for the URI value until said value is assigned and registered by the NGCS provider. Once assigned—if prior to completion of this project, MCP shall populate all NG911 GIS datasets with the correct value
 - b. MSAG records with zero range and/or no matching road or road range in centerlines
MCP shall coordinate with Augusta’s MSAG coordinator to reconcile the GIS data and the legacy MSAG table
 - c. Centerline records with no matching MSAG records or MSAG range
MCP shall work with Augusta’s MSAG coordinator to reconcile the GIS data and the legacy MSAG table
3. Gap/Overlap analysis to validate all applicable topological relationships of all spatial datasets
MCP shall validate all topology within and between NG911 GIS datasets
 4. Ensuring centerlines are “edge matched” to neighboring jurisdictions’ datasets
MCP shall terminate all GIS datasets at the provisioning boundary, which will be rectified with all neighboring jurisdictions. Road centerline endpoints will terminate at the beginning point for each neighboring jurisdiction. MCP is not responsible for geometry changes made by neighboring jurisdictions
 5. Ensuring data meets applicable spatial accuracy (horizontal and vertical, as applicable) and precision requirements.
MCP shall develop all GIS data to State and NENA standards, including spatial accuracy
 6. Successful Proposer shall supply Augusta with a validation system that can also be used in the Data Maintenance task for continuing validation of our datasets. System must be able to flag “exceptions” (i.e., features that would otherwise trigger validation errors but are not errors “in the real world.”). Augusta shall be able to download results of validations in a format that can be imported into ArcGIS Pro.
MCP understands this requirement and has identified the State of Georgia, Geospatial Information Office (GIO) Validation and Aggregation Portal² as the most appropriate tool for validating NG911 GIS data in Georgia.
 - The Portal is fully funded and is available at no charge to Augusta

² <https://ng911-hub.gio.georgia.gov/pages/georgias-validation-and-aggregation-portal>

- The Portal validates all Georgia GIS data to the same standards
- The Portal is kept current by the GIO with ever-changing NENA and State standards
- MCP has been a key contributor to the refinement of the Portal since 2020
- The GIS data submitted to the Portal is aggregated with other Georgia jurisdiction to build a statewide fabric of GIS data for 911

7. Successful Proposer may add any necessary fields to existing data to meet NENA minimum standards but will not alter/delete any fields from the existing data schema of any feature classes analyzed.

MCP understands that the existing attribute fields in the GIS data must be maintained and that addition of attributes shall be done in new fields

- a. If any changes are necessary to the existing data fields to meet NENA standards, the successful Proposer will communicate with Augusta IT-GIS before making the changes.

MCP shall recommend changes to existing GIS data attribute fields as necessary to meet State and NENA standards. MCP will implement the recommended resolution AFTER receiving approval from Augusta

The attribute information of the NG911 GIS data layers shall be evaluated for conformance with the Georgia and NENA NG911 GIS Data Model standards. Any recommended changes or additions to the data will be provided in MCP's assessment report.

MCP will provide:

- Notes on all meetings, actions, and correspondence with Augusta staff necessary to resolve identified GIS data errors
- GIS data quality test results for each data layer as outlined in Table 1 above
 - Topological integrity
 - Spatial integrity
 - Relational integrity with other dataset(s)
 - Data availability
 - Data attribution
 - Schema compliance
- A GIS, ALI, and MSAG baseline discrepancy assessment report



Deliverables:

- Required GIS data layers that meet the Georgia State and NENA NG911 Standards
- Documented GIS data maintenance workflows used in the creation and maintenance of the NG911 GIS data
- Documented standard operating procedures used in the creation and maintenance of the NG911 GIS data
- Incremental data validation reports showing steady GIS data improvement



Assumptions:

- Augusta is responsible for acquiring the ALI and MSAG data tables throughout this project as needed to verify data updates
- Augusta shall provide access to the MSAG coordinator and addressing authority as necessary for error remediation

Task 3: GIS Data Submission to the State Validation Portal

NENA recommends a 98% match between the legacy ALI and MSAG tables and the GIS road centerline data. MCP has intimate knowledge of the national and Georgia standards for GIS data quality and is uniquely qualified to partner with Augusta to improve the GIS data to NG911 standards. MCP does not utilize any proprietary tools nor do we sell or license software. All tools used to identify, edit, and maintain GIS data for NG911 are readily available to Augusta under their current Esri licensing or through the State (Georgia validation toolkit). MCP will, using the Georgia validation toolkit as a measuring gauge, eliminate all errors in GIS road centerline GIS data and achieve a 98% match when geocoding the legacy ALI table to the GIS road centerline data and between the MSAG table and the GIS road centerline data.

MCP utilized the Georgia validation toolkit to evaluate the current status of Augusta's GIS data. These complimentary validation testing results were then submitted by MCP to the State of Georgia on Augusta's behalf in 2022 and are reported in the following table:

Violation	Violation Count
Check for Multipart Geometries	849
Check that Features are Simple	1

Violation	Violation Count
Check for Overlaps	11
Check for Self-Intersections	6
Check for Spikes	2
Check for Floating Lines	18
Check for Short Lines	7
Check for Touch Intersection	531
Check for Over-Under Shoots	96
Check for Closed Loops	35
RCL Range Incomplete	8
Validate RCL Address Range Left and RCL Parity Left values	12,168
Validate RCL Address Range Right and RCL Parity Right values	12,168
RCL - Attribute - Validation - Country_L	12,168
RCL - Attribute - Validation - Country_R	12,168
RCL - Attribute - Validation - City_L	12,168
RCL - Attribute - Validation - City_R	12,168
RCL - Attribute - Validation - DiscrpAgID	12,168
RCL - Attribute - Validation - FromAddr_L	2,938
RCL - Attribute - Validation - FromAddr_R	3,116
RCL - Attribute - Validation - Parity_L	12,168
RCL - Attribute - Validation - Parity_R	12,168
RCL - Attribute - Validation - State_L	12,168
RCL - Attribute - Validation - ToAddr_L	2,937

Violation	Violation Count
RCL - Attribute - Validation - ToAddr_R	3,120
RCL - Attribute - Validation - RoadClass	12,168
RCL - Attribute - Validation - LSt_Type	834
RCL - Attribute - Validation - OneWay	73
RCL - Attribute - Validation - LSt_PosDir	93
* A total of 12,168 features were run in the validation tool	
* Some numbers may show high due to the absence of a field	

MCP will continue to revalidate Augusta’s GIS data until all violations are resolved:

- Correction of errors shown in the table above
- Creation and population of missing attributes
- Recommendations for changes to the ALI table as errors are discovered
 - Augusta will input ALI change requests as they do today
- Recommendations for changes to the MSAG table as errors are discovered
 - Augusta will make changes to the MSAG table as they do today
- Discrepancy reports for unmatched records in the ALI, MSAG, and GIS which cannot be resolved without intimate knowledge of Augusta
- Final GIS road centerline dataset in file geodatabase format—Georgia State Plane NAD83—matching the ALI and MSAG legacy tables to at least 98% accuracy
- Final GIS site structure address point dataset in file geodatabase format—Georgia State Plane NAD83—matching the ALI and MSAG legacy tables to at least 98% accuracy



Deliverables:

- Esri file geodatabase containing the core seven (7) NG911 GIS datasets in Georgia State Plane NAD83
 - Site structure address points
 - Road centerlines
 - PSAP boundary polygon
 - Provisioning boundary polygon
 - Fire response area polygon(s)

- Emergency medical service (EMS) response area polygon(s)
 - Police response area polygon(s)
- Full FGDC-compliant metadata for each dataset
- Esri ArcGIS Pro project file linked to the file geodatabase with complete symbology, as referenced in the workflows and SOPs listed in Task 2
- Final report including a compilation of progress results from the validation system and high-level summary of all data improvements completed during this project



Assumptions:

- Deliverables for this project are not considered complete without a letter of approval from Augusta

Similar Next Generation 9-1-1 Projects

MCP's successful experience with similar Next Generation 9-1-1 GIS projects is detailed on the following pages.

City of Atlanta, Georgia

Geographic Information System Administration Support Services
(December 2021 to Present)



Challenge: The City of Atlanta (City) was embarking on a large, very complex project to refresh and upgrade its CAD system and sought to obtain professional consulting services to assist with CAD implementation and GIS services.

Solution: Mission Critical Partners supported the City and the Hartsfield-Jackson Atlanta International Airport (Airport) with GIS Administration-as-a-Service to ensure that the Communications Section had staff ready to work with City, Fulton County and State of Georgia GIS administrators to deliver the special GIS requirements for CAD and NG911. The MCP GIS administrator's duties include but are not limited to:

- Developing mapping applications and tools and managing a digital library of geographic maps in various file types
- Coordinating GIS projects and activities in the City
- Using geospatial technology expertise to provide support for various departments as it relates to the needs of users to access city records and plans
- Maintaining and updating GIS databases, including performing database design and uploading and downloading files
- Managing the import and maintenance of GIS data within the CAD application
- Resolving issues with GIS data within the 911 Communications Center's CAD application
- Performing data munging and cleaning to convert data into its desired format
- Converting physical maps into digital form for computer usage
- Creating geospatial data layers to merge topographical data with external data by layering external data over a topographical map
- Designing digital maps with geographic data and other data sources
- Analyzing spatial data through the use of mapping software
- Updating and maintaining address points, street centerlines and response boundaries for public safety agencies
- Coordinating with various City and Airport departments to obtain and manage GIS data layers

Key Result: MCP was able to fully develop and currently still maintains the GIS data necessary for supporting 911 operations across nearly 200 square miles of densely populated urban and commercial areas. The CAD mapping and vehicle routing applications were brought online on schedule and within budget and are maintained to industry and vendor specifications. MCP has supported the 911 GIS needs of the City since the project's inception in 2021.



Holmes County, Florida

Geographic Information System Services *(May 2022 to Present)*

Background/Challenge: Holmes County (County) Sheriff's Office Communications Division (Division) determined the need for an independent and experienced professional consulting firm to assist with the development and maintenance of the GIS data necessary to support NG911 and CAD mapping within the county.



Challenge: NG911 GIS data development and maintenance must also be coordinated with neighboring counties in preparation for deploying geospatial routing on the ESInet. In the NG911 environment, PSAP operational boundaries do not define the limits of GIS data development.

Solution: The County retained Mission Critical Partners to develop and maintain its 911 GIS data for the entire county. MCP has completed and/or will complete the following tasks to achieve and sustain this goal:

- GIS Data Development
 - Added new site structure address points (SSAPs)
 - Added new road centerlines (RCLs)
 - Added driveways when an SSAP is more than 500 from an RCL
 - Matched PSAP call routing boundary with neighboring areas
- GIS Data Maintenance
 - Maintained legacy automation location identification (ALI) table
 - Maintained legacy Master Street Address Guide (MSAG) table
 - Performed quarterly GIS/MSAG/ALI validations
- Related Support
 - Conducted quarterly management of wireless call routing sheets
 - Provided map and analytical derivative GIS products as requested by the Division
- Inter-County GIS Coordination
 - Coordinating the development and maintenance of GIS data with neighboring PSAPs in Florida and Alabama
 - Conducting work sessions with neighboring counties to resolve PSAP, emergency response and provisioning boundaries

Key Result: While this project is currently on the second phase of the four in the contract, Holmes County has already been able to improve its data accuracy and correct hundreds of discrepancies that were present in the data. The County was also the second agency in the state of Florida to become a partner with the National Address Database (NAD) and share its address point data. As a result, this should greatly improve the County's data in Google Maps.

Fulton County, Georgia

Geographic Information System Assessment
(February 2021 to December 2022)



Challenge: As the largest county in Georgia, Fulton County (County) knew that its preparation for NG911 would be an undertaking. The County houses the City of Atlanta and consistently sees high call volumes within its PSAPs, meaning not only would there be much data to update and migrate, but also an ongoing emergency response workflow to consider and plan around. The Fulton County Department of Emergency Services needed strategic planning assistance to migrate and maintain its GIS data to successfully transition to NG911.

Solution: Mission Critical Partners used its Model for Advancing Public Safety® (MAPS®) methodology and assessment tool to identify gaps in the County's technological and operational needs that would prohibit the migration to NG911. The MAPS methodology:

- Established the capabilities baseline
- Identified the desired end state for GIS data and staffing
- Evaluated program performance against expected NG911 metrics

MCP then performed a quality control (QC) assessment of the GIS data layers related to emergency service zone boundaries, road centerlines, site/structure address points and PSAP boundaries. The QC assessment evaluates each specific set of GIS data to test for conformance with current and draft National Emergency Number Association (NENA) standards and best practices. These tests support identification of underlying data integrity issues. MCP then compares the GIS data with the Master Street Address Guide (MSAG) and automatic location identification (ALI) data to measure data quality and data accuracy alignment.

Key Result: In support of the County's migration, MCP provided repeated GIS data quality test results for data layers and relational integrity with other dataset(s). In addition, MCP completed the GIS assessment project by reviewing existing processes and standard operating procedures (SOPs). We then provided recommendations for creating any additional SOPs that were needed to support NG911 operations.

MCP performed the MAPS assessment, assisted the County with GIS data improvements, coordinated regional GIS data integration, and supported mitigation efforts to overcome GIS-capabilities gaps identified in the MAPS assessment. This project resulted in a smooth transition to NG911 for the County and their 5 PSAPs.

Pennsylvania Emergency Management Agency

GIS Support, Next Generation 911 Planning and Integration (July 2011 to October 2018)



Challenge: The Pennsylvania Emergency Management Agency (PEMA) sought to advance the deployment and progression of NG911 technology throughout Pennsylvania. An initial step toward the migration to a statewide NG911 capability was the establishment of a statewide ESInet. As the planning and implementation coordinating body for NG911 system deployment, PEMA recognized that this effort entailed significant investment, detailed planning and close cooperation among public- and private-sector entities. As a part of this transition, PEMA identified the need for GIS support services and strategic planning.

Solution: PEMA retained MCP to assist with GIS and NG911 planning and integration. MCP completed the following tasks:

- Provided a GIS education workshop series, agenda and session materials for Commonwealth and local GIS staff
- Developed an NG911 statewide strategic plan with GIS and policy development
- Developed a legislative model for future 911 capabilities and program role
- Designed and implemented a statewide ESInet
- Enabled a shared services environment for improving disaster recovery, reducing recurring PSAP costs and increasing interoperability

Key Result: MCP helped PEMA to create a reliable, efficient and flexible deployment of NG911 capabilities through stakeholder participation and to position itself as the leader in Pennsylvania public safety communications and technology.

For GIS services, MCP supported:

- Final GIS gap analysis and statewide NG911 strategic plan
- Statewide orthoimagery initiative and comprehensive GIS gap analysis
- Documentation regarding database structure and management workflows
- Project status reports documenting progress of GIS gap analysis
- Refresh of the Commonwealth's GIS strategic plan
- Guidance on GIS data development and maintenance
- GIS database workflow requirements

MCP also helped PEMA implement a Commonwealth-wide ESInet, with connectivity to each county PSAP, to fully operationalize emergency call delivery, call processing and LMR capabilities that support effective response to emergency situations. MCP's subject-matter experts helped PEMA to improve its technology investments by achieving interoperability and shared funding capabilities for sustainable deployments.

6. Contractual Requirements

Compliance with RFP Terms

MCP is pleased to comply with the Expected Contract Terms in Section D of the RFP.

MCP Customer Contract

A sample copy of our Professional Services Agreement is provided in Appendix A.

7. Financial Stability

Financial Report

MCP is fiscally sound and well prepared to handle the financial requirements to perform the scope of work as identified in the proposal for the duration of the contract. We are a private company and have provided a bank reference and 2022 audited financials marked “CONFIDENTIAL – DO NOT DISCLOSE EXCEPT FOR THE EXPRESS PURPOSE OF PROPOSAL EVALUATION” in Appendix B,

Pending Litigation

MCP has no litigation or government or regulatory action pending or threatened against us within the last three years that would have a bearing on our ability to provide services to Augusta.

Lawsuits or Claims

MCP has had no lawsuits filed against us during the past five years in which a business or government customer of ours has claimed that MCP failed to properly provide any aspect of the type of services included in this bid.

8. References

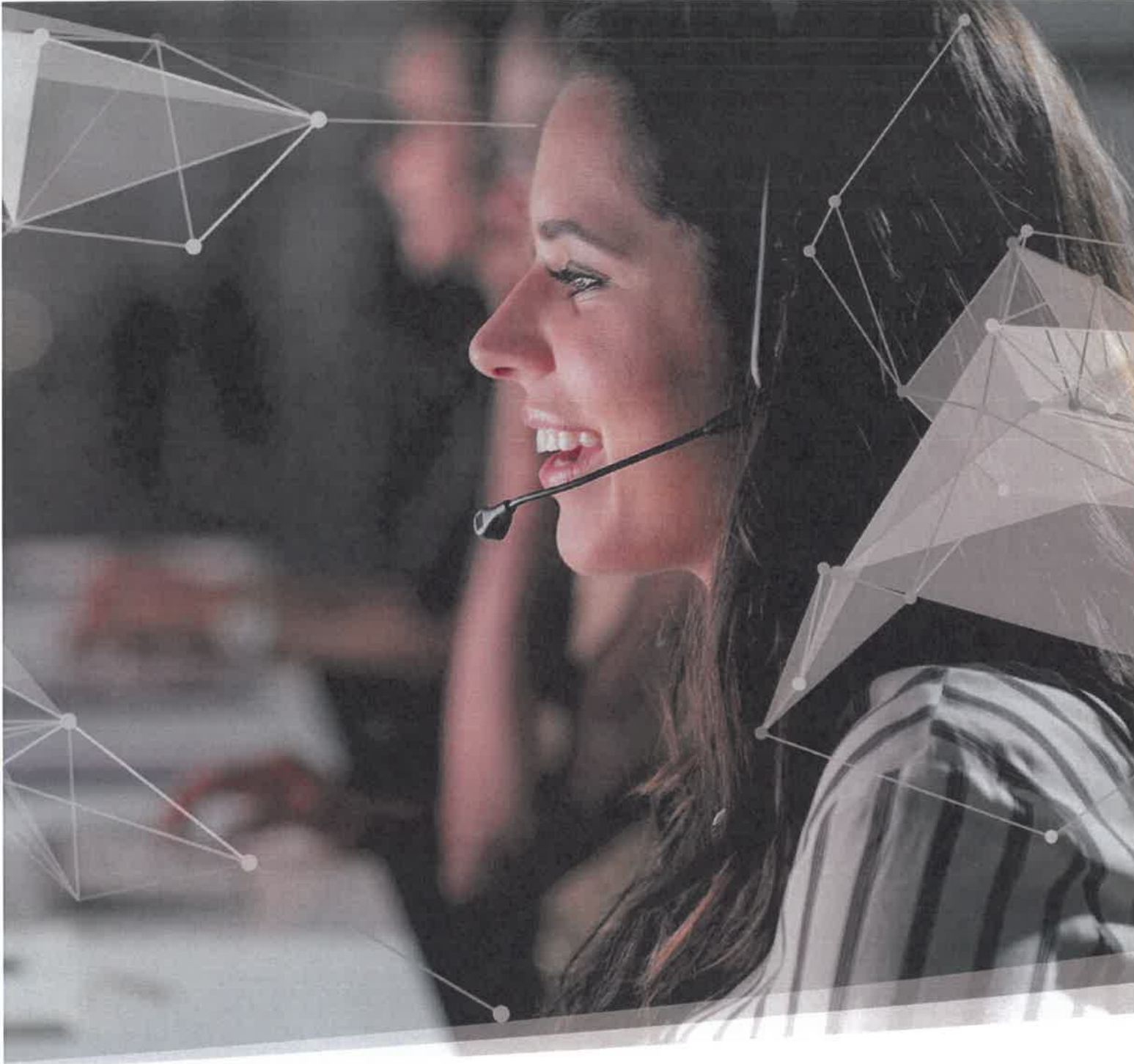
Client References

<p>Reference 1: City of Atlanta, Georgia</p> <p>Service Provided: GIS System Administration Support Services</p> <p>Dates of Contract: December 2021 to Present</p>	<p>Contact Name: Arlanda Ross, Atlanta Information Management Program Director</p> <p>Address: 55 Trinity Ave SW, Suite G700, Atlanta, GA 30303</p> <p>Email: adross@atlantaga.gov</p> <p>Telephone: 404.886.1428</p>
<p>Reference 2: Holmes County, Florida</p> <p>Service Provided: GIS Services</p> <p>Dates of Contract: May 2022 to Present</p>	<p>Contact Name: Lt. Clint Smith, Communications Division</p> <p>Address: 211 North Oklahoma Street Bonifay, FL 32425</p> <p>Email: smithc@holmesso.org</p> <p>Telephone: 850.547.3681 Opt. #1</p>
<p>Reference 3: Fulton County, Georgia</p> <p>Service Provided: GIS Assessment</p> <p>Dates of Contract: February 2021 to December 2022</p>	<p>Contact Name: Chris Sweigart, Fulton County Emergency Services Director</p> <p>Address: 130 Peachtree St SW, Suite 3136, Atlanta, GA 30303</p> <p>Email: chris.sweigart@fultoncountyga.gov</p> <p>Telephone: 678.237.3564</p>
<p>Reference 4: Pennsylvania Emergency Management Agency</p> <p>Service Provided: GIS Support, Next Generation 9-1-1 Planning and Integration</p> <p>Dates of Contract: July 2011 to October 2018</p>	<p>Contact Name: Jeff Boyle, Executive Deputy Director</p> <p>Address: 1310 Elmerton Avenue, Harrisburg, PA 17110</p> <p>Email: jeffboyle@pa.gov</p> <p>Telephone: 717.651.2218</p>

More details regarding the above projects can be found in Section 5. Scope of Services under Similar Next Generation 9-1-1 Projects.

9. Fee Proposal

The Fee Proposal form is provided under separate cover to comply with the requirements of the RFP.



Request for Proposal Item #24-167 – Fee Proposal

Consultant Services for NextGen 9-1-1 Geographic Information Systems Support

March 27, 2024, Resubmitted May 16, 2024

Augusta, Georgia



May 16, 2024

Gerri A. Sams
Procurement Director
Augusta Information Technology Department
535 Telfair Street, Room 605
Augusta, Georgia 30901

Re: Fee Proposal for Consultant Services for NextGen 9-1-1 Geographic Information Systems Support

Dear Ms. Sams:

Mission Critical Partners, LLC (MCP) appreciates the opportunity to provide this fee proposal to Augusta, Georgia (Augusta) for consultant services for NextGen 9-1-1 Geographic Information Systems (GIS).

As required, we are submitting the proposal in the following formats: One (1) unbound signed original, along with seven (7) spiral bound copies of the technical proposal and one (1) Fee Proposal submitted under separate cover.

MCP is prepared to serve Augusta by assisting you with achieving optimal delivery of emergency communications services—**because the mission matters**. If you have any questions regarding the information submitted, please contact Jim Rowe, the point of contact for this proposal response. His contact information follows:

Jim Rowe, Client Services Director
Mission Critical Partners, LLC
690 Gray's Woods Blvd.
Port Matilda, PA 16870

Cell: 689.203.6012
Office: 888.862.7911
Fax: 814.217.6807
Email: JimRowe@MissionCriticalPartners.com

I am the authorized representative submitting this proposal on MCP's behalf and may be contacted at 888.862.7911 or Contracts@MissionCriticalPartners.com.

On behalf of our entire team, we stand behind Augusta, Georgia to serve as your partner and your advocate.

Sincerely,

Mission Critical Partners, LLC



John L. Spearly
Director of Contract Administration

Fee Proposal

Please follow the fee proposal format as listed when submitting your fee proposal:

REQUIRED: NG9-1-1 Data Services

Provide a total price for the items below. Items marked with a * are required.

Price adjustments are based on performing all work fully remote. MCP has applied our unloaded rates for this project. As such, the City of Augusta understands and agrees that the City is responsible for reimbursing MCP for expenses incurred as a result of onsite time requested by the City.


Item	Total Price
Augusta GIS NG9-1-1 Data General Audit*	Removed from Scope
Augusta Data Validation* <i>Funded by the State 911 Board – GIO: Validation Portal</i>	\$0.00
Augusta Data Remediation*	\$95,920.00
Data Creation (missing data)*	Removed from Scope
Development of Standard Operating Procedure for data maintenance*	\$8,560.00
Staff Training* <i>State validation system includes user guide and assistance</i>	\$0.00
Media Drive (Hardware or Software for Data Delivery)* Augusta reserves the right to purchase any necessary hardware from our own sources, but the vendor is asked to denote any equipment required. <i>MCP shall make all data available through our secure portal for the duration of the project and up to 90 days after final acceptance from the City at no cost</i>	\$0.00
Sum Total Price	\$104,480.00

OPTIONAL: Additional Analysis

The Proposer may choose to offer additional data analysis services beyond those described in the Scope of Services based upon their subject matter expertise. If additional analysis services are offered, provide a description and price for each type of analysis below.

These optional services will not be considered as part of the RFP evaluation.

Item & Description	Total Price
Full GIS Capabilities Gap Assessment (MCP MAPS) (see Appendix A for additional information)	\$24,256.00
GIS Strategic Plan (See Appendix A for additional information)	\$19,024.00

SUBMITTED BY: 
NAME: John L. Spearly, Director of Contract Administration
COMPANY: Mission Critical Partners, LLC
ADDRESS: 690 Grays Woods Blvd.
CITY/STATE: Port Matilda, PA 16870
TELEPHONE NO.: 888-862-7911 FAX NO.: 814-217-6807
EMAIL: contracts@missioncriticalpartners.com

Pricing Assumptions

We stand ready to assist Augusta by offering these unique services that complement the day-to-day duties of your staff. After 120 days from the submittal date, MCP reserves the right to revisit pricing and scope with Augusta to address any potential changes that may have occurred since the submittal that could impact delivery.