



Kitsap 911 Special Board of Directors Meeting

September 5, 2025 (1100 to 1200)

Via Zoom Only

Mission Statement: We are Kitsap 911 providing exceptional public safety emergency communications services every day.

A G E N D A

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- | | | |
|---|--|---------|
| 1 | Call to Order | (Chair) |
| 2 | Public Comment (Limited to 2 minutes per speaker) | (Chair) |
-

Discussion Items

(These would be items previously discussed and/or routine items ready for action. Click blue text to view)

- | | | | |
|---|---|-----------|------------------------|
| 3 | Introduction of Mission Critical Group's Board Analysis Process | (Jameson) | Page 2 |
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|---|-------------------|---------|
| 4 | Good of the Order | (All) |
| 5 | Adjourn | (Chair) |
-

Adopted Board Expectations

Collaboration and Communication: Engage in open, honest, and constructive dialogue with fellow board members, agency staff, and stakeholders. Foster a culture of collaboration, active listening, and mutual respect.

Active Engagement: Thoroughly review materials in advance, consistently attend meetings, participate in discussions, and make informed contributions to decision-making.

Integrity & Ethics: Uphold the highest ethical standards and act in the best interests of the agency.

Accountability & Growth: Hold oneself, peers, and agency staff accountable while seeking continuous improvement and professional development.

Public Comment may be submitted to pubcomment@kitsap911.org All comments received prior to 12:00 PM on September 4, 2025, will be included in the public comment report. Comments received after that will be distributed to Kitsap 911 Board members after the meeting concludes. Members of the public may also comment during the meeting via zoom by using the Q&A feature.

Zoom Webinar Link:

When: September 5, 2025 at 11:00 am

Event Name: Kitsap 911 Special Board Meeting

Please click the link below to join the event: <https://events.zoom.us/j/AocOtekoYxinIiqS2oLWZ1AHLjd7GqP-2EwWaNkRRJhNbF1OH4Oi~AxHuOQyXeJtamXM7~hi2636tS23lrFJyB-S8te-tVFXnfNjfh7-MZ9j4F5wDA>

This link is specific to this Board Meeting.



Proposal

Composition and Effectiveness Study

July 15, 2025

Kitsap 911, Washington

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Introduction Letter

July 15, 2025

Maria Jameson-Owens
Executive Director
Kitsap 911
911 Carver St
Bremerton, WA 98312

Re: Proposal for Composition and Effectiveness Study

Dear Ms. Jameson-Owens:

Mission Critical Partners® (MCP) appreciates the opportunity to provide this proposal for professional consulting services determine the Board composition and effectiveness of Kitsap 911, and resources needed to support its service levels based on an assessment of current and future workloads.

MCP is prepared to serve Kitsap 911 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 me at 415.302.4866 or via email at BretHubbard@MissionCriticalPartners.com.

On behalf of our entire team, we stand behind Kitsap 911 to serve as your partner and advocate.

Sincerely,

Mission Critical Partners



Bret Hubbard
Client Services Director



**Mission
Critical
Partners**



Putting Our Clients' Missions First **A Firm Unlike Any Other**

At Mission Critical Partners, our mission is simple: to improve public safety and justice outcomes. Our client commitment is to act as a trusted, independent advisor, always striving to solve problems, deliver value, efficiency, and fresh ideas – all while mitigating risk.

We stand behind the significance of the work our clients do and how critical their missions truly are – not just for their organization, but for their entire community. Our greatest pride is partnering with clients to implement the best solutions that drive their mission, building upon our expertise and experience – because their mission is what matters.

We bring highly specialized expertise in public safety, justice and in other critical infrastructure sectors. Many of our professionals have been in our clients' shoes and are well attuned to their unique needs. Our vision is to transform mission-critical and public-sector networks and operations into integrated ecosystems.

A Halo Effect Over the Critical Communications Ecosystem

MCP provides its clients with a holistic approach to enhance and evolve critical communications systems and operations across the entire ecosystem. The "MCP Halo Effect" is our comprehensive integrated series of products and solutions to dramatically effect collaboration and situational awareness, improve decision-making, and ultimately influence outcomes.

3,900+ projects

*supporting 2,200+ public-sector and
critical communications agencies
since 2009*

We serve clients in

50 states

*and 95% of the nation's largest
metropolitan areas*

200+

*subject-matter experts on staff with an
average of 25 years of experience*

90%

*of our clients remain with us
from project to project*

15%

*average project cost savings
for our clients—sometimes more*

SecureHalo™

Family of Cybersecurity and IT Solutions

We're designing and monitoring highly reliable, secure and easy-to-manage integrated public safety networks.

Consulting

Consultative & Advisory Solutions

We're providing expertise across all areas of the constantly evolving public safety, justice, and broader public sector ecosystem.

DataHalo™

Family of Data Solutions

We provide data analytics and software solutions that improve collaboration, productivity, and decision-making.

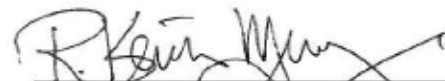

Our Commitment to Our Clients

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

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

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

Board of Directors


R. Kevin Murray
Robert Chefitz
Bernard Bailey
Darrin J. Reilly
Nola Joyce

Statement of Services

Project Understanding

Mission Critical Partners® understands that Kitsap 911 is seeking professional consulting support to proactively assess the composition and effectiveness of its Board of Directors (Board). The Kitsap 911 Board consists of 13 members—three county commissioners and the sheriff, the mayors of Bainbridge Island, Bremerton, Port Orchard, and Poulsbo, three fire commissioners, and two Bremerton City Council members. The purpose of the board is to control and oversee Kitsap 911's operations and funds, correct any deficiencies, and assure that the purposes described in the Ordinance and Charter are reasonably accomplished. MCP will assess the composition and effectiveness of the Board, its mission and objectives.

Scope of Work

Phase 1: Project Initiation



The MCP team will initiate your project by conducting a facilitated **virtual project introduction** meeting with the Kitsap 911 core team to conduct introductions. This meeting will set the overall foundation for the tasks outlined, allow the teams to review the scope of work (SOW) and high-level project schedule, and confirm the dates for the on-site kickoff and data gathering and discovery meetings. This meeting is typically recorded so that those who are germane to the project but unable to be present can view the meeting at their convenience.

Prior to being on site MCP will conduct a virtual review of the project plan for the Board. This will assist in preparing for the site visit and understanding the expectations.

The **on-site kickoff meeting** with the Kitsap 911 project core team typically occurs two to three weeks after the project's introduction call. Our project manager (PM) and staff will meet with the Kitsap 911 project core team and key stakeholders to introduce project team members, clarify roles and reach a mutual understanding of the tasks at hand. MCP's PM will facilitate the meeting and will: clarify roles; review and align project scope, milestones, schedules, deliverables, timeline, and communications plan.



Deliverables:

- Remote project introduction meeting
- Pre-on-site virtual review with the Board
- On-site project initiation meeting
- Updated project schedule

Phase 2: Data Gathering and Discovery



To gather the data needed to accomplish your project, we propose that in conjunction with planning for the on-site project initiation meeting and data gathering, the MCP team will work with Kitsap 911 to finalize the information gathering strategy and schedule. The MCP team proposes to be on site for up to two days.

To allow time for initial data and most importantly, to allow for alignment with Kitsap 911 and stakeholder schedules to promote attendance and participation, MCP suggests scheduling of the site visit two to three weeks after the virtual project introduction call.

MCP uses qualitative and quantitative data to support the exploratory, people-based research and engagement to examine the challenges at hand. Under the current understanding, MCP's PM and select SMEs anticipate spending one day on site conducting interviews, focus groups, and listening sessions.

The MCP team will leverage our extensive nationwide stakeholder outreach and facilitator experience to make the process as efficient as possible for all participants. The MCP team will interact with various stakeholders to gain the most information and best perspective to develop a clear vision of how MCP can support and/or enable Kitsap 911 to achieve its goals and objectives as defined in the project understanding and others as they may arise during the course of this project.

Information collected and reviewed in studies such as requested by the Kitsap 911 not only focuses on assessing the areas requested but always seeks to uncover hidden challenges and bring creative solutions to historically persistent issues that continue to impact the effectiveness of the organization.

Information Compilation

It is important to note that level of detail that MCP is able to provide in a report is highly contingent upon the quality of the data that is able to be provided by Kitsap 911. To mitigate this to the best of everyone's ability, MCP will provide Kitsap 911 with a data-gathering checklist and an upload link to MCP's secure file sharing system. MCP will facilitate a remote data gathering review call. This call will answer questions Kitsap 911 may have about the requested data, troubleshoot known issues that may exist with acquiring the requested data, and discuss alternatives should particular data be known to be inaccessible or too cumbersome to obtain.

Data Required

Based upon Kitsap 911 capabilities, MCP will determine what data will need to be provided to accomplish the objectives in the stated key areas of interest and concern specifically staffing and organization structure, training, quality assurance and improvement, and workforce engagement and satisfaction. This may include:

- Organizational structure diagram
- Board roles, responsibilities, and position descriptions
- Board committees roles, responsibilities and position descriptions
- Ordinance, charter and bylaws
- Board policies and workflows
- Current/past strategic plans (as applicable)

Leverage Existing Research and Initiatives

While MCP will leverage information from previous and current relevant work provided by Kitsap 911, client agencies, and other stakeholders, this is one of the most valuable aspects of engaging MCP as your partner in this endeavor. This is because of our commitment to innovation, constant engagement in industry working groups (i.e., National Emergency Number Association [NENA] 911/988), contracted partner of the National 911 Program, publication of blogs and whitepapers on topics across the entire public safety communication ecosystem, and production of webinars focused on client interests. As a result, MCP has developed an extensive library that we use to solve our clients' persistent and new challenges.

Interviews, Focus Groups, and Listening Sessions

We will interact with a variety of stakeholders to gain the most information and best perspective to develop a clear vision of how your governance body performs today. Our approach strives to understand the oversight and service levels desired by Kitsap 911. The demands placed upon Kitsap 911, your partner agencies, and the communities will dictate the viability of the recommendations.

MCP will obtain user feedback through interviews with representatives of the stakeholder group as defined by the project team. It is envisioned that this group would include the Kitsap 911 leadership, as well as the executive-level leaders of the agency. Representatives from Kitsap 911, including operations staff will also be part of this approach. The intent of these interviews is to build an accurate understanding of the issues and concerns that have brought about this study.

Collective Agency Support

To prepare the involved Kitsap 911 stakeholders for interviews and ensure that time is spent productively, MCP will use various types of collection methods and gather information as outlined in this scope of work. MCP asks Kitsap 911 to:

- Help coordinate meetings related to the project to ensure the inclusion of key stakeholders
 - Provide a list of stakeholders to be interviewed
 - Representation of users who can articulate communications needs and requirements
 - Contact information for each stakeholder
 - Schedule the stakeholder interviews
 - Secure an appropriate venue and identify a preferred virtual platform application
 - Disseminate the provided meeting invitations
- Provide requested data and reference materials to MCP in a timely manner, as needed
- Distribute provided meeting materials (agenda, minutes, handouts, etc.)

Interviews with additional stakeholders may take place if deemed necessary by MCP and Kitsap 911.



Deliverables:

- Data collection checklist and upload link
- Information-gathering review call
- Completion of on-site research and discovery schedule

Phase 3: Data Analysis



MCP will review and assess the collected data to assess current conditions and lay the foundation for developing practical, executable recommendations and strategies that can serve Kitsap 911 into the future.

The composition and effectiveness analysis of public safety communications services is often a sensitive topic because each stakeholder has a sense of ownership regarding their respective roles, responsibilities and service expectations. There are several potential negative impacts that can arise, such as personnel and financial management issues, and overall delivery impacts. All of this must be balanced with identifying

opportunities for improvements if any, that can be achieved. The ultimate goal must be driven by a shared commitment to providing improved service and response outcomes to the communities, field responders, and communications staff.

Qualitative and Quantitative Analysis

MCP approaches service staffing assessment engagements by using information garnered through data collection, research, and observations, to detail the current state and provide the analytical portion of the study that measures findings to national standards and best practices, as well as MCP's industry experience and knowledge.

- **Standard** – something set up and established by authority as a rule for the measure of quantity, weight, extent, value, or quality
- **Best Practice** – a procedure that has been shown by research and experience to produce optimal results and that is established or proposed as a standard suitable for widespread adoption
- **Industry Experience** – primarily involves a minimum of ten years of combined education, work experience, and specialization in a respective industry or market segment

The information acquired through MCP's methodology ranges from hard numbers (quantitative data) to opinions and anecdotal input (qualitative data). Where data is more quantitative in nature, MCP relies on established public safety and private industry metrics to assess and evaluate an organization. Where data is qualitative in nature or metrics have not previously been established, MCP draws on its collective industry experience and awareness of best practices to create those metrics and assess the status of the organization.

Throughout this engagement, MCP will endeavor to make clear where analysis and findings are based on measurable, quantitative data, and where MCP necessarily draws its findings from inherently more subjective evaluations. MCP's years of experience have demonstrated that subjective assessments, backed by thoughtful and unbiased comparisons with public safety and private industry best practices, along with industry exposure, as referenced throughout this document, are just as meaningful and important as hard, quantitative evaluations. Both play a role in identifying where organizations stand today and where they should place their priorities and finite resources in crafting a plan to address critical areas at risk now and into the future.

MCP also has a proven track record of using the "game board" approach to help leaders tackle complex issues. This simple yet powerful framework focuses on five central components of any strategy:

Approach
<ul style="list-style-type: none">• Current State<ul style="list-style-type: none">– Where does the organization stand today?• Future State<ul style="list-style-type: none">– Where does the organization want to go, and what is it being called upon to do?• Case for Change<ul style="list-style-type: none">– What is the compelling reason to change?– What will happen if the organization does not change?• Barriers to Success<ul style="list-style-type: none">– What will make change difficult?– What can be controlled/influenced?– What must be worked around?

Approach
<ul style="list-style-type: none"> • Strategy (or Way Forward) <ul style="list-style-type: none"> – What three to five initiatives will help reach the desired future state?

MCP's review will create a **baseline** that allows leadership and stakeholders involved to have a clear vision of a future state of the governing board makeup, goals related to attaining that vision, and metrics that success can be measured. To distill this information into an actionable report with practical and actionable recommendations and strategies for stakeholders, MCP will analyze all pertinent information and will evaluate each item.

Governance

Governance is often a top concern for project stakeholders. MCP's experience indicates that governance modeling is important so that all involved parties understand their level of influence and input into the organization. This may include policy considerations at the political level, as well as technology, and operational practices and protocols—such as SOPs. MCP will incorporate the unique characteristics of the stakeholders into a governance analysis structure and recommend an appropriate structure for sustained oversight and performance.

MCP will review the current agreements in place and make recommendations applicable to an appropriate structure that aligns with best practices:

Governance
<ul style="list-style-type: none"> • Governance board makeup and structure • Strategic advisory board makeup and structure • Members' buy-in provisions and withdrawal provisions • Service level benchmarks • Governing documents • Governance policies, agreements and workflows • Strategic initiatives and objectives

MCP will examine governance model options and meet with Kitsap 911 staff and stakeholders to determine what legal structure will provide the greatest benefit to Kitsap 911 and its signature agencies.

Analysis Summary

MCP's analysis will bring industry standards to bear and will be based on MCP's experience, knowledge of best practices, and industry knowledge. By leveraging MCP's approach to focus on answering questions related to the governance structure and organizational oversight, Kitsap 911's key areas of interest, strategies can be developed that can lead Kitsap 911 and its client agencies into the future.

MCP will take the results of the qualitative and quantitative analysis and develop a draft report outline and review it remotely with Kitsap 911 to promote continued alignment of expected items and sections of the report to be covered. In addition, a remote review of the draft report provides a discussion opportunity while allowing the Kitsap 911 project team to provide additional agency comments, input, and/or direction to the MCP team or clarify further the data upon which the report is based. Any remedial information collection will be scheduled/completed as the outline is reviewed and revised. MCP will take the approved outline, highlight preliminary findings, and initial recommendations, which MCP will review with Kitsap 911.

A **final composition and effectiveness study** will be provided and serve as the foundation for the report content and actionable recommendations to collectively guide Kitsap 911's decisions related governance structure and organizational oversight.



Deliverables:

- Preliminary recommendations briefing via video conference platform
- Review of draft report outline via video conference platform

Phase 4: Final Report and Presentation



Barring any agreed-upon changes to the timeline that may arise during the project kickoff meeting, the draft and final report will be delivered to Kitsap within three months of project initiation.

MCP proposes that the report will be prepared using the following methodology. MCP will compile the qualitative and quantitative data collected during the data collection, discovery, and information gathering activities into a final report that addresses the governance composition and effectiveness of Kitsap 911. The evaluated data and requirements identified by stakeholders will be incorporated into MCP's report development process as highlighted in the table below:

Table 1: Final Report Process

Item	Description
Draft Report	<ul style="list-style-type: none"> • Compile and review the draft report • Answer questions and clarify recommendations and findings
Final Report	<ul style="list-style-type: none"> • Provide a draft report to Kitsap 911 for feedback • Incorporate Kitsap 911's changes or clarifications into the report • Provide the final version of the report
Presentation	<ul style="list-style-type: none"> • Make one in-person presentation to Kitsap 911 • Address any final questions or clarifications • Discuss steps for adopting recommendations



Deliverables:

- Draft Composition and Effectiveness Study
- Final Composition and Effectiveness Study
- In-person presentation

Project Expectations and Assumptions

MCP anticipates the project will require the following:

- The MCP team proposes to be on site up to two days data gathering and discovery and one day for an in-person presentation of the final report.
- A step-by-step review of the SOW will be conducted **prior to the on-site** kickoff meeting. Any updates or changes from the initial SOW outlined in this proposal will be documented for mutual agreement and to allow for clarification of expectations to be addressed in the deliverables. In the event, that the requested changes increase the level of effort originally agreed upon, if the parties agree the changes cannot be absorbed in the original pricing, MCP will provide the Kitsap with pricing for those changes.
- To maximize participation and ease of scheduling, MCP asks Kitsap 911 to:
 - Provide a list of stakeholders to be interviewed
 - Representation of users who can articulate Board composition and effectiveness
 - Contact information for each stakeholder
 - Schedule the stakeholder interviews
 - Secure an appropriate venue and identify a preferred virtual platform application
 - Disseminate the provided meeting invitations
- At a minimum, bi-weekly, remote 30-minute project progress calls with MCP's PM through the original project schedule end date.
- MCP will submit an initial draft plan in electronic (PDF) format to be delivered to the project core team for review.
 - Four hours with MCP's project manager and applicable SMEs to conduct client review of the Composition and Effectiveness Study
- MCP uses a risk management matrix to identify and monitor risks that can impact scope, schedule, budget and deliverables quality. As soon as risks to the project are identified, MCP will initiate discussions with the agencies to establish if a change order is required and develop the content if so determined.
- After 120 days from the submittal date, MCP reserves the right to revisit pricing and scope with Kitsap 911 to address any potential changes that may have occurred since the submittal that could impact delivery.
- To be more responsive to Kitsap 911's needs, MCP respectfully reserves the right to move professional fees and expenses between tasks, as needed, to complete the scope of work, as long as the total amount billed to Kitsap 911 does not exceed the contract amount.

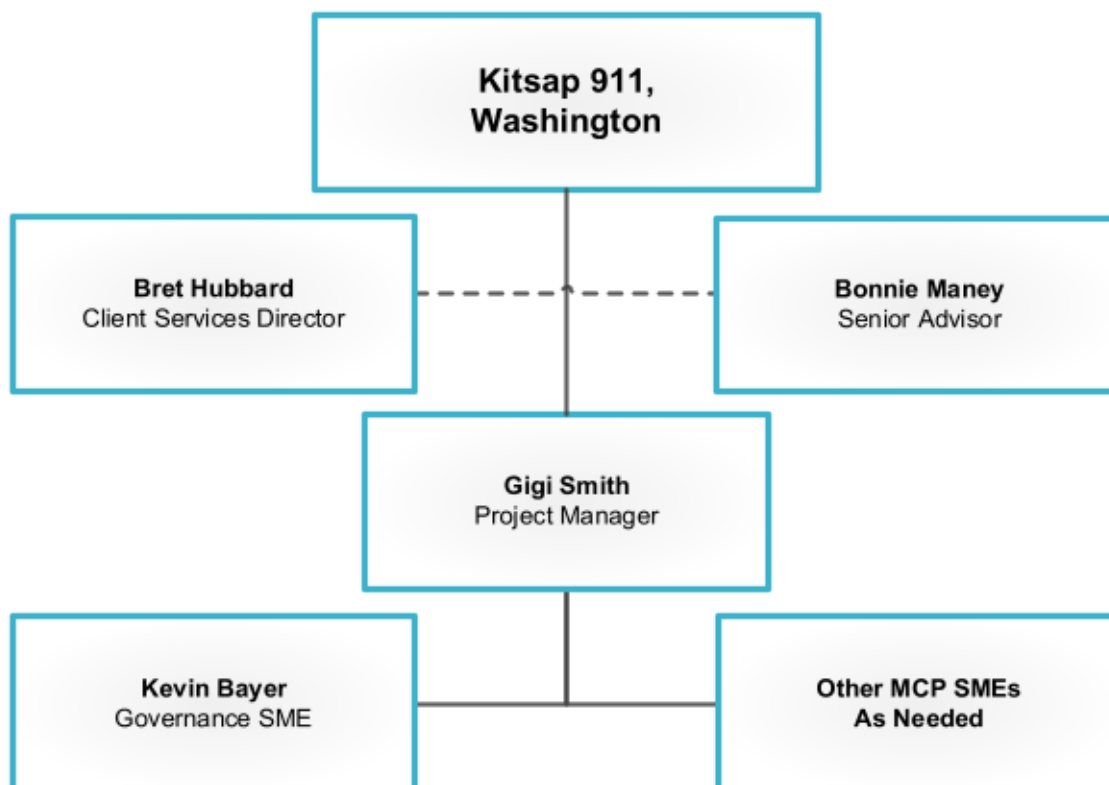
Project Team

With more than 220 staff members, MCP's specialized professionals are integral members of our team.

MCP's Specialized Professionals	
<ul style="list-style-type: none"> • Former public safety communications operations staff, managers, directors and executives • PSAP operations specialists • Facility and staffing experts • Technology, forensic, and policy specialists 	<ul style="list-style-type: none"> • Operations and training specialists • Project Management Professionals (PMP) • Emergency Number Professionals (ENP) • Former Law enforcement, fire and EMS • Programming, design and construction specialists

MCP has identified in the figure below the key team members that we plan to assign to this project. Each team member brings a unique skill set and depth of experience. Additional resources and SMEs are also available, as we are a full-service firm focused on all aspects of public safety communications.

Organizational Chart



Resumes

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

Bret Hubbard

Client Services Director, Northwest Region, Mission Critical Partners

Bret is a client services director with nearly four decades of experience in both the public and private sectors. As the founder and former CEO of a public safety vehicular mobile systems company, he leveraged his extensive expertise and leadership skills to develop customer-driven solutions, ensuring successful client outcomes.

A proven leader in product and services business development, Bret's core competencies include program and process development, customer relationship management, strategic planning, and technical needs assessments. He specializes in delivering complex, high-end solutions for public safety, military, and commercial customers.

Bret is recognized for his strong communication skills, problem-solving abilities, and resilience throughout adverse conditions. He is a problem solver.



Representative Experience

City/County/Regional Experience

- Stockton, CA—Fire Department PSAP Assessment
- City of San Diego, CA—Microwave Engineering Study
- Salt Lake Valley Emergency Communications Center, UT—Emergency Call Protocol Solution RFP development
- Golden Gate Transit District Radio System Contract and Coverage Assessment
- Missoula County, MT—Radio System Needs Assessment
- Idaho State Police—Computerized Criminal History System
- Berkeley, CA Fire Department PSAP Assessment
- Denver, CO—CAD and PSAP assessment
- Portland, OR—Call allocation study

Additional Experience

- Developed industry-standard technology for dash-mounted, airbag-safe, sunlight-visible touchscreen computers in vehicles
- Established exclusive supplier contracts for in-vehicle public safety mobile computer systems
- Designed and implemented multiple nationwide field service programs, achieving 98% product uptime
- Conducted market research, product development, and deployment for technology solutions
- Led branding and business expansion across the United States, United Kingdom, Canada, and Australia
- Utilized trend analysis and metrics to develop market projections and product directions
- Designed and launched the first-ever commercial-grade, sunlight-visible touchscreen computer system and communications software for government, public safety agencies, and fleet vehicles
- Identified and remedied client pain points
- Achieved long-term relationships with customers and channel partners
- Developed advanced dispatch and in-vehicle inquiry/response matching solutions
- Developed a regional message switch, enabling local, state, and national inquiry and response

Industry Experience

38 years

Education

B.S., Marketing,
Management Information
Systems, University of
Arizona

Bonnie B. Maney

Operations Manager, Mission Critical Partners

Bonnie is an executive-level leader that understands and represents clients to ensure that services are pertinent to their exact needs. She is a public safety communications SME with extensive experience in PSAP operations, leadership, emergency management, project management, regionalization planning and training for federal, state and local public safety agencies. Bonnie applies her expertise to organize and facilitate diverse workgroups to define user needs and requirements, with a particular focus on the challenges associated with workforce, alternative response, strategic planning, standards and best practices, key performance indicators and benchmarking, continuity of operations (COOP) planning, shared services and consolidation.

Representative Experience

Federal Experience

- U.S. Department of Homeland Security Emergency Communications Division (formerly Office of Emergency Communications) Interoperable Communications Technical Assistance Program (ICTAP)—Developed and managed delivery of contracted services
- National Emergency Communications Institute (NECI)—Developed and delivered public safety communications courses

State/Regional Experience

- Maine Public Utilities Commission, Emergency Services Communication Bureau and Office of Behavioral Health—Served as senior project manager to research, report and develop 911/988 policies, training, pilots and strategic planning for crisis response services
- 911 Association of Central Oklahoma Governments (911 ACOG)—Conducted a workforce optimization study of 23 PSAPs
- Downriver Mutual Aid, MI—Served as senior project manager on a 12-PSAP regionalization study
- Florida Department of Management Services—Served as senior advisor on PSAP training in cybersecurity, stress management, COOP, crisis management and quality assurance/quality improvement
- Arizona—FirstNet planning: coordinated stakeholder workgroups, developed state/tribal education/outreach plan, completed PSAP data collection and helped execute Homeland Security Exercise and Evaluation Program-compliant, long-term evolution exercise
- Virginia Department of Emergency Management (VDEM)—Assessed technology requirements to develop a strategic road map and report

City/County Experience

- Portland, OR, Community Safety Division—Served as senior advisor on an alternative response call allocation study for a policy and community services response organization
- Tarrant County, TX, 911 District—Served as senior project manager on a 32-PSAP regionalization study
- Charlottesville-UVA-Albemarle, VA—Served as senior project manager for strategic planning
- Boston, MA—Served as project manager for an operational audit of the Boston Police Department's Emergency 9-1-1 Center
- Clay County, FL—Developed implementation plan to consolidate police and fire/EMS PSAPs
- San Jose Fire Department, CA—Conducted workforce optimization assessment
- Charlotte, NC—Operationalized and virtualized the Tactical Interoperability Communications Plan (TICP) and developed training to achieve goals



Industry Experience

34 years

Education

M.S., Emergency Management,
Jacksonville State University, AL

B.S., Business Administration,
Northwood University, FL

Associations

National Public Safety Telecommunications Council (NPSTC)

National Emergency Number Association (NENA)

Association of Public-Safety Communications Officials (APCO)

NENA—Agency Systems Committee; NG911 PSAP Systems Workgroup

NENA—PSAP Logistics Committee; 911-988 Interactions Workgroup

IJIS Institute – Emergency Communications and Response Advisory Committee (ECR-AC)

Gigi Smith

Project Manager, Mission Critical Partners

Gigi is a public safety professional with broad expertise in emergency communications, project management and PSAP operations including leadership, training, quality assurance (QA), health and wellness as well as alternative response. As a former POST-certified instructor and operations manager, she led professional telecommunicators and managed emergency fire, police and medical dispatch programs. Gigi's experience and expertise include call-taker, dispatcher, dispatch supervisor, trainer and public speaker.

Representative Experience

State/Regional Experience

- Florida Department of Management Services—Remote instructor for telecommunicator training in stress management, crisis handling and QA and quality improvement programs
- State of Maine—Operations SME for crisis response policy development
 - 911/988 behavioral health program facilitation and collaboration
- Central Texas Council of Governments—Operations SME supporting a continuity of operations plan

City/County Experience

- Carter County, OK—Facilities and operations SME for a PSAP consolidation study
- Downriver Mutual Aid, MI—Operations, training and QA SME, including QA and performance management, for a PSAP consolidation feasibility study
- Boone County, MO—Staffing and PSAP evaluation, focus group interviews, training and retention, providing
 - On-site leadership, document review and updates and hiring support
- Franklin County, IL—Support for project management, governance, organizational structure, leadership and planning; assistance with operations, policies and procedures, training and QA
- Hamblen County, TN—Operations SME performing interviews, data gathering and analysis for a compensation study
- Nez Perce County/Lewiston, ID—Training and employee integration crosswalk SME for a PSAP implementation
- Modesto, CA—Telecommunicator health and wellness SME providing project management support for a PSAP assessment
- Tarrant County, TX—Operations SME for a PSAP Regionalization Study
- Clark Regional Emergency Services Agency, Washington—Project manager for service, staffing and infrastructure assessment
- Warren County, PA—Project manager for policies and procedures review and update
- Portland, OR—Project manager for call allocation, staffing study, policy development and non-traditional (alternative) response
- Bryan, TX—Project manager for city, county and university consolidation feasibility study

Additional Experience

- Planned, managed, staffed and served as a liaison for Utah's largest consolidated 911 center
- Testified before the U.S. Senate Committee on Commerce, Science and Transportation's Subcommittee on Communications, Technology and the Internet (2014)
- Successfully collaborated, communicated and presented to peer members, agency representatives and governmental officials



Industry Experience

38 years

Certifications

Center Manager
Certification Program

Certificate of
Achievement – FEMA
Integrated Emergency
Management Course-
Earthquake

Peace Officer Standards
and Training (POST),
Instructor

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

Associations

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

Utah APCO, Past
President

International Academies
of Emergency Dispatch
(IAED)

National Emergency
Number Association
(NENA)

Kevin Bayer, ENP, CPE, CMCP

Communications Consultant, Mission Critical Partners

Kevin is a seasoned communications consultant with vast experience in PSAPs. His expertise includes providing guidance, mentoring, and training to PSAP staff; interpreting and applying policies and procedures; and supporting the use of PSAP technologies. Kevin's active involvement in NENA and APCO provides him with valuable knowledge essential to PSAP operations.

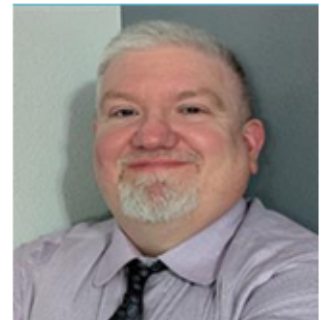
Representative Experience

City/County Experience

- Bothell, WA—Dispatcher Supervisor, Lead Telecommunicator, Police Telecommunicator
 - Represented dispatch on various city and county-wide committees
 - Provided guidance, mentoring, and supervision to the dispatch training coordinator, including researching new training resources in consideration of departmental budget, scheduling, and overtime
 - Supervised staff and activities of the emergency communications dispatch center, providing excellent customer service to citizens, public safety agencies, and vendors
 - Monitored operations to ensure compliance with Police Department policies and procedures
 - Scheduled payroll, maintenance, and updates for various computers, radio, and phone systems and databases
 - Fulfilled public records requests for 911 and radio recordings
 - Participated in meetings and recommended policy and procedure changes, wrote and updated documentation
 - Performed telecommunicator duties as required
 - Assessed and prioritized multiple tasks, projects, and demands
 - Demonstrated knowledge of and troubleshooting abilities for communications center technologies at both the user and administrative levels
 - Interviewed users to diagnose technology issues and resolved them within scope or escalated to appropriate staff or vendors
 - Provided support and training on new procedures and technologies, explaining complex instructions in user-friendly terms
 - Researched and recommended new software, enhancements, and upgrades
 - Participated in software testing to ensure functionality with existing systems and alignment with departmental requirements
- Seattle, WA—Police Telecommunicator
- Evansville, IN—Dispatch Supervisor, 911 Telecommunicator
 - Supervised telecommunicators, including taking 911 calls and dispatching for two law enforcement agencies, five fire departments, and multiple city and county agencies
 - Represented the department to area media, including broadcast interviews and writing news releases, and improved working relationships with the media

Publications

- "Improving Morale: Training, Transparency, And Recognition," *NENA's The Call*, Issue 37, 2021
- "Taking The ENP Exam: Tips to Help Ensure You're Prepared to Pass," *NENA's The Call*, Issue 36, 2020



Industry Experience

26 years

Education

B.S., Communications,
University of Southern
Indiana

Certifications

ITIL® 4 Foundation Test
Preparation

Technical Support
Fundamentals

Certified Public-Safety
Executive (CPE)

Emergency Number
Professional (ENP)

Center Manager
Certification Program
(CMCP)

Associations

National Emergency
Number Association
(NENA)

Association of Public-
Safety Communications
Officials (APCO)

Project Experience

Relevant Project Experience

MCP's proven record of success with governance and organizational structure is detailed on the following pages.

Clark Regional Emergency Services Agency (CRESA)

Service, PSAP and Emergency Management Staffing,
Infrastructure Assessment, Strategic Planning



Background: Operating from within Vancouver, Washington, Clark Regional Emergency Services Agency (CRESA) was facing several major challenges including, but not limited to population growth, changing demands in processing 911 and 311 calls, technology needs, legislative changes and support in determining what the agency needed for future staffing and infrastructure. CRESA handled an estimated 411,000 calls for service and generated approximately 383,000 events and anticipated a 23% increase in calls for service over the next 25 years. Additionally, CRESA had not added any dispatcher positions since 2006 and no call-takers since 2016.

Challenge: CRESA sought professional consulting support to prepare a PSAP and Emergency Management staffing and infrastructure assessment, as well as a strategic plan, to provide recommendations regarding service levels, staff and the necessary resources to support service levels. Without an assessment and long-term strategic plan, CRESA faced the risk of a decrease in service and insufficient staffing.

Solution: CRESA selected Mission Critical Partners to conduct the assessment and develop a CRESA-focused strategic plan to drive the recommendations forward. MCP performed the following services:

- Governance modeling, in which MCP examined two governance models and met with CRESA staff and stakeholders to determine what legal structure provided the greatest benefit to CRESA and its signature agencies
- Current workload assessment and staffing analysis utilizing MCP's Model for Advancing Public Safety® (MAPS®)
- Performance metrics and desired service levels
- Technology assessment and future planning recommendations
- Strategic planning

Key Results: Of two proposed governance models, MCP suggested the model that would most benefit the participating jurisdictions, user agencies and CRESA. The model:

- Defined appropriate service levels and the staff to support those levels
- Compared CRESA's current work processes to other public safety communication centers and industry standards to identify any process changes that may enhance the effective and efficient delivery of services
- Established an agreed-upon approach for determining appropriate staffing levels and infrastructure needs, including the development of a strategic plan with identified funding requirements and decision points indicating when changes needed to occur

The one-page strategic planning approach is simple yet powerful and helped direct a vision and strategy down to a single, action-oriented page. MCP's approach supported the development and maintenance of an effective and executable CRESA-focused strategic plan that is improving 911 services.

Project Length: <1 Year

Project Dates: July 2022 to May 2023

Solutions Provided:

Staffing Assessment
Strategic Plan
Workload Assessment
MAPS Assessment

Population: 503,311 (2020)

Nearest MSA: Portland-Vancouver-Hillsboro, OR-WA

Contact:

Doug Smith-Lee
Program Manager
360.992.6276 (office)
360.558.0681 (cell)
doug.smith-lee@clark.wa.gov

Licking County, Ohio

Public Safety Answering Point Assessment



Background: The Licking County Regional Communications Center (LCRCC) is currently managed by Licking County's (County) Emergency Management Agency (EMA) which provides oversight for 911, fire and EMS dispatch, while the law enforcement dispatch is controlled by the Licking County Sheriff's Office (LCSO). LCRCC houses 20 call-taking/dispatching positions. The 911 environment across the nation is rapidly changing, and PSAPs are cognizant of the pressures that are often associated with change. LCRCC has undergone numerous operational and technological changes that have affected all stakeholders to varying degrees, including upgrades to 911 systems and equipment, along with the addition of new contract agencies.

Challenge: With the third largest land mass in Ohio, Licking County has been selected for the future Intel chip manufacturing plant. With the influx of population that the Intel plant will bring (which is anticipated to elevate the population of the County to more than 200,000 residents by 2030), the 911 and dispatch services provided by LCRCC needed to be assessed to ensure the County is equipped and prepared to accommodate the forthcoming spike in population.

Solution: Mission Critical Partners was hired to conduct an objective third-party assessment of operational and organizational factors related to operations, governance, staffing, technology, facilities and NG911 readiness. MCP also performed a high-level PSAP assessment of LCRCC's current state and determined opportunities for operational and organizational efficiencies. MCP's services included:

- Data gathering and discovery
 - Information compilation
 - Interview, focus groups and listening sessions
 - PSAP operational observation
 - Collective agency support
- Data analysis
 - Qualitative and quantitative analysis
 - Innovative analysis
 - Analysis summary
- Draft and final report delivery

Key Result: In November 2022, MCP delivered its final report to the County. The recommendations from this report are expected to lend themselves well to supporting LCRCC's current activities and future planning efforts, including projected growth. The recommendations will be explored by a diverse group of LCRCC leaders to become the commitments, initiatives and foundation for broader goals that meet the stakeholders' needs holistically.

Project Length: 7 Months

Project Dates: June 2022 to January 2023

Solutions Provided:

Operational/Organizational Assessment

Data Analysis

Recommendations

Population: 178,519 (2020)

Nearest MSA: Columbus, OH

Contact:

Sean Grady
Director
740.522.9031
sean.grady@lickingcounty.gov

City of Bryan, Texas

Consolidation Feasibility Study



Background/Challenge: The City of Bryan is one of four entities composing the Multi-Agency CAD Consolidation (MACC) project team in Brazos County, which identified the desire to improve 911 emergency communications and dispatch services. While staffing pressures were taking a toll on some of the participants, all participants were seeking avenues in which services could be shared. The MACC project team desired to evaluate the feasibility of consolidating the four entities into an organizational configuration that would improve emergency response outcomes while gaining long-term operational and cost efficiencies.

Solution: Mission Critical Partners was engaged to analyze opportunities and advise identified stakeholders regarding a potential consolidation model. MCP's data collection, research and observations were used to benchmark the following conditions within all four entities:

- Governance and Organizational Structure
- Leadership and Planning
- Operations, Policies and Procedures
- Training and Quality Assurance
- Personnel and Workforce Management
- Technology and Systems Use
- Facilities

Key Result: MCP's quantitative and qualitative data were analyzed against public safety and private industry metrics, as well as MCP's own collective industry experience and awareness of best practices. We compiled a report that detailed our analysis and provided recommendations regarding the feasibility of different consolidation models, taking into consideration the current governance structures of the four entities and the project stakeholders' desired outcome.

MCP's final report offered stakeholders information on a tiered approach for combining operations that could result in the collective objectives of staff efficiency, improved service delivery and improved mutual-aid communications.

Project Length: 10 Months

Project Dates: February 2023 to November 2023

Solutions Provided:

Feasibility Study

Data Discovery

Quantitative and Qualitative Analysis

Population: 86,866 (2021)

Nearest MSA: College Station-Bryan, TX

Contact:

Cray Crouse
Chief Information Officer
979.209.5481
ccrouse@bryantx.gov

Pitkin County Regional Emergency Dispatch Center

PSAP Assessment & Strategic Plan

Background/Challenge: Pitkin County, Colorado, faced staffing shortages, facility limitations, and complex fire paging processes that hindered emergency response efficiency. The high cost of living and remote location made recruitment and retention difficult, and outdated technology strained operations. The county requested comprehensive operational and technology assessments and strategic support to identify opportunities to improve in these areas.

Solution: Mission Critical Partners conducted a holistic PSAP assessment and strategic visioning for Pitkin County's emergency communications. The project involved evaluating staffing, governance, facilities, technology, and fire paging processes. MCP facilitated a strategic visioning session with stakeholders and delivered a 95-page findings and recommendations report. Solutions included a five-year staffing, capital improvement, and technology plan, CAD-to-CAD integration, and proposed satellite ECCs for flexible and safer work options. A comprehensive Fire Station Alerting assessment was completed to find solutions for streamlining a complex workflow for alerting fire stations.

Key Result: The engagement yielded a clear path to strengthen Pitkin County's emergency communications capabilities. Key outcomes included the development of a strategy addressing staffing and technology needs, which provides a phased approach to increase dispatcher positions and implement next-generation 9-1-1 technologies. MCP's recommendations led to plans for a satellite ECC facility to serve as an alternate worksite – improving operational redundancy, improving retention and expanding the recruitment pool by enabling dispatchers to work from an alternate location during inclement weather and/or closer to home. The center's organizational structure and governance were also enhanced, with clarified funding strategies and role definitions to support long-term sustainability. Regional response was bolstered through improved mutual aid coordination with Garfield County, including plans to implement a CAD-to-CAD interface, unraveling a complex FSA workflow and exploring the need for modernizing the FSA system for seamless cross-county dispatching. Overall, Pitkin County gained a comprehensive vision and actionable roadmap that addresses its challenges and positions its 9-1-1 center for future success.



Project Length: Ongoing

Project Dates: June 2021 to Present

Solutions Provided:

Holistic PSAP Operations Assessment

CAD/MDS/RMS/JMS Technology RFI Development

Vendor-Neutral Procurement Support

FSA Operational Assessment

Population: 17,358 (2020)

Nearest MSA: Glenwood Springs, CO

Contact:

Brett Loeb
Communications Director,
Pitkin County Regional
Emergency Dispatch Center
970.315.2184
brett.loeb@pitkincounty.org

Pricing

Professional services outlined in the scope of work will be provided for a **not-to-exceed fee of \$39,901**. The fee is inclusive of labor and expenses.

Service Description	Fee
Composition and Effectiveness Study	\$36,575
In-person final presentation	\$3,326
Total	\$39,901

At the close of each month, MCP shall provide a properly executed invoice showing services rendered for that month. Each statement shall include labor and expenses for activities based on the approved scope of work. Invoices shall be reviewed and paid within 30 days of receipt.

Any additional services will be performed at MCP's then-current fee schedule. Prior to initiating any such additional work, MCP would require a formal letter of authorization from Kitsap 911.

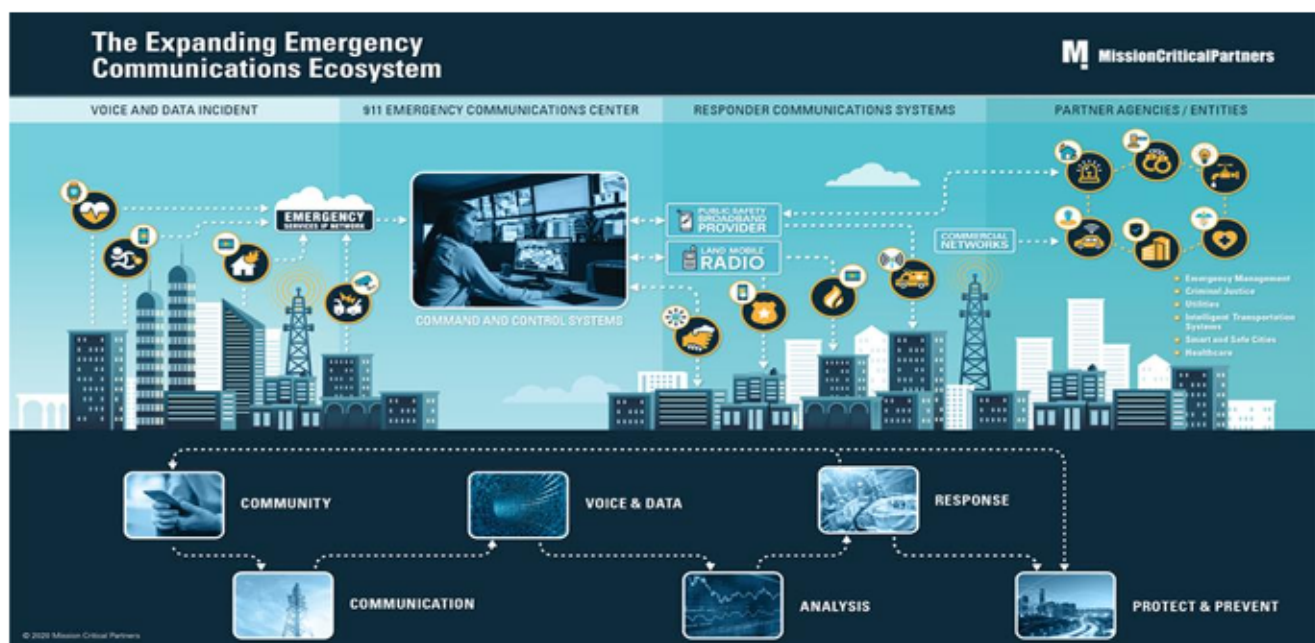
Based on the current MCP understanding of what is to be accomplished, the pricing identified above represents an estimate of the work anticipated to achieve project success. Our priority is for this project to be successful for Kitsap 911.

Appendix A: The Public Safety Ecosystem and MCP Service Offerings

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

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

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



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



Service Offerings

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

Consulting

Consultative & Advisory Solutions

Network and 911 Services

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

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

Operations and Facilities Services

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

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

Wireless Communications Services

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

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

Justice, Management, and Technology Services

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

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

Cybersecurity & IT

SecureHalo™

Family of Cybersecurity and IT Solutions

- IT and managed security solutions
- Third-party compliance
- Mission-Critical **NetInform®** security and network assessments
- Mission-Critical **NetPulse®** security and network monitoring
- Security training and awareness
- Virtual chief information security officer solutions

Data & Application Integration

DataHalo™

Family of Data Solutions

- **DataLink™** interface solution: business process mapping and design
- **DataSphere™** integration solution: planning, governance and architecture of data-sharing initiatives
- **DataScope™** analytics solution: powered by machine learning and artificial intelligence
- Alternatives to traditional data migration
- Database management
- Software and application development