



# MONROE COUNTY MISSION CRITICAL PSAP RESILENCY STUDY

Monroe County Central Emergency Dispatch Center

EXHIBIT “A”

November 8, 2018

Monroe County Central Emergency Dispatch Center  
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Subject: Resiliency Study

Ritter Strategic Services, LLC is pleased to offer this proposal to Monroe County Central Emergency Dispatch Center to conduct a resiliency study for 9-1-1 service and operations in the county, which will culminate with a 9-1-1 Resiliency Study Report. This study will include a document review, system diagram, assessment of potential points of failure and recommendations for improvement.

Ritter Strategic Services (RSS) tailors its project assignments to meet and exceed client expectations so that specific client needs dictate the structure and project team assignments. As such, Ritter Strategic Services maintains no employees as defined by the IRS. Our approach to executing projects is to collaborate with other industry professionals and experts who have extensive experience and proficiency in 9-1-1 service and in conducting strategic planning studies. By maintaining strategic partnerships in the 9-1-1 and public safety industries, RSS can secure the needed resources to meet specific client needs, while at the same time lowering overhead and operating costs. RSS passes on those cost savings to its clients in the form of more value at a lower cost.

Developing a Resiliency Study for 9-1-1 service will assist public safety and elected officials in determining the most cost-effective way to maintain and improve the technological components of 9-1-1 service now and in the future. This report will enable the Board to effectively plan and pay for capital equipment to improve resiliency as identified.

I am available to discuss the attached proposed scope of work and pricing, based on additional understanding concerning the expectations of the County.

Respectfully,

Barry C. Ritter, ENP CMCP  
Vice- President

## Overview

Advancements in technology has changed the way emergency response is provided by PSAPs and first responders. Those same advancements are requiring local jurisdictions to transition from traditional service methodologies that have proven robust and reliable to a new IP-enabled environment which creates vulnerabilities unseen before. Those “systems” operating in the IP environment are no longer “closed” to non-users. Security and Resiliency in the PSAP is vital to continuity and credibility of service during a public safety response.

The Monroe County Central Emergency Dispatch Center serves as the only Public Safety Answering Point (PSAP) and dispatch center in the County. As a consolidated center, it is important to understand the operational readiness of the current systems and their respective resiliency. Thus, it makes sense to initiate a resiliency study so that all options for the future can be assessed objectively.

## Methodology

Ritter Strategic Services LLC (RSS) will prepare a Resiliency Study Report for 9-1-1 service and operations in Monroe County, Indiana. The report will include an assessment of the existing PSAP network, identification of system vulnerabilities and recommendations to improve network security and redundancy.

RSS will assign a team of highly experienced 9-1-1 professionals with direct, hands-on experience and expertise in 9-1-1, public safety technology and operations, organizational and service assessments and analyses, and planning. RSS will manage this project using industry best practices and methodologies.

RSS understands that to succeed, this project will require a significant amount of collaboration and cooperation between and among the all stakeholders, and RSS. Open, unfettered communication between RSS and the stakeholders is necessary to assure that accurate information and data are collected, all concerns and suggestions are aired and heard, and that consulting and analytic effort are appropriately targeted to meet the Board’s needs.

## Project Initialization & Kick-off

RSS will initiate the Resiliency Study by meeting, or conference call with the Client and key staff members. At this meeting, RSS will clarify the goals of the Resiliency Study as it pertains to Client’s needs, goals, expectations and priorities. RSS will also review the project scope, methodology, tasks, schedule and reporting requirements.

## Scope of Work

There are four main tasks in this project, which are listed below:

1. Assessment of current operations at the PSAP
2. Technical assessment of identified systems.
  - a. City Network
  - b. Computer Aided Dispatch
  - c. 9-1-1 System Service Provider
    - i. Customer premise equipment
    - ii. Network facilities
    - iii. Contract
    - iv. MEVO
  - d. Radio
3. Facilities survey of current sites
4. Draft and Final Strategic Planning Study Report

### Task 1—Assessment

In this task, RSS will conduct an assessment of the current environment. The main goal of this assessment is to fully understand and document the principal aspects of emergency communications operations related to service of the PSAP. RSS will accomplish this task through stakeholder interviews, site visits, and data collection and analysis.

### Task 2—Technical Review & Analysis

Today's state-of-the-art communications centers employ technology to support and enhance the capabilities of staff to provide and sustain desired service and productivity levels. RSS review will include, but not limited to:

- Network diagrams
- Historical documents related to system failures
- Policies and procedures related to network failover or trouble shooting
- Specifications of all existing Network storage

RSS will review and assess the current systems and technologies in place at the PSAP. RSS will identify operational and service requirements and areas where new technology may be required. RSS will need to understand the technical and operational requirements at the PSAP, as well as their supported responders and stakeholders who rely upon or interface with each other. The assessment will allow us to address key technology requirements for the strategic planning study.

In this task, RSS will assess and make recommendations, where applicable, concerning the following:

- 9-1-1 and non-emergency telephony, infrastructure, and network
- CAD
- Enterprise Network
- Generators, UPS, connectivity issues
- Land-mobile radio infrastructure, connectivity, and interoperability
- Logging Recorders (voice and data)
- Paging and Fire Station Signaling
- Support and Maintenance
- Systems interfaces, interoperability, redundancy, and reliability
- Telephony MIS
- Other associated technical systems, equipment, and infrastructure

### **Task 3—Facilities Survey**

RSS will assess the existing facilities and infrastructure at the PSAP or other facilities maintained or proposed. The purpose of this survey is allow RSS to better understand the deployment of infrastructure for the purpose of emergency communications within the PSAP or between the PSAP and other public safety agencies.

### **Task 4—Draft and Final Resiliency Study Report**

Based on the information collected in Tasks 1 thru 3, RSS will prepare and submit a Draft Resiliency Study Report to the Client. In the report, RSS will:

1. Provide an assessment of current operations.
2. Provide an assessment of current technology.
3. Identify the operational, technical, and facility that currently exist for 9-1-1 service.
4. Provide a comparison of the potential short- and long-term benefits, costs, and risks associated with maintaining the current system with identified alternatives or options.

While conducting its assessment and in preparing the draft report, RSS will work closely with the Client to ensure that the team’s assessments are valid, and that any recommendations are both feasible and practical. RSS will review the draft report with the Client, make mutually-agreed upon changes, then will distribute that draft version to the Client and other stakeholders as determined by the Client.

RSS will coordinate with the Client to review all comments and suggested revisions for the final report. Once all final changes have been approved by the Client, RSS will then submit the final 9-1-1 Resiliency Study Report.

## Project Timeline, Work Effort, & Pricing

### Estimated Project Timeline

The estimated timeline to complete the final (approved) 9-1-1 Resiliency Study Report is representative of the work effort and time of similar projects. The timeline presented in the table below is based on the following assumptions:

- The full cooperation of the Client and agency involved or affected by the Resiliency Study
- The timely collection and receipt of accurate and complete information and data from Resiliency Study participants
- The efficient scheduling of interviews and meetings
- The reasonable availability of stakeholders to participate in meetings and interviews within the proposed timeline and schedule
- A well-coordinated and productive report review process

Estimated Project Timeline		
Task	Est. # Days	Est. Completion (# days from Contract Signing)
<b>Initialization &amp; Kick-off</b>	10	15
<b>Task 1. Assessment</b>	15	30
<b>Task 2. Technical Review &amp; Analysis</b>	15	45
<b>Task 3. Facilities Survey</b>	30	75
<b>Task 4. Review Draft Report</b>	10	85
<b>Task 5. Submit Final Report</b>	5	90
		Excluding holidays
<b>Total Time in Months</b>		<b>3.0</b>

### Estimated Work Effort

RSS has determined the level of effort required to successfully complete the Resiliency Study Report. RSS estimates that the overall effort to conduct a study of this nature will require hours over approximately 90 work days, excluding holidays. The table below provides estimates of the work effort by hours for each phase of the project. These estimates include all tasks, steps, and actions needed to successfully complete each phase of the project.

## Cost Proposal

### Fixed Price 9-1-1 Strategic Consolidation Study

RSS is proposing a fixed fee to conduct the 9-1-1 Resiliency Study of \$ 19,875.00. This proposed price represents a comprehensive effort to perform all the tasks and meet what we believe to be the intent of this project. The proposed price is based on the projected number of hours and on-site visits that will be needed to successfully complete the planning study and provide the proposed deliverables.

Fixed fee pricing is appropriate to this aspect of our proposed effort since the milestones are discreet with specific deliverables. RSS is proposing the following milestone payment schedule:

### Terms

#### Payment Milestones:

Contract Signing	50%	\$ 9,937.50
Submission of Final Report	50%	\$ 9,937.50
Total Contract Price	100%	\$ 19,875.00

Client:

RSS:

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Signature

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