

CITY OF BETHLEHEM
INTER-DEPARTMENTAL CORRESPONDENCE

SUBJECT: Request for Approval by City Council of Contract Award or Contract Price Increase Pursuant to City Ordinance, Article 121.05 (a)

Project or Contract Reference: Proposal for Strategic Plan

TO: City Council, all members, and Council Solicitor

FROM: Robert J. Haffner, Department Head

DATE: August 12, 2015

On behalf of the Administration, pursuant to City Ordinances, Article 121.05, I request City Council's approval of the following recommendation of the referenced contract award or price increase.

- Check Type of Contract or Change:

_____ The contract is for over \$50,000 and required to be bid under the Third Class City Code. We have advertised the above referenced project and received qualified bids. We recommend award of the contract to the bidder identified and for the reasons stated below.

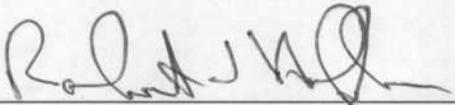
_____ The recommendation is for a price increase of 10% or more for an existing contract over \$50,000 that was previously bid and awarded under the Third Class City Code.

XXX The contract is for the engagement of professional services. We have received and reviewed a proposal or proposals for professional services in connection with above referenced project or requirement for professional services. We recommend award of the contract.

- Is the contract appropriation or price increase included in this year's budget? XX yes ___ no
- Identify contract funding sources (general fund, grants, loans, etc.....): 001.1a-43099603
Next Gen 9-1-1 System Assessment
- The name and address of the recommended Contractor/Vendor/Professional Service Provider/Lowest Responsible Bidder are: MCM Consulting Group 107 Kathy Ann Court
McMurray Pa 15317

- Term of contract or estimated completion date, subject to standard extensions: Begin September 1, 2015 completed January 31, 2016
- Description of project or scope of services to be provided: The prime vision for this project is for the cities of Bethlehem and Allentown and the counties of Lehigh & Northampton to receive a strategic plan that reviews and analyzes current and future communication systems equipment capabilities, facilities, and staffing needs, including the exploring the feasibility of regional shared services agreements and consolidation of services.
- State the actual or estimated price to the City or the proposed Department budget allowance for the initial term; and state payment rate per unit of service if applicable: \$9,750.00
- Number of renewal term options and duration of each renewal, if any: N/A
- Maximum dollar value of all renewals provided for beyond the original term as if all renewals were exercised: N/A
- Reasons for recommendation of Administration and Council approval of contract: New 9-1-1 legislation encourages 9-1-1 centers to explore ways of operating more effectively and cost efficient in light of technological advancement

Please approve this recommendation by passing the accompanying resolution. A vote of final approval is requested at the first City Council agenda listing of this matter.

By:  _____
 Department Head

Copies To: Mayor
 Director of Administration
 Director of Budget and Finance
 Law Bureau
 Purchasing Bureau
 Controller

Attachment: proposed resolution

RESOLUTION NO. _____

Authorization for Contract or Amendment under Article 121.05(a)

BE IT RESOLVED by the Council of the City of Bethlehem that the Mayor and the Controller and/or such other City officials as deemed appropriate by the City Solicitor, are hereby authorized to execute a Contract or Amendment and such other agreements and documents as are deemed by the City Solicitor to be necessary and/or related thereto, with the following named contractor, for the uses and purposes indicated in the supporting Recommendation of Award of Bid or Contract dated August 12, 2015:

1. Name of Contractor: MCM Consulting Group
2. Project or Contract Reference: Proposal for Strategic Plan

Sponsored by _____

ADOPTED by Council this _____ day of _____, 20__.

President of Council

ATTEST:

City Clerk

**Allentown, Pennsylvania
Bethlehem, Pennsylvania
Lehigh County, Pennsylvania
Northampton County, Pennsylvania**



**Proposal for a
Strategic Plan**

Submitted By

MCM Consulting Group, Inc.
www.mcmconsultinggrp.com



August 5, 2015

Michael D. Hilbert, ENP
Superintendent of Communications
E911/Technical Services
1304 Fairview Street
Allentown, PA 18102

Robert J. Haffner
Director 9-1-1
Bethlehem Police Department
10 E. Church Street
Bethlehem, PA 18018

Laurie R. Bailey, MPA, ENP
9-1-1 / Communications Director
County of Lehigh 9-1-1
640 W Hamilton St, 10th Floor
Allentown, PA 18101

Todd Weaver, ENP
Acting Director
Northampton County
Emergency Management Services
100 Gracedale Ave, Nazareth, PA 18064

Dear Directors,

MCM Consulting Group, Inc. is pleased to have the opportunity to present to you this consulting proposal to assist you in evaluating your current and planning for your future, communication systems equipment capabilities, facilities and staffing needs. Included in the proposal is the feasibility of regional shared services agreements and consolidation of services. We welcome the opportunity to assist you in planning for a future next generation 911 (NG911) communications system that is manageable, maintainable and cost efficient for the cities of Allentown and Bethlehem and the counties of Lehigh and Northampton.

MCM Approach

The MCM Consulting Group, Inc. (MCM) team goal is to provide our clients with informed, unbiased professional advice on communication center design, products, technology, governance, management, staffing and operational cost. We work diligently to provide our clients insight into dealing with the operational challenges that come with these. We work to support the client's management team in identifying opportunities and products that enhance performance and increase reliability and cost efficiency in their centers.



MCM Role

Our goal is to provide expert counsel and provide multiple solution scenarios and set clearly defined timelines and ensure performance that meets contractual commitments.

We look forward to the opportunity to meet with and present our qualifications to you.

Sincerely,

Michael C. McGrady
President/Chief Executive Officer

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A. SCOPE OF SERVICES

The following narrative will outline our understanding and process flow for this project.

Project Manage all of the Scope of Services Proposed

The MCM Consulting Group, Inc. (referred to as MCM) team has extensive experience in all of the key practical and technical components surrounding a critical project such as this. To deliver this type of project, the skills surrounding the management of the project are equally as important as the quality of the technical background the team possesses to produce a successful outcome.

All personnel working on the project are principals of the company, senior consultants or consultants. Senior project managers will oversee and work on all aspects of this project.

The prime vision for this project is for the cities of Allentown and Bethlehem and the counties of Lehigh and Northampton to receive a strategic plan that reviews and analyzes current and future communication systems equipment capabilities, facilities and staffing needs, including exploring the feasibility of regional shared services agreements and consolidation of services.

The prime deliverable of this engagement will be a comprehensive report on the review and analysis of the existing Allentown, Bethlehem, Lehigh and Northampton communication systems capabilities and facilities; and the delivery of a comprehensive report of findings and recommendations for improvements to include: cost estimates, planning and operational needs while addressing local, regional and statewide trends and initiatives as they relate to the topics of this study, including a cost/benefit analysis for alternatives, including exploring the feasibility of regional shared services agreements and consolidation of services. In this comprehensive report MCM will address the following issues with the plan development to prepare each of the governmental parties to this agreement and their respective public safety answer points (collectively referred to hereafter as "PSAPs"), for the long term future:

County/City Consolidations

A Lehigh Valley Regional PSAP

MCM will perform a detailed study of Allentown's, Bethlehem's, Lehigh's and Northampton's 911 communication systems as outlined below.



MCM will conduct a review and analysis of the current operations including, but not limited to:

- Current triennial plans
- Regional shared services assessment reports
- Wireless funding applications
- Wireless reconciliations
- Previous and current year budgets
- Current staffing levels for each PSAP
- Current call management comparison (call takers/dispatchers, etc.)
- Call volume levels broken down by hour
- Field units dispatched/interfaced with
- Current 911 center equipment
- Comprehensive services provided by each PSAP
- Current expenditures including:
 - o 911 center equipment cost
 - o 911 center equipment maintenance costs
 - o LEC costs
 - o Utilities cost
 - o Personnel cost
 - o Building maintenance costs
 - o Ancillary services cost

MCM will interview the key individuals identified by the cities of Allentown, and Bethlehem and the counties of Lehigh and Northampton staff to determine the practical needs and components for their operations.

MCM will prepare a synopsis of the issues and prioritize (with input from the four PSAPs) them for each interview category. Some of the priorities that will be considered are as follows:

1. Center capacity
2. Features and functionality – current and future capabilities
3. Reliability
4. Ease of use in high call volume/stressful situations
5. Maintainability over the long term
6. Expansion capability
7. Costs of acquiring and long term availability of replacement components
8. Ingress and egress
9. Multiple use practicality
10. Statistical evaluation of incident growth patterns
11. Regionalization of technology

12. Regionalization of services
13. Consolidation of services

We will interview, at the four 911 center facilities or another provided location, a minimum of the following personnel identified by the four PSAPs:

- 9-1-1 center personnel
- EMA personnel
- City or county department “chiefs” or their designee
- Mayors and commissioners or their designee
- City councilpersons or their designee

After reviewing their survey responses, we will interview by phone, if needed, the following personnel:

- Commonwealth of Pennsylvania agency “directors” or their designee
- Other agencies as required

The interview report will be a compilation and summary of the interviews. It will include a summary of the number of interviews completed with each agency or department.

MCM will create a customized interview form to assess the specific needs of the PSAPs that is to be completed prior to the face-to-face interview. The level of detail of the interview forms will, to a great extent, determine the amount of time spent in the field for this portion of the project.

We will assess the needs that all of the agencies interviewed identify, and offer our opinion as to any other interoperability issues. The ultimate solutions will be discussed in the final system recommendations.

A product of this portion of the strategic plan development is to identify the policies and procedures that are currently in place and to determine how the management of these, as well as the management of the tasks providers perform impact the long term success of the PSAPs systems. Additionally, an evaluation and recommendations can be created for the ongoing operations to meet future NG911 goals and compliance going forward.

At the conclusion of the interview process we will develop a prioritized report with the greatest concerns expressed by the users and solutions that are suggested by them. As part of this strategic component of the long, medium and short-term plans, we work closely with the member’s administration to resolve any issues identified in this evaluation.

This plan will take into consideration the growth in population, changes in expectations from the residents, and technology changes that will come in the ensuing years. MCM will develop a plan based on the following criteria:

- Available space and future space needs
- Projected costs savings/increases for regionalization of technology or consolidation of:
 - o 911 center equipment
 - o 911 center equipment maintenance costs
 - o LEC
 - o Utilities
 - o Personnel
 - o Building maintenance
 - o Comprehensive services
 - o Cost benefit analysis on current and potential funding levels under Act 12

Recommendations will be prioritized for planning for the:

- Short Term..... 0 months to 6 months
- Medium Term.....6 months through year 2
- Long Term.....Years 2 to 4

MCM will provide recommendations for the following scenarios based on county/city consolidations or a Lehigh Valley regional PSAP:

- Regionalization of technology
- Regionalization of services
- Consolidation of services

Budgetary estimates will be prepared for each scenario along with inter-relationships between systems and long term and interoperability technology requirements.

Staffing levels and training requirements will be evaluated and recommendations made.

With the written permission of the PSAPs, MCM will interview potential vendors to obtain budgetary information concerning potential systems. This is designed ensure that products new to the market or soon to be made available are considered. The PSAPS can include or reject any vendor or brand of product.

MCM will present the findings of the strategic plan to the PSAPs and its stakeholders.

Vendor Neutral Designs:

MCM Consulting Group, Inc. has never had a contractual relationship and never will have a contractual relationship with any vendor of equipment or services. To maintain a clear, unbiased approach to design and vendor recommendations, we are adamant about our moral and ethical obligations to our clients to provide unbiased recommendations and designs.

All designs developed by MCM are open protocol to encourage multiple vendors and alternative design offerings. The client has the option to specify technologies that are proprietary. This facilitates delivery of the highest quality, most technically up-to-date systems and the most competitive pricing available for our clients.

Client preferences are always taken under close advisement.

MCM Project Team:

Listed below are the names, titles and anticipated project positions of the core MCM team members who will be assigned to this task. We hope that by providing information for each team member that you will gain a better understanding of the breadth and depth of experience, expertise, and knowledge that MCM will bring to bear on this project.

MCM Team Members

1. Michael McGrady	President PSAP/NG911SME	Project Supervisor
2. Kristy Agosti	Executive V.P./CFO Admin/QA SME	Project Administration
3. Jonathan Hansen	Director of Operations PSAP/EMA/NG911 SME	Project Manager
4. Ken Heisel	Advising Consultant Telephony/NG911 SME	Field/Office Technical
5. Gary Ryan	Advising Consultant Human Resource SME	Field/Office Technical
5. Mike Crago	Senior Consultant CPE/RF/MW SME	Field/Office Technical
6. Ron Godava	Senior Consultant FCC/FAA/MW/RF SME	Field/Office Technical
7. Mike Rearick	Senior Consultant PSAP Operations SME	Field/Office Technical
8. Dave Haas	Consultant GIS SME	Field/Office Technical

Procedures and Timeline:

Beginning September 1, 2015 MCM will dedicate the core members of our team to this project to deliver a finished product by January 31, 2015.

Project Meetings/Schedule:

Project meetings will be conducted at regular intervals during the project to keep all stakeholders apprised of progress and identify any obstacles that have been encountered in addition to corrective actions to be taken to prevent delays. These meetings will be conducted in person and on the telephone via conference call/WebEx to maximize the efficiency of the project and expedite the progress. Specific dates and formats will be agreed upon after commencement of the project with the development of a "Project Schedule". All meetings will be preceded with an agenda and be followed up with minutes for inclusion in the project documentation book provided by MCM.

Typical involvement of the PSAP's management team would include but is not limited to attending project meetings in person or via telephone, corresponding with the project manager via telephone, email and U.S. mail.

A full draft report will be provided to the PSAPs and PEMA for review and comment prior to publication of the final report.

References:

911 NG911 Telephony System & ESInet

Northern Tier

MCM implemented a ten (10) county, nine (9) PSAP NG911 geo-diverse 911 telephony system and emergency services IP network (ESInet) for counties located in the northwestern and northwest central areas of Pennsylvania. The system includes seventy-four (74) 911 positions and a ten (10) GB IP network with fiber diversity. The system covers over 7,700 square miles.

In addition to the NG911 telephony system, the network is capable of providing transport and connectivity for systems including but not limited to: computer aided dispatch; graphical information systems; radio interoperability system; and emergency management functions, including interfacing with a State-wide emergency services IP network.

MCM also drafted and had approved the Intergovernmental Agreement that governs this system.

This project saved the participating counties \$2,208,000.00 USD in capital cost and \$299,000.00 in yearly maintenance cost.

Contact:

Michael McAllister, Vice Chairman
Northern Tier Regional Telecommunications Project
C/O Elk County Office of Emergency Services
653 Montmorenci Road
Ridgway, PA
(814) 776-4600 Office
mamcallister@elkoes.com

Regional Shared Services Assessments

North Central

MCM conducted regional shared services assessments for 20 Pennsylvania counties and 5 regions. The goal of the assessment was to determine the feasibility of emergency services internet protocol-based networks (ESInets) and equipment sharing/regionalization of the PSAPs in a coordinated effort across the Commonwealth of Pennsylvania. The regional shared services assessments showed current equipment and network capabilities, initial capital expenditures, the future five (5) years of anticipated capital expenditures, recurring expenditures and anticipated cost savings to be realized for each of the PSAPs within the regions. The assessment included anticipated governance requirements and draft documents to support such a solution as defined within the assessment.

Contact:

Dan Strouse, Jr.
North Central Region
Communications Specialist/Projects Manager
Lycoming County 9-1-1
542 County Farm Road, Suite 101
Montoursville, Pa. 17754
570-329-4710
DStrouse@lyco.org

Needs Assessment, Strategic Plans & Project Implementation

Clinton County Department of Emergency Services

Needs Assessment, Strategic Planning, Project Implementation Microwave/RF System

The Staff of MCM completed a needs assessment, site survey & equipment inventory of the county's communications systems. MCM created a plan to migrate the county's radio systems to narrow band and a 5 year strategic plan to enhance the communications systems for the county's PSAP.

MCM provided planning, acquisition, implementation, training and project management services for a new county wide, 8 site, 8 channel repeated simulcast public safety radio system and digital microwave system for the Clinton County Department of Emergency Services. This project is a direct result of a previous needs assessment and strategic plan completed by MCM in 2010.



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107 Kathy Ann Court
McMurray, PA 15317

Needs Assessment, Strategic Planning, Project Implementation 9-1-1 Center/EOC

After successfully completing a needs assessment & strategic plan for Clinton County, the MCM team was retained to complete the final assessment, acquisition, design, implementation, verification, training and project management Services for a 9-1-1 communications center & EOC complex for the Clinton County Department of Emergency Services. This project is now completed and provides the Clinton County Department of Emergency Services with an 11,600 square foot complex including a 9-1-1 Center, EOC, training room, offices and storage space.

Contact:

Kevin D. Fanning, Director
Clinton County Department of Emergency Services
311 Fredrick Street
Lock Haven, PA 17745
(570) 893-4090 ext.3407
kfanning@clintoncountypa.com

GIS

Susquehanna County, Pennsylvania Department of Emergency Services

The Staff of MCM completed a GIS and mapping assessment for Susquehanna County. All county departments and offices were assessed as part of the process. The primary goal was to determine the current and future GIS needs of the county. The first step was to determine the status of GIS in the county currently and then develop goals and objectives for the future. Goals were classified as short term, and long term. Interviews with all county staff and other agencies or customers were conducted. A thorough analysis of the GIS data was conducted as well. A report of all findings was then developed and presented to the County Commissioners. MCM provided all project management and data review for this project. Assistance was provided with the development of requests for proposals and invitations for bid. MCM assisted with the determination of hardware and software needs for all GIS related work in the county. After the successful completion of the GIS and mapping assessment, MCM was hired to provide professional GIS services to address all issues identified in their assessment.

Contact:

Steve Stoud, Director
Susquehanna Emergency Services
81 Public Avenue
Montrose, PA 18801
(570) 278-4600
rstoud@susqco.com

Fees:

The comprehensive program that MCM is offering provides you with a fundamental and logical progression of services to protect the cities of Allentown and Bethlehem and the counties of Lehigh and Northampton while keeping in mind budget considerations.

We have assembled a team of industry professionals who have worked in the two-way, EMA, PSAP, public safety, cellular, telephony, tower, and other leading edge technology engineering businesses, and all have extensive cross functional experience. We offer more than the typical consulting firm with our operational and practical experience. We bring to the engagement the experience and perspective of where complex communications systems are evolving rather than just the perspective of the typical two-way and public safety consultant.

The future offers many complex yet valuable technologies from both the public safety and the commercial world. It is imperative that your consultants are comfortable in both worlds.

The cost for MCM to provide the services described above shall be \$39,000.00.

Cost breakdown by PSAP is listed below:

City of Allentown - \$9,750.00
City of Bethlehem - \$9,750.00
Lehigh County - \$9,750.00
Northampton County - \$9,750.00

MCM is on the PA COSTARS Contract number:

4400004480 Master IT Services ITQ.

The terms of payment shall be services will be billed for on a monthly basis for services rendered the previous month.

This document will have no effect, and will not be legally binding, until each of the governmental subdivisions involved have obtained appropriate approval and have each executed that subdivision's agreement with MCM Consulting Group, Inc.

Additionally, each municipality will not be jointly or severally liable to MCM Consulting Group, Inc. or other applicable vendor, for the fees and costs apportioned to any other municipality

We look forward to the opportunity to work with you and provide the residents and emergency services of the cities of Allentown and Bethlehem and the counties of Lehigh and Northampton with the best designed, most cost efficient, easiest to operate and maintain communications system possible.

CONFIDENTIALITY AND NONDISCLOSURE AGREEMENT

WHEREAS, PSAPs agrees to furnish for review certain confidential information relating to developing a strategic plan that reviews and analyzes current and future communication systems equipment capabilities, facilities and staffing needs, including exploring the feasibility of regional shared services agreements and consolidation of services;

WHEREAS, MCM Consulting Group, Inc. agrees to review, examine, or inspect such confidential information only for the purposes described above, and to otherwise hold such information confidential pursuant to the terms of this Agreement.

BE IT KNOWN, that PSAPs has or shall furnish to MCM Consulting Group, Inc. certain confidential information and may further allow MCM Consulting Group, Inc. the right to discuss or interview representatives of PSAPs on the following conditions:

1. MCM Consulting Group, Inc. agrees to hold confidential or proprietary information or trade secrets ("confidential information") in trust and confidence and agrees that it shall be used only for the contemplated purposes, shall not be used for any other purpose, or disclosed to any third party.
2. No copies will be made or retained of any written information or prototypes supplied without the permission of PSAPs.
3. At the conclusion of any discussions, all confidential information, including prototypes, written notes, photographs, sketches, models, memoranda or notes taken shall be protected and secured as confidential document, PSAPs may request them to be returned.
4. Confidential information shall not be disclosed to any employee, consultant or third party unless they agree to execute and be bound by the terms of this Agreement, and have been approved by PSAPs.
5. If MCM Consulting Group, Inc. is required by applicable law or compelled by a court of competent jurisdiction to release such confidential information; MCM Consulting Group, Inc. shall timely notify the PSAPs to allow each governmental party to this agreement to contest such release.

This Agreement and its validity, construction and effect shall be governed by the laws of Pennsylvania.



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107 Kathy Ann Court
McMurray, PA 15317

AGREED AND ACCEPTED BY:

Date: August ____ 2015

ATTEST:

Secretary

BY: _____
MCM Representative

ATTEST:

CITY OF BETHLEHEM

City Controller

BY: _____
Mayor

The within contract is certified to be needed, necessary and appropriate.

By: _____
City of Bethlehem Department Head
Print Name: _____