



*Title:*

THE CITY OF FORT LAUDERDALE, FL

PROPOSAL FOR AN ENHANCED  
9-1-1 COMMUNICATIONS CENTER

*Bid Number:*

775-11856

*Due Date:*

January 27, 2017 @ 2:00 PM

*submitted by:*



**IXP CORPORATION**

Princeton Forrestal Village  
103 Main Street  
Princeton, NJ 08540

609.759.5100 **phone** | 609.759.5099 **fax**

**WWW.IXPCORP.COM**

CAM #17-0393

Exhibit 1

1 of 137

## COVER LETTER

January 27, 2017

Attn: Adam Makarevich, Procurement Specialist  
Procurement Services, City Hall  
100 North Andrews Avenue, Room 619  
Fort Lauderdale, FL 33301

**RE: Solicitation 775-11856 – Enhanced 9-1-1 Communications Center for the City of Fort Lauderdale**

Dear Adam,

IXP Corporation is pleased to provide the enclosed proposal for a Turnkey Solution for the implementation and operation of a City-controlled Enhanced 9-1-1 (E9-1-1) Communications Center for the City of Fort Lauderdale.

IXP, a recognized leader in delivering public safety emergency communications solutions, understands the challenges associated with building, staffing and reliably operating a full service, Accredited Center of Excellence (ACE®) and Commission on Accreditation for Law Enforcement Association (CALEA®) accredited emergency communications center. IXP is the only company in the country today providing a full life cycle of professional services, consulting, technology integration and operations. The unique part of IXP's **Total Solution** is that we can recruit, train, and manage a local workforce to operate a new E9-1-1 communications center with the experience, knowledge and skills the City of Fort Lauderdale requires.

IXP can return a full service, professional and locally managed E9-1-1 communications center to the City of Fort Lauderdale within six months of site acquisition. We have the depth and breadth of experience to provide a turnkey solution that will exceed the City's requirements. The public-private partnership we will create will **allow the City to establish the service level and performance expectations the community requires** while also **providing financial stability and predictability over multiple years**. Our methodology has been tested and proven to deliver highly successful results as demonstrated by the success of our clients in Georgia, Connecticut, New York, New Jersey and Texas.

IXP looks forward to working with the City of Fort Lauderdale on providing the most cost effective and professionally operated emergency communications center.

Best regards,



Lawrence D. Consalvos, *President and Chief Operating Officer*  
IXP Corporation  
609.759.5102 *Direct*  
609.439.2496 *Mobile*  
lconsalvos@IXPcorp.com *Email*

# Message from the Chairman & Chief Executive Officer



It gives us great pleasure to respond to this opportunity to deliver public safety services and solutions to your organization. As a successful, mid-tier corporation, we have structured our company to deliver real value and public safety expertise to you, our most important client.

Over our twenty-plus years working together as a management team, we have played pivotal roles in helping our clients tackle some of their toughest challenges involving governance, operations, technology, and facility needs. Our vision of “**Making Communities Safer**” means that we introduce innovative, practical, and cost-effective solutions that breathe new vitality into the public services that our clients provide to their communities. Solutions that range from custom software solutions to managed dispatch operations.

We have earned the trust, confidence, and respect of our clients for one simple reason—we have great people. IXP is a company with over 200 employees listening, responding, innovating, and implementing to fulfill IXP’s promise of making communities safer. We pull together the right people, processes, technology and expertise to transform service from just “good enough” to GREAT. Our people come from the same markets and areas that we serve. Many of them have been in your same shoes and are experts in their respective fields.

IXP operates under the firm belief that a diverse workforce is required in the world today to continue meeting the changing needs of our clients and their communities. We are proud of the diverse backgrounds and individual experience that our people have, and we are eager to share them with you. To be a strong company on the outside, we have to be a strong company on the inside.

We are motivated to become your partner in providing a better public safety experience to you and to the communities to which you serve.

A handwritten signature in blue ink, appearing to read 'William E. Metro'. The signature is fluid and cursive.

**William E. Metro**

# IXP PROPOSAL

## ENHANCED 9-1-1 COMMUNICATIONS CENTER FOR THE CITY OF FORT LAUDERDAL

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# EXECUTIVE SUMMARY

## A PARTNERSHIP LIKE NO OTHER

IXP Corporation has been solving public safety challenges for local governments, universities, and private organizations across the country since 1999. IXP has three lines of services: consulting, technology integration and managed services. Our successful track record of assessment, management and operational expertise for emergency communications centers nationwide solidifies that IXP is the right partner for the City of Fort Lauderdale.

IXP takes 9-1-1 private. **We are the only company currently providing a Turnkey Managed Services solution to emergency dispatch centers allowing for financial predictability, cost savings and a guaranteed service delivery based on performance metrics.** Each member on our team possesses decades of operational public safety experience. We are the national leader at providing operational staffing, information technology (IT) staffing, support



and management for public safety communications centers. Our Managed Services division has nine active clients engaged over multiple years serving 17 public safety agencies on a daily basis. Each day our communications centers process over 4,000 9-1-1 calls, administrative calls, field initiated activities, alarms, and incidents for police, fire and emergency medical services (EMS). The City of Fort Lauderdale can proceed with confidence in our privatized model, one that will fit the public safety needs and requirements of the City while providing financial stability and predictability for these very vital services.

## UNDERSTANDING AND SOLUTION

Since 2011, IXP has been aware of the 9-1-1 service level challenges Fort Lauderdale and Broward County have been facing. The impact of poor performance, improper address validation and lack of community knowledge are potentially disastrous elements for community members and first responders. IXP has a current municipal client, the Chattahoochee River 9-1-1 Authority (ChatComm), who was in a very similar situation eight years ago. They engaged IXP for a **turnkey solution, which delivered a high quality facility solution with state of the industry technologies and accredited operations, all within six months of contract signing.** This solution allowed our client to leave a county operation whose poor performance had resulted in the death of a citizen. IXP has entered the 8<sup>th</sup> year of a 10-year contract delivering this full service level delivery and has met its contractual operational performance metrics since inception.

The City of Fort Lauderdale has expressed their desire to “raise the bar” for the service expectations and implement a City-controlled Emergency 9-1-1 Communications Center (ECC) in order to respond to everyday service requirements, 9-1-1 emergency calls and officer field initiated activities. Our vision for this proposal is to present the City with an option to engage **one company** to build, equip and operate an enhanced ECC focused on the level of service the residents, visitors and first responders of the City require to successfully enjoy and maintain the quality of life the City provides.

Our national perspective, combined with local staffing and client-owned technology models, form the basis of our truly unique managed services offering. Our leadership delivers decades of



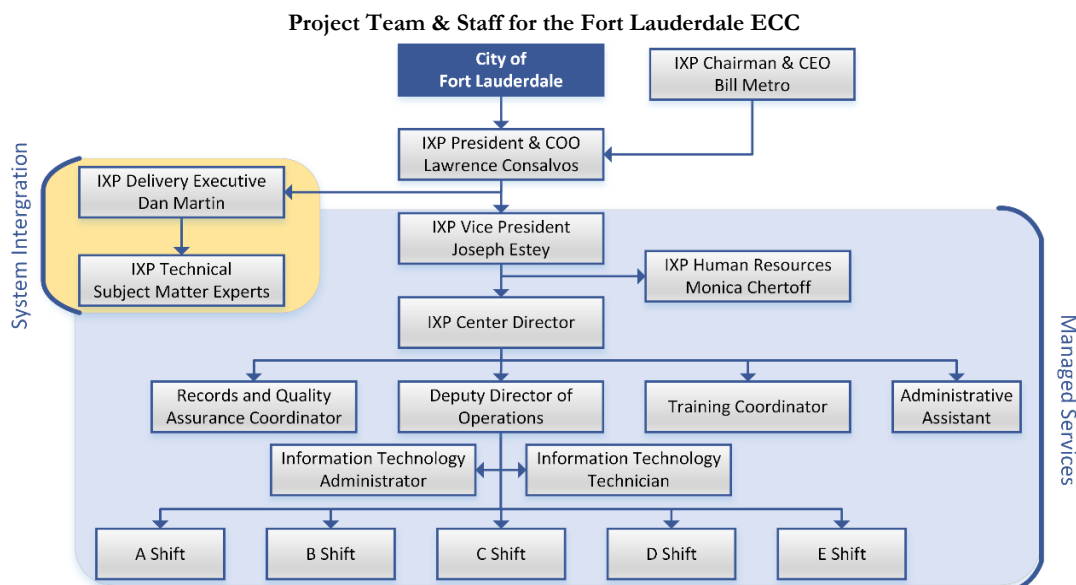
experience in the industry and are committed to making each community safer. We provide innovative and flexible solutions to solve public safety challenges—even the unexpected ones.

**EMERGENCY COMMUNICATIONS CENTER EXPERIENCE & EXPERTISE.** IXP has in-depth experience and knowledge working with growing communities and meeting their public safety emergency dispatch needs. We have delivered and implemented enhanced efforts for the developing communities of Johns Creek, Sandy Springs, Dunwoody and Brookhaven (Georgia) into the ChatComm emergency communications center. IXP designed, built, staffs, operates and manages ChatComm, the largest privately run emergency dispatch center in the United States. This center serves an Atlanta metropolitan area population of 325,000 and is the **only** privately operated US center accredited by the Commission on Accreditation for Law Enforcement (CALEA®). The center is also an Accredited Center of Excellence for the International Association of Emergency Dispatch (IAED®) in both Emergency Medical Dispatch and Emergency Fire Dispatch. We also provided assessment and implementation services for Danbury, CT; the Fire Department of New York City (FDNY); the cities of Addison, Carrollton, Coppell and Farmers Branch in Texas; and the emerging communities of the South Shore Regional Emergency Communications Center in Hingham, MA. In each of these cases, the blueprint included national standards and public safety best practices as a primary goal.

**“[IXP] changed the whole methodology of how we were doing dispatching. Almost every benchmark you’d want to measure has improved . . . Our save rates have gone up, our response times have gone down, our satisfaction levels have gone up, the amount of turnover has been next to nothing in public safety.” - Mayor Mike Bodker, Johns Creek, GA**

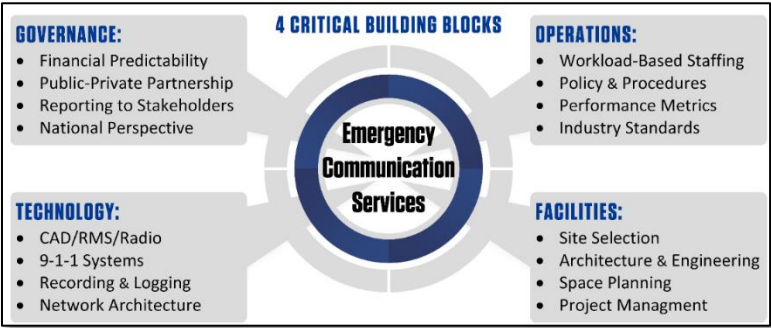
**INDEPENDENT RESOURCE.** Due to IXP’s independent position and broad experience in working with a wide range of customers, we are well equipped to support the City in re-establishing a new emergency communications center operation. We take pride in working effectively with the municipal and public safety leadership of each of our customers. We will define a set of service level expectations that we tailor to the City’s specific operational needs and the characteristics of your community. Our experience in applying industry standards and best practices to each customer’s unique needs allows IXP to establish a performance based relationship that is impossible to replicate in the public sector setting.

**COMMITMENT TO THE PROJECT.** IXP is committed to meeting the City’s needs. We will provide a dedicated team of experts throughout this engagement including a well-qualified project manager and subject matter experts (SMEs) who will interact with the project stakeholders and are available for consultation as needed. As requested in the RFP, we have identified our team below. Further background information on each team member is located under our Project Team section.



Our team is available to begin work upon contract execution. We maintain a deep bench of highly experienced team members. While our corporate headquarters is located in New Jersey, IXP will have our team located onsite in Fort Lauderdale. The City will drive the project and there will never be a need to work around the availability of our consultants. We act as a trusted advisor and provide precisely what the City needs, when needed, at a price that reflects value.

**INTERACTIVE APPROACH.** IXP models our SAIF® methodology on industry best practices, and addresses **Governance, Operations, Technology** and **Facilities** considerations. By integrating the careful analysis of these four areas, our process not only allows consistent and comprehensive documentation of current conditions, but also provides a framework for establishing the solutions that best fit the needs of the City. IXP works closely with all project stakeholders to assure we capture all perspectives and document all needs. We structure this approach to ensure that we give key personnel from each agency in Fort Lauderdale the time and attention necessary to address all Governance, Operations, Technology, and Facility considerations. We have utilized this approach in all of our projects, facilitating collaborative discussions and solutions, and enabling IXP to synchronize throughout the project. As part of this engagement, we will provide progress reports that will keep the City abreast of all activities and continue an open dialogue throughout the duration of the project.



**IMPLEMENTATION PLAN AND TIMELINE.** IXP’s deep pool of available and highly experienced staff allows us to assign a knowledgeable team skilled at efficiently conducting a complete assessment and implementation within six months of site acquisition. We will serve as the City’s trusted partner throughout the assessment, implementation and operations of the ECC. IXP will deliver all of the requirements requested in the RFP Scope of Services to ensure a more efficient and effective emergency communications operation, one that meets industry standards, aligns with best practices and is tailored to the City’s needs.

**Governance:** IXP will work with City leadership, and the leaders of the public safety agencies, to establish a governance model for the ECC operation that is both responsive and efficient. We base a high quality governance of an ECC on a strong mutual collaboration between the agencies served and the communications center itself. IXP has established these types of relationships with each of our customers and looks forward to doing the same with the City of Fort Lauderdale. Our model will put the City back in control of establishing service level expectations, and routine interactions at the managerial and operational levels will assure that the services we provide remain responsive to any changing needs. Our model will also position the City to generate future revenue by allowing other communities to join the operation as either stakeholders or subscribers.

**Operations:** IXP will begin immediately upon contract signing to **locally recruit and advertise** for emergency communications personnel. We understand the importance of hiring locally. The Fort Lauderdale Police Department will have final decision on all hiring recommendations based upon criminal history background investigations. Simultaneously, we will coordinate closely with City public safety agencies to draft, modify and adopt operational policies and procedures, and leverage the latest technology to support and assist communications center personnel. This is a collaborative effort between our team and the City with careful attention given to requirements and industry best practices. Once we have completed this review, and recruited sufficient staff to assume operations, we will refocus our efforts on training. Prior to beginning work at the ECC, our personnel will have all required training and certifications.

**Technology:** IXP has exceptional depth of experience in planning, implementing and managing the full range of public safety technologies. We have selected high-quality vendors to work with us on this project and they fully understand the urgency of the City getting their own, superior emergency communications services up and running effectively. We have proposed a solution and vendors for each technology needed to implement the City's ECC including 9-1-1 telephone system, computer networks, radio console system, fire alerting system, computer-aided dispatch (CAD) and other miscellaneous technologies. We are also highly experienced in guiding system implementations where combinations of IXP and customer vendors need to be well coordinated for successful outcomes. We are confident that our highly skilled project management and technology experts will provide the City with a well-coordinated technology implementation effort across all of the vendors involved in the effort.

**Facilities:** IXP has selected a design and construction team with solid experience in planning and executing complex projects with strong technology elements and aggressive time commitments. We understand the City may not have the adequate facilities at this time to house the ECC. Therefore, we have engaged a vendor to assist IXP in identifying potential commercial properties within the City of Fort Lauderdale and have explored lease and operating costs that are suitable for an emergency communications center. We have also engaged an architectural and general contracting firm, as well as furniture vendors for the implementation the City's new ECC. Our experience in all phases of facility planning, construction, equipping and operating communications centers is unparalleled in the industry. We have also coordinated and conducted a number of very complex operational cutovers for new facility start-ups and will work closely with all involved entities to assure a smooth transition for the City to their new ECC operation. **If the City finds that it is able to provide City-owned facility space for the ECC, IXP will work closely with the City to effectively plan and construct the ECC operational environment. We will make appropriate cost adjustments if the City does need leased facilities.**

**MANAGED SERVICES.** Privatization of the emergency communications center will give the City additional financial predictability year after year and make budget planning easier for administrators. IXP will manage all aspects of staffing the City's ECC including recruitment, hiring, training, salaries and benefits, scheduling (including routine overtime), uniforms and personnel equipment. **We will cross-train all staff so they are capable of performing all functions—Call Taking, Police and Fire Dispatching and Teletype operations; either in a regularly scheduled environment or as surge capacity when extraordinary conditions exist.** IXP's philosophy is to provide a service to the City that is locally staffed, courteous, responsive, accessible and seamless in transition.

**IXP's methodology structures staffing around workload** and we consistently evaluate the various demands for services. It also provides better service to the City based upon our full staffing model and workload analysis. We will collaborate with the City and their public safety agencies to achieve desired staffing goals. In each of our Managed Services operations, we deploy experienced staff with considerable operational, policy, technical and management skills across all of our projects. A resident team of operational consultants, all with extensive emergency communications background, who conduct on-the-spot observations, troubleshooting, mentoring and training within our managed services operations, supports our onsite operations. These resources provide our dispatch center leadership with a fresh perspective on how they and their personnel are doing while also allowing IXP to share new industry information and techniques. Our customers, in turn, benefit from the experiences of their peers and improvements to the overall level of the emergency communications services we deliver.



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IXP understands that retaining highly skilled and effective employees has an impact on service quality. We maintain a high retention rate with minimal turnover through an array of employee recognition and reward programs, positive motivation, focused developmental training and solid management. We will also make efforts on meeting the qualifications necessary for the City's new ECC to become an Accredited Center of Excellence (ACE®) and receive accreditation through CALEA®.

**PRICING.** IXP's proposed fixed price for a 5-year contract is \$47,234,000 and provides the City of Fort Lauderdale with assurance that their costs will not exceed the proposed budget over this period of time. Our fee includes the full turnkey solution to implement a new City-controlled ECC and anticipates the full salary and benefit costs to maintain the required 24-hour staffing for 365 days a year. **This includes paid time off, training time, and normal overtime incurred during the normal course of operations.** It also includes IXP's project management team and the administrative staff needed to run and manage the ECC such as the Center Director, Deputy Director, Training Coordinator, Records and Quality Assurance Coordinator, Administrative Assistant, IT Administrator and an IT Technician. Employee benefits include health, dental, and vision plans in addition to a 401k retirement program with company match. Short-term/long-term disability and life insurance are also included.

**IXP's proposed fee relies on some primary assumptions around our technology and facility implementation.** As mentioned above, we have recognized that the City may not have a readily available facility for the ECC; therefore, our fee assumes a commercial space and lease that IXP will fully fit-out. This will change if the City is able to provide a facility location for this initiative.

Our proposed fee includes estimated costs for Motorola since they have advised us they will not sell their products or services to IXP but instead only sell directly to the City. With IXP's knowledge and experience, we are confident the estimates provided give the City a reasonable expectation for the potential costs.

In addition, as stated in the RFP Questions and Answers, the City is supplying the Hexagon/Intergraph CAD software. Only if proposers are recommending an alternative CAD system should the costs be included in the proposal. Since Hexagon/Intergraph is submitting a separate proposal from this RFP, which includes CAD software, interfaces, training, and implementation services, these costs have not been included in our proposed fee.

A full list of IXP assumptions is located with the cost breakdown attached to the Cost Proposal in Appendix A. Based on the resolution of these assumptions there may be a price variance resulting in a lower proposed fee.

We look forward to working with the City on this important initiative for the safety of Fort Lauderdale's residents, visitors and first responders.

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## EXPERIENCE AND QUALIFICATIONS

IXP Corporation is a public safety solutions company, serving our clients since 1999. One of IXP's core competencies is our ability to assist local government organizations in the analysis, planning and execution of complex public safety communications initiatives, ranging from technology systems implementations through complex multi-disciplinary expansions of their communications centers. What is unique about IXP is that we are the only company who has ever delivered this type of project and will deliver a **turnkey solution** for the City of Fort Lauderdale's E9-1-1 communications center needs. We will deliver an implementation plan to transition Fort Lauderdale from the Broward County Consolidated Regional E9-1-1 Communications System into a new Fort Lauderdale based emergency communications center that focuses on NG9-1-1 capabilities. IXP has the ability to implement all aspects of the solutions we design for the center. To increase your **financial predictability** as well as workplace **efficiency and reliability**, we also offer a Managed Services solution by providing local employees skilled in operations and management, training and quality assurance, technology support, and system administration.

IXP is registered to do business in the State of Florida and the team dedicated to the City's project will always be fully committed and available 24/7. IXP has the expertise, experience, financial ability, and qualifications to implement a successful E9-1-1 communications center for the City.

- IXP develops and implements comprehensive and structured transition plans that will ensure seamless continuity of services, city driven operational and service policies and direct local control for Fort Lauderdale.
- IXP is the first and only private communications center provider in the United States to reach accreditation through the Commission on Accreditation of Law Enforcement Agencies (CALEA®).
- IXP provides training standards for Telecommunicators that are consistent with international, national, state and local standards.
- IXP follows (in the other communication centers we operate around the country) the Call Answering Standard/Model Recommendation published by the National Emergency Number Association which identifies the target of answering 90% of 9-1-1 calls within 10 seconds during the busiest hour of the day and answering 95% of 9-1-1 calls within 20 seconds overall. IXP is the only company that will guarantee that performance level in its contract for services.
- IXP recruits and hires locally, understanding the importance of area knowledge and rapport with residents of Fort Lauderdale.

## EXPERIENCE

IXP is distinctive in its experience and performance success for E9-1-1 center planning and implementation as well as dispatch staffing and operations, having logged more the 4,600,000 emergency calls in the past seven years. We have proven experience in successfully planning, implementing, transitioning, staffing and managing emergency communications centers for police, fire and emergency medical services (EMS) agencies. Our management staff has a cumulative experience base of over 220 years in law enforcement and public safety. **The hallmark of our success is providing improved levels of service, direct and local control, financial predictability and cost savings.** We have a demonstrated record of excellence and success in implementing and delivering managed services for emergency communications centers around the country. We have listed a brief description of our projects that are similar in size and scope. Detailed project descriptions are located in the [References](#) section of this proposal.

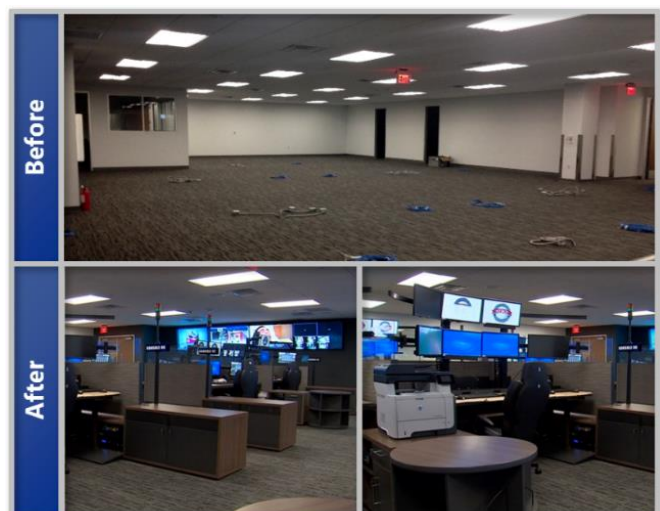
- **Chattahoochee River 9-1-1 Authority, GA:** IXP provided a turnkey solution for this four city consolidated dispatch center known as ChatComm. IXP designed, built, and implemented the emergency communications center, procured and installed all of the technologies required to support the cities' 9-1-1 call taking and dispatch needs, and have been operating and managing the center since 2009. We recruited, hired and trained

all Telecommunicators and management staff needed to operate the center on a 24/7 basis prior to implementation, and have continued to do so for the past seven years. **IXP accomplished this “ground up” design in six months.** ChatComm has realized a 17% reduction in operational costs, a 15% reduction in technology implementation costs and improved call response by nearly three minutes in the first few months of joining IXP’s staffed center. Our Telecommunicators handle nearly 400,000 emergency calls per year and ChatComm is both CALEA® and IAED® accredited.

- **City of Danbury, CT:** IXP currently manages and staffs the City’s 9-1-1 communications center, police lobby window, Public Safety Information Technology services and 3-1-1 Information Line. We also assisted the City to consolidate their separate emergency communications centers into one combined center for police, fire and EMS, while simultaneously upgrading their technology. As their trusted partner, we continue to support their ongoing emergency communications needs such as implementing an IAED® EMD program, supporting their NexGen CAD/RMS system, and upgrading their 3-1-1 PBX and UPS systems.
- **The Fire Department of New York City (FDNY):** IXP planned and implemented a relocation, refurbishment, and technical upgrade effort for the FDNY’s Operations Center, which monitors fire and EMS activity across the entire city. The Department and the 8.4 million residents it serves experienced zero down time during the relocation and upgrade. We also served as the Systems Integrator overseeing the FDNY’s citywide emergency communications systems and technology modernization initiatives that included the design planning, project management, construction and technology interfacing for the rehabilitation of the five central offices. As part this project, we designed, planned, and integrated a new logging and recording system for the FDNY, complete with centralized storage and network access across the entire agency.
- **The North Texas Emergency Communications Center:** IXP assisted the four cities that formed The North Texas Emergency Communications Center (NTECC) with the planning and implementation of their new consolidated center. We supported a full range of governance, operations, technology, facility and transition support to assure successful outcomes. IXP supported the establishment of the governance model, having established the corporation, Board of Directors, Operations Advisory Board and Technical Advisory Board. We developed the job descriptions, salary and compensation packages, and assisted in the hiring process. In addition to the human resources processes, IXP established the operational policies and procedures for the Regional Center. We developed full functional requirements for CAD, Mobile, RMS, AVL, and related interfaces, and procured and implemented the technologies. We provided oversight and support for the transition to live operations and NTECC is now an operational regional center providing emergency services to over 200,000 residents.
- **The New York City Police Department (NYPD):** IXP was the technical architect for the City’s E9-1-1 Integrated Services Digital Network (ISDN) application and the Department’s Transaction Reporting System (TRS) System. Implementing both systems into the Department’s PSAC required significant technology integration and, through our ongoing maintenance services, have resulted in more efficient processing of information for over twenty years.

"[IXP] staff is knowledgeable, hardworking, and committed. This was a complex project, and the City of Danbury was proud to have IXP as our partner." - Mayor Mark Boughton Danbury, CT

North Texas Emergency Communications Center



## COMPANY PROFILE

IXP takes 9-1-1 private. We deliver better, faster and more cost effective public safety solutions and 9-1-1 dispatching functions in a collaborative environment.

**We have refined 17 years of experience in 9-1-1 support services into a repeatable and successful methodology** devoted to emergency

communications. Millions of residents rely on our expertise to handle calls made in distress. Our staff is among the best, brightest, and most experienced experts at delivering both managed and transformational services to the 9-1-1

communications community. **Trained IXP Telecommunicators answer over 4,000 calls for help per day with professionalism, courtesy, and skill.** We understand the challenges the City of Fort Lauderdale faces. A partnership with IXP will bring back a City-controlled operation, improve the quality of City dispatch services and safeguard the residents and visitors in Fort Lauderdale.

**Company Name:** IXP Corporation  
**Address:** 103 Main Street  
Princeton, NJ 08540  
**Telephone:** 609.759.5100  
**Fax:** 609.759.5099  
**Website:** [www.ixpcorp.com](http://www.ixpcorp.com)  
**Contact Person:** Lawrence Consalvos  
President & COO  
609.759.5102  
[lconsalvos@ixpcorp.com](mailto:lconsalvos@ixpcorp.com)



IXP's approach is to build close relationships with our clients and fully appreciate their day-to-day responsibilities and challenges. We have found that this ability to relate to our clients and our clients' ability to connect to our team is mutually beneficial. We have built and are continuously improving our processes for better results and a more robust experience for our clients and their communities. IXP delivers our projects within deadlines and budgets that we mutually establish with our clients. Using one or any combination of, our focused areas of expertise in Consulting, Technology Integration and Managed Services, IXP is able to assess our clients' needs and present several options to achieve their objectives.

**CONSULTING.** IXP's value is in thoroughly reviewing the challenges a client is facing. We assess all the contributing factors and possible solutions, while considering the available resources and the optimal functioning of the mission critical environment. We then develop a business case that outlines the best possible solution and what is required to implement the solution.

**TECHNOLOGY.** To perform at its peak, a public safety workforce needs real-time access to accurate information. We use our broad experience in public safety and emergency communications technologies to assess legacy environments and create functional and technical architectures. We implement all aspects of the solutions we design, including writing specifications, selecting vendors and creating custom solutions. We design and build facilities, develop custom software and interfaces, integrate disparate systems, hire and train personnel, set up management systems and establish ongoing analytics.

**MANAGED SERVICES.** For cities that are interested in achieving long-term financial predictability and improved operational services, we offer customized solutions that include:

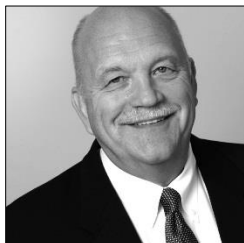
- Communications Center Management
- Telecommunicator Staffing
- Security Operator Staffing
- Training
- Accreditation
- Technology Support
- System Administration Support
- Graphical Information System Management
- Information Technology Management

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Our clients trust us with the day-to-day operations of their mission critical communications environment and we manage it to a guaranteed level of performance. Our strength is the genuine insight we have into your requirements and challenges, which helps you focus on your mission: a safer community.

## **PROJECT TEAM**

IXP will provide the City with the same successful core team that managed our previous E9-1-1 communications center implementations and managed services engagements. Each is highly qualified, available, and dedicated to ensuring we operate the center to the standards and vision the City establishes. We attached full resumes in Appendix B.



### **JOSEPH ESTEY, *Vice President, Services and Solutions***

Joseph Estey leads the Managed Services division of IXP that provides cost effective alternatives as well as high service delivery to private and public organizations for traditional staffing deployments. A career public safety official, he was responsible for the top administrative management of a full service, law enforcement agency for 20 years, including oversight of an E9-1-1 PSAP, creating a new police facility and updating technology. He provided collaborative community services to regional public safety and general government jurisdictions during his tenure. He was in an executive leadership role with the prestigious International Association of Chiefs of Police for more than 10 years culminating with serving as IACP's president in 2004. With IXP, he developed and now manages the nation's only outsourced multi-jurisdictional, full service 9-1-1 Emergency Communications Center (ChatComm). Joe is also responsible for the leadership of managed services projects for the City of Danbury (CT), MONOC (NJ), Lawrence Township (NJ), East Windsor Township and the Borough of Hightstown (NJ).



### **DANIEL MARTIN, PMP, *Delivery Executive***

Dan Martin has over 30 years of management and consulting experience including 20 years in the IT industry and 12 specifically within public safety. He is an adept program and project manager able to manage multiple priorities with the proven ability to work within multi-agency, multi-disciplinary environments. At IXP, Dan has been involved with a variety of projects for NYC agencies in both a program/project management role as well as an analytical role. He has served as the project manager for the ChatComm 9-1-1 Center (GA) Technology Refresh Program and the North Texas Emergency Communications Center that was a four-city consolidation and technology integration project. He also helped develop a consolidation plan for the South Shore Regional Emergency Communications Center that consolidated four cities. He assessed the Towns' governance, operations, facilities, and technology components. Other projects ranged from business and process analysis; CAD product analysis including the creation of an extensive CAD system gap analysis for the FDNY, logging and recording system requirements and design for NYPD and FDNY as well as project management and system implementation management of systems for NYC 3-1-1, NYPD and FDNY. Part of Dan's ongoing activities with IXP is the management of both corporate and remote Information Technology staff and resource allocation for the company. He looks to achieve high utilization rates for IXP staff, oversee staffing and project plans to match key tasks with the most qualified staff and maximize performance and cost efficiency. Dan is a certified Project Management Professional (PMP) and enjoys a lengthy record of delivering projects on time and on budget.



**KEVIN KEARNS, PMP** *Director of Special Projects*

Kevin Kearns leads IXP's governmental services group providing consulting, program management and technology integration services to public safety organizations of all sizes. Kevin joined IXP Corporation in 2006 following a 30-year public safety and government service career. Since joining IXP, he has managed and served as subject-matter expert on a wide diversity of client projects including 9-1-1 technology integration projects, PSAP facility construction projects and consolidation initiatives. Throughout these engagements, Kevin has coordinated the efforts of multi-disciplinary teams including IXP resources, subcontractor resources, client resources and client contractor resources. He has the ability to implement and manage complex projects spanning multiple disciplines and successfully works to represent the views, positions and goals of the client to stakeholders and the public in ways that build cooperation, confidence and trust. Prior to joining IXP, Kevin served in several senior managerial positions including service as chief officer in the fire service, as the director of emergency management and as the director of information technology for a large urban county.



**KELLI D. BEAMAN**, *Director of Operations*

Kelli Beaman joined IXP in July of 2009 as a Telecommunicator and quickly moved up the ranks to Supervisor, Training Coordinator, Deputy Director, and then Director. Her well-developed emergency communications skills has set her apart in the industry earning her recognition as NENA's William M. McMurray 2012 ENP Scholarship recipient which promotes excellence in NENA and 9-1-1 education. She has strong people skills that create positive working relationships between management and staff. She has served as the lead training coordinator for our public and private managed services projects at ChatComm (GA), the City of Danbury (CT), Lawrence Township (NJ), East Windsor Township and the Borough of Hightstown (NJ), and Exelon Security Operations Center (MD). Kelli is a certified public safety training instructor and an active member of NENA, APCO, NAED and is a Master Street Address Guide Coordinator.



**CHRISTOPHER BUTKOWSKI**, *Corporate Trainer*

Chris Butkowski is the Corporate Trainer at IXP and is responsible for the design, delivery and continuous improvement of training programs, conducting needs assessments, developing reinforcements and evaluating outcomes. He has over 12 years in emergency services experience, covering a multitude of different disciplines. Chris served with the Holmdel Township Police Department (NJ) as a Dispatcher, Communications Training Officer and Special Officer. During that time, he also volunteered with the Middletown and Holmdel Township Fire Department. From there, Chris moved on to work with MONOC Mobile Health Services (NJ), reaching the position of Crew Chief, overseeing day-to-day operations of the Control Center. In addition to those responsibilities, he deployed as a Tactical EMT serving regional SWAT teams in Central NJ. Representing MONOC, Chris has trained all over the country in the fields of CBRNE Events, Terrorist Bombings, and Nuclear & Radiological Weapons of Mass Destruction. This has allowed him to develop and present training material in these topics to communications specialists, as well as local emergency management and law enforcement. Currently, Chris serves as a member of the New Jersey EMS Task Force and can deploy with this agency in the State of Emergency.



**RAJIV MUKHIJA** *Chief Technical Architect*

Rajiv Mukhija has over 25 years IT experience including 17 years of public safety industry experience with significant experience in software development, technical support and operational support. As a software IT professional, Rajiv has industry experience spanning across software development, software support, project management, network deployment & support and operations support. With IXP, he has been leading the IXP support team that provides comprehensive systems and operations support including development and support

of IXP's custom CTI application for New York's 9-1-1 center. Rajiv also assists in providing technical support for several New York City Agencies under multiple IXP contracts. Additionally, he was responsible for the management and tracking of requirements for the FDNY CAD SI project. His extensive experience in supporting Oracle, SQL Server, DB2, and MS Access databases and in supporting UNIX operating systems including IBM AIX, Sun Solaris, and Red Hat Linux allows him to guide clients through complex public safety issues to successful conclusion.



**JEANETTE MESSER** *Technical Solutions Manager*

Jeanette Messer has over 36 years of experience in Information Technology and 29 years of experience in public safety application systems. Her experience includes IT positions as Project Manager, Technical Lead, Business Analyst, Systems Analyst and Developer. Jeanette's recent experience includes projects such as Danbury, CT; the East Windsor Communications Center, NJ; Stafford County Sheriff's Department, VA; Falmouth, MA; Washoe County, NV; and Chicopee, MA. She has developed the functional requirements for all applications supporting consolidated centers, as well as assessments and analysis of current and future technology components. With experience in all aspects of systems development life cycle (SDLC), Jeanette designed, developed, enhanced, installed, and supported applications while employed with IXP, Motorola, Electronic Data Systems, Honeywell, and Agfa/Compugraphic. This includes design, development, and support of a Records Management System, responsibility for support and enhancement of the NYPD 9-1-1 ISDN system, and knowledge and experience with all software utilized in a public safety environment. Working closely with operations personnel, Jeanette has the ability to quickly understand the needs of the public safety environment and evaluate whether particular technology will meet their needs. She has also been very effective in assisting customers in identifying and resolving technology issues. She has utilized this skill in identifying weaknesses in software applications, focusing the vendor on critical issues, and effectively addressing shortcomings. With many years of experience in public safety, she is able to assess the needs of a city and create a solution that will most effectively meet those objectives. Jeanette has worked in many platform environments including Windows, AIX, Linux, PowerBuilder, Java, Oracle, Sybase, and SQL Server. She has extensive experience in integration of Computer Aided Dispatch, Records Management, Automated Vehicle Location (AVL), Mobile applications, mapping, telephony, cameras, and other interfaces and subsystems.



**NEAL BOWEN** *Senior Consultant*

Neal Bowen has over 30 years of experience in radio system integration, development, installation, repair and upkeep in both the public and private sectors. He is the key consultant for the radio components of our municipal and university clients practice. Neal has been instrumental in assisting the Danbury managed services project by providing technical support services for the police and fire consolidation. His skills also includes on site assessment of facilities and utilities identifying single points of failure. His work includes development of the findings, risks, recommendations, designs, and budgetary estimates of components for radio systems, radio, voice and data systems integration, and other technologies and facilities. Through extensive and ongoing training, Neal has developed an extensive base of knowledge that includes designing, testing, maintaining and servicing two-way communications systems; installation and management of conventional and trunked communications systems; and the programming of various two-way communications systems, including software requirements. He has in depth experience working with communication equipment vendors including Motorola, MA/COM, Kenwood and others. In 2007, Neal provided critical oversight of Motorola Technicians for the Fire Department of New York during the installation of communications infrastructure for a new consolidated dispatch center and ancillary sites throughout the city. In 2009, Neal supported all radio systems work on the 800MHz system in the Consolidated Communications Center, ChatComm, in Sandy Springs, GA. In April of 2012, Neal was a key member of the IXP team that relocated the NICE logging and recording system for the Fire Department of New York. His work on this project led to enhanced use of the system by the FDNY.



**MICHELLE KESSLER** *Consultant*

Michelle Kessler is a consultant in Communications Management and brings over 29 years of law enforcement experience to IXP. With an impressive background in senior-level police communications management, and records management administrative experience, she brings a combination of skills and experience to assist municipalities, corporations, utilities, colleges and universities with their communications and administrative challenges. Michelle joined IXP after retiring from the City of Phoenix Police Department in June of 2014. During her time with Phoenix PD, Michelle held the titles of RMS Administrative Manager, Communications Shift Manager, Communications Administrative Supervisor, Communications Supervisor, and Communications Operator. She managed the installation of technical systems necessary for 9-1-1 and radio operations, which included the Bureau's first computer based telephone system. She also coordinated demonstrations and ratings of vendors/products and oversaw installation upon final selection. Michelle coordinated the selection of new workstations, managed vendors, worked closely with Bureau Administrators during two bond cycles to prepare presentations for a new Communications Center as well as conducted a staffing study/audit of the Peoria Police Communications personnel, and implemented the Bureau's first complete re-bid process which is still in use today. Michelle established a base study for calculating staffing needs. This study was incorporated into the Association of Public-Safety Communications Officials International (APCO) project RETAINS, which is APCO's method for helping agencies determine proper staffing levels. A member of the Department's Infrastructure Committee, Michelle also collaborated with Information Technology Bureau on common issues. She received numerous commendations and recognitions for outstanding performance for special projects and job functions.



**PAUL HEATON JR.** *Technical/Operational Consultant*

Paul Heaton joined IXP in 2011 after working for seven years in public safety. He delivers services for IT support, GIS support and CAD support/maintenance on multi-jurisdictional collaborations. He has expertise working with Computer Aided Dispatch, Record Management Systems and Mobile Data/Computer Terminals. Paul's recent engagements include the Chattahoochee River 9-1-1 Authority (ChatComm) and the North Texas Emergency Communications Center where he served as a subject matter expert for technology and operational components. He delivered feasibility and cost analyses for future technology refits as well as transition plans. Paul has training on the state and federal level in the areas of crime analysis and electronic surveillance technologies. While working in the government sector, he was responsible for maintaining mobile computers, mobile connectivity, and managing vendor support tickets. He is a trained system administrator for Sungard OSSI CAD/RMS/Mobile applications. Paul also worked closely with Special Operations to help them maintain and deploy covert surveillance technology. He has worked with IP camera solutions, audio transmitters, and covert body worn camera systems and trained in installation of audio and video recording devices into vehicles.



**MONICA CHERTOFF, PHR** *Human Resources Manager*

Monica Chertoff is the Human Resources Manager for IXP Corporation with several years of professional human resources experience including recruitment, benefit administration, policies and procedures, and payroll administration. In this role, she is a member of IXP's Services and Solutions team and assists in the development of employees to help them achieve their professional goals. She is responsible for developing HR strategies and the delivery of HR services and programs for IXP. Monica is responsible for all the recruitment, hiring, benefit and payroll administration for IXP's managed services projects including ChatComm (GA), the City of Danbury (CT), MONOC (NJ), Lawrence Township (NJ), East Windsor Township and the Borough of Hightstown (NJ), and others. She received her Professional in Human Resources Certification (PHR) in June of 2013 and has been an active member of the Society for Human Resource Management since 2012.

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# APPROACH TO SCOPE OF WORK

## INTRODUCTION/UNDERSTANDING

For many years, the City of Fort Lauderdale enjoyed the benefits of operating a city-controlled 9-1-1 emergency communications center. This level of control allowed the City's policy makers and public safety officials to establish the policies and practices for the communications center directly. This provided seamless support of the City's law enforcement, fire and emergency medical services operations. Under city control, Fort Lauderdale could establish service levels that meet the expectations of the City's leadership, residents, businesses and visitors.

However, with such benefits also come a number of fiscal and operational challenges that often lead organizations to pursue alternative delivery models such as consolidations. When done well, consolidations can result in service level improvements and cost efficiencies that benefit all of the consolidation participants. Unfortunately, consolidations can sometimes result in service level, performance or operational challenges that are difficult or impossible to resolve to the satisfaction of all the consolidation participants. Larger agencies, in particular, can experience problems in service levels that they never experienced before.

IXP understands these challenges and is dedicated to helping each of our customers define and realize operational and economic models that best fit their community's needs. The City of Fort Lauderdale has undergone considerable pressures in the early years of the consolidated approach. It is uncertain if the City can find solutions to allow that model to regain the level of trust and reliability required for a successful relationship between an emergency communications center and the communities it serves. IXP understands the City's concern for having a local and knowledgeable workforce. There have been significant concerns around dispatchers taking incomplete information, sending crews to wrong addresses, not meeting target answer and dispatch times, as well as complaints around problematic communications equipment. Our approach, as detailed in this proposal and in conformance to the City's Solicitation, will allow the City to regain the levels of service required to meet the community's needs and expectations.

## HIGH LEVEL SOLUTION/APPROACH

IXP offers a unique combination of transformational and managed services that will allow the City of Fort Lauderdale to recapture the direct control over service levels and operational strategies. The City will also benefit from the efficiencies of our deep experience and expertise in constructing, equipping and operating emergency communications center needs. Rather than fitting the City's operational needs into a broader multi-jurisdictional model, IXP is able to tailor the operations of the City's communications center to reflect the levels of service the City wants to provide to the community, and the operational support models the public safety agencies require. The City will gain the benefits of again having a communications center under direct control while also capturing the economic and operational efficiencies provided by IXP's unique service delivery model.

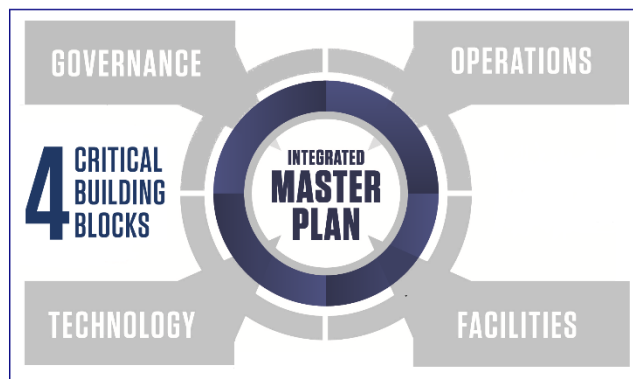
IXP's personnel are highly skilled in working collaboratively with our customers across the broad spectrum of issues faced when establishing or transforming their 9-1-1 and emergency communications services. Our depth of staff and experience allows IXP to support the planning, public education and execution of the City's project in a well-organized and expeditious manner, giving



careful and simultaneous attention to both big-picture and detailed issues. We understand the pressures our customers face when they make the decision to launch an initiative of this nature, and we have the proven experience, with multiple clients with similar needs, to demonstrate our ability to help the City reach its objectives successfully. IXP is confident the City will find the information in this proposal to be directly on-point with the vision for an effective and efficient 9-1-1 emergency communications organization.

## TRANSFORMATIONAL SERVICES – SCOPE OF WORK

IXP utilizes its wealth of knowledge and experience in solving public safety challenges by approaching our engagements from the four distinct building blocks of a 9-1-1 Emergency Communications Center - **Governance, Operations, Technology and Facilities**. We then manage the entire project by creating a comprehensive Master Plan that includes all the tasks, and interdependencies necessary to accomplish the goal. We have developed the



following Transformational Scope of Work to address each of these areas to implement the City of Fort Lauderdale's new Emergency Communications Center (ECC). The subsections below describe in detail the initial transitional tasks we are proposing that will support the implementation of a new dispatch center as well as the transition of services from the Broward County Regional 9-1-1 Center. Later in the proposal, we have a complete description of our proposed Managed Services Scope of Work. **IXP can complete this phase of the project within six months of site acquisition.**

### GOVERNANCE

IXP works with each of our clients to establish a governance model for their emergency communications center that best fits the needs of their community. IXP will tailor the model for Fort Lauderdale to meet the combined needs of the Mayor, City Commission and City Manager from a policy and economic perspective, while also meeting the operational requirements of the City's Police and Fire/Rescue organizations. Successful governance models are characterized by sufficient levels of control to assure that operational performance meets service level expectations while also not being overly complex so that decisions cannot be made and implemented in an expeditious manner. They also operate in an open, flexible, responsive and transparent manner, and are supported by well-defined operational and performance metrics. This allows the City to make well-informed and sound decisions as the Cities' agencies conduct their routine operations. IXP prides ourselves on structuring and managing these relationships with our customers to meet these important objectives in a mutually agreeable and beneficial manner.

While the specifics of the governance model for IXP's relationship with the City of Fort Lauderdale is one of the first things we will establish upon commencing work with the City, the model should present several characteristics based on what is already known about the City's needs and interests:

- Administrative oversight of the contractual relationship between the City and IXP is typically accomplished through a formalized relationship with the City Manager and IXP's President & COO and our Vice President of Managed Services. While the specific mechanisms of this relationship is established during contract negotiations, we normally establish a standardized reporting and/or meeting process between the City and IXP leadership. This assures we are meeting expectations and we quickly identify and define any issues.
- Oversight of the operational practices utilized in the communications center are the domain of some form of Operations Committee. This committee usually engages one or more representatives from the leadership of the Police and Fire/Rescue departments in a routine process of meeting and working with IXP's ECC

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Director and staff. The Operational Committee will define the initial operational policies and practices of the Center and then keep these up to date and consistent with the needs of the organizations. Regularly scheduled meetings will begin early in the project to establish an effective working relationship, highlight progress, and solve problems at the earliest opportunity. These meetings will eventually grow into routine operational reviews over the life of the project to keep this effective relationship alive and well.

- Since the City already has established relationships with key technology vendors such as Hexagon for the CAD system and Motorola for the radio system, IXP envisions establishing some form of Technology Coordination Committee. This group includes a combination of City, vendor and IXP representatives that are responsible for assuring the various technology systems at the ECC and the City are well coordinated and work together properly. Similar to the Operations level meetings, “technical” meetings will begin early in the process and continue through the entire life of the project.

## **OPERATIONS**

The initial Transition Phase of IXP’s solution for communications operations is crucial to the success of Fort Lauderdale’s new ECC. It includes establishment of the Center’s policies and procedures, recruiting and staffing of the center and training of the staff on the specific operations of the center.

Beginning with contract execution and ending with cutover, we use this period to prepare for a seamless change from the Broward County Regional 9-1-1 Center to the new City ECC. During this time, IXP will utilize our experience and resources to quickly and seamlessly assume and establish management of center staff operations.

### **Policy and SOP Development**

IXP will develop and implement the ECC’s organizational policies and standard operating procedures (SOPs). These documents are a key element in defining both the culture of the organization and the specific methods and practices we will use to deliver public safety services to the City. We will conduct this process in collaboration with the City and their police and fire agencies setting up multiple meetings to discuss matters of mutual interest and operational needs. We will use any existing City 9-1-1 Emergency Dispatch SOPs as an initial guide and enlist the assistance of City public safety officials on their needs. We will apply our extensive experience and expertise in emergency communications center operations to help refine and adapt these into a highly effective body of documentation. This will guide both the operations of the center and the training of the personnel. IXP appreciates the importance to the City to maintain their Insurance Services Office (ISO) Class 1 rating for the Fire Department. We will work closely with the City to implement police, fire and emergency medical dispatch protocols that establish and maintain high quality service levels for your community. We will back these up by intensive training of our personnel and quality assurance reviews.

### **Recruiting, Testing and Hiring Processes**

IXP will collaborate with the City to confirm position descriptions and job requirements, local recruiting, testing, background check and hiring processes to fill Telecommunicator positions. Our background process will then vet job candidates who successfully complete the recruitment, screening and testing processes, including criminal record checks and drug screening, to determine suitability for employment in the ECC. Our hiring model is to have local law enforcement perform the criminal background check allowing Fort Lauderdale’s police department to have the final decision when evaluating all of our candidates. Following the successful completion of the hiring process, we proceed with finalizing the employment process and moving a new-hire into training and work responsibilities. The City will have the final decision on all of our candidates.

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## Recruitment

IXP will collaborate with the City to develop strong local recruitment practices, including, without limitation, advertising and workforce outreach, in order to place the most qualified personnel to work in the City's ECC. **Our staffing model focuses on hiring a workforce with local and geographical knowledge of the area.** Our Human

Resources (HR) department manages hiring logistics, promotions, personnel management, and all other HR issues.



Our recruiting team consists of a talented, energetic, and creative group of individuals. We will provide Telecommunicators with the skill sets necessary to be successful and capable of providing the services citizens, first responders, and stakeholders expect, such as:

- Answering all calls in a calm, professional, compassionate manner;
- Providing language interpretation for foreign languages;
- Referring non-emergency incidents to appropriate public or private agencies for professional services;
- Detecting and taking alternative/corrective action when communication system or program errors occur;
- Maintaining a constant update on the status of emergency units in the field;
- Decoding call locations; and
- Demonstrating quick thinking and ability to multi-task.

We gear our recruitment efforts towards meeting the unique call receiving and dispatching services required by the City. Our recruitment program specifically seeks, attracts and retains diverse and qualified public safety minded individuals.

## Selection and Hiring Process

To ensure that IXP obtains the most qualified, experienced employees, the IXP employee selection process includes rigorous industry best practices processes such as skills-based testing and personality evaluation, thorough background check processes, drug and physical screenings, psychological screening and exhaustive evaluations of each applicant. We will routinely follow the same background processes approved by the City and will submit all successful candidates for background and criminal record checking by the Fort Lauderdale Police Department. We will not hire personnel for the City's Communications Center until the Police Department has successfully cleared them.

## Telecommunicator Training Program

IXP will collaborate with the City to develop a training program that meets and/or exceeds the requirements of the Florida Department of Health 9-1-1 Public Safety Telecommunicator Certification program and the City's HR policies, procedures, and protocols. The training program will ensure all the Telecommunicators assigned to work at the City's Communications Center maintain all applicable licenses, certifications, and training. We utilize the Association of Public Safety Communications Officials (APCO) International, Florida state guidelines for certification and any other local, state, federal or professional organizations to accomplish our training needs. We will provide copies of all training certifications for the City's verification and filing. Our training program incorporates industry best practices. All of our employees will have completed the base level of training including:

- Emergency Telecommunication Course
- CPR certification
- NCIC and CJIS training for Florida
- Local familiarization and Standard Operating Procedures (SOP) training
- Emergency Medical Dispatch (EMD), Emergency Fire Dispatch (EFD) and Emergency Police Dispatch (EPD)

- Customer Service Training
- TTY training
- OnStar Training
- Active Shooter
- National Center for Missing and Exploited Children
- Security and Integrity Training
- Radio Etiquette
- Customer Service training
- Ongoing in-service training topics and exercises
- Area familiarization and ride-along with police and fire



**Further, we will cross-train the Telecommunicators in all phases of operations and rotate assignments to maintain a high level of flexible expertise.** Skill sets, experience and activity may alter shift configurations over the course of the contract, but we will always maintain a staffing model driven by the City's needs and contractual guidelines.

Finally, as the facility and technology come together into a full-fledged communications center, IXP will train staff and practice with the various systems, equipment and policies to ensure a seamless transition of operations from the County to the new City ECC. Simulated calls of all natures will give Telecommunicators real world experience and get them fully prepared for live operations. Simultaneously, IXP will work with the City's first responders to acquaint the new staff with police, fire and EMS operations. IXP plans to coordinate ride-alongs with field units, and train on area familiarization and landmarks. With permission of the City, IXP also welcomes first responders into the new ECC for tours and overviews of operations, and familiarization with both operational and administrative staff.

## **TECHNOLOGY**

### **9-1-1 Telephone Communications**

The most important link between the public and a 9-1-1 ECC is a robust and reliable telephone network and system. This system must be capable of maintaining compatibility and interoperability with other 9-1-1 systems in the City's region, while also having the flexibility to adapt to emerging Next Generation 9-1-1 (NG9-1-1) capabilities as they become available and when they are needed by the City. Therefore, IXP has worked with West Safety Solutions Corp. to configure a NG9-1-1 ready 9-1-1 telephone system to support the ECC. IXP has successful experience with West's systems, and since they are the vendor that supports Broward County, we feel it is in the City's best interest to utilize their solutions for the City's ECC.

West's solution is based on their VIPER core system and utilizes the Power 911 and MapFlex 911 workstation and monitors. The proposed system provides a highly functional, yet easy to use operational environment for the Telecommunicators processing 9-1-1 and 10-digit calls. West will equip the system with Automatic Call Distribution (ACD) capability to maximize the efficiencies of dispatch center operations and ready to implement texting to 9-1-1 when those services are available. A total of 16 operational positions have been included in the initial configuration so that all of the positions in the ECC are capable of processing calls. This will provide maximum flexibility within the ECC as staffing levels and work responsibilities flow throughout the normal cycle of a 24-hour day.

IXP made threshold judgments on system sizing and configuration allowing us to develop our firm fixed-price proposal to the City. However, we are fully committed to working with the City and the County's 9-1-1 Administrator to validate requirements and design a final system configuration that is properly sized to meet the City's capacity needs and fully integrate it with the County network. IXP recognizes the critical importance of 9-1-1 calls being able to roll

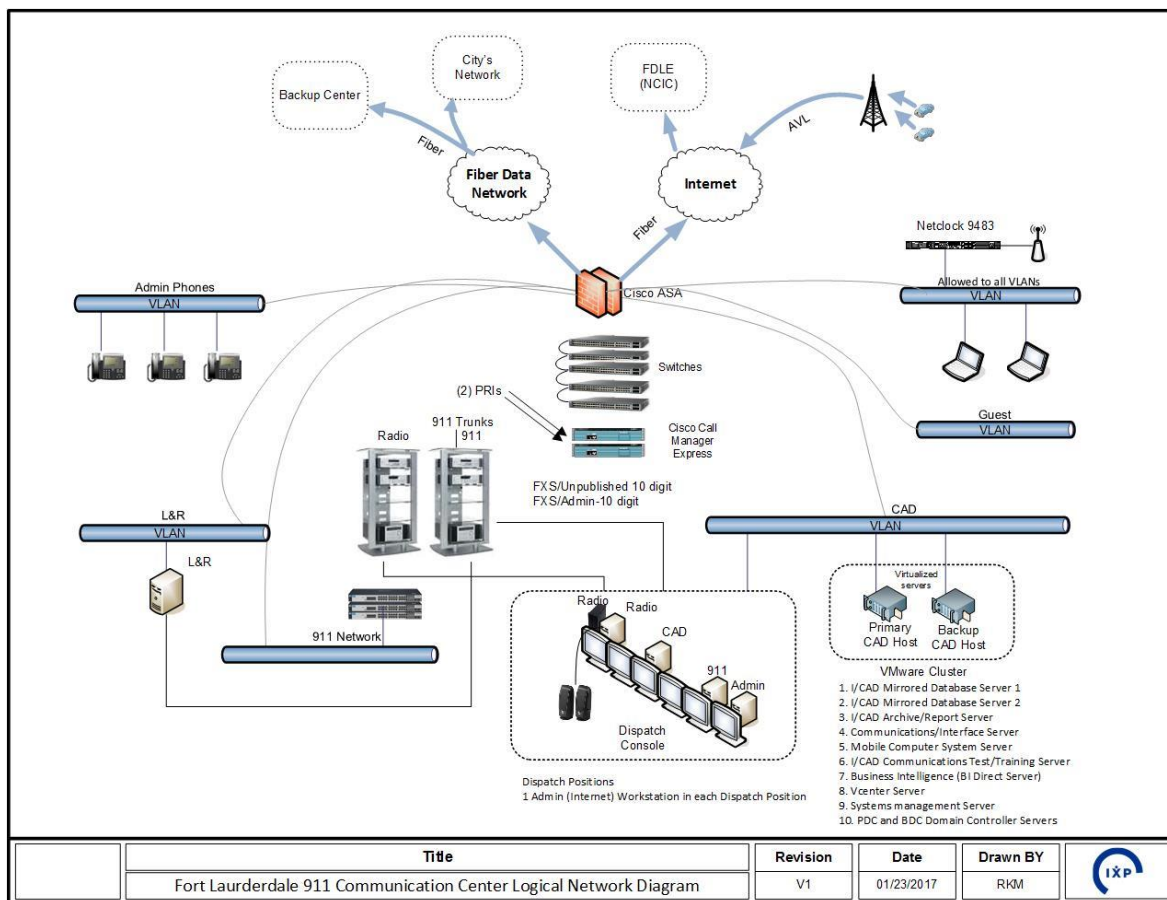
over to another dispatch center if the City's ECC or systems are compromised, and for the City to be able to provide that same level of support for another center. IXP will work with the City to evaluate various alternatives to achieve these objectives.

IXP has also conducted research and discussions with AT&T on the potential implications of Fort Lauderdale re-establishing a primary PSAP but not getting financial support from Broward County for 9-1-1 cost elements such as database management, selective routing, 9-1-1 trunking and Automatic Number Identification (ANI) and Automatic Location Identification (ALI) services. These potential costs have been identified in our pricing information as a reference point for the City, and IXP will work diligently with the City to support negotiations focused on the County continuing to pay for these costs as they do today.

## Computer Network

### Network

An emergency communications center requires a secure and robust network and backroom support configuration. IXP will implement this secure network and logically separate it into a Virtual local area network VLAN to segregate, secure and support various systems and technologies in the ECC. The network will support an administrative VOIP telephone system, integration with 9-1-1 telephony, administrative IT infrastructure and wide area network (WAN) connectivity to the City's network. A redundant firewall implementation will secure and control the access to VLAN and the WAN traffic. These firewalls will implement specific rules that only allow the necessary traffic to and from each VLAN and the agencies. A secure VPN device will provide access to the ECC network and will be restricted to a select group of support vendors. It is highly recommended the City configure the new Center on its own network domain. The administrative IT infrastructure will include the domain servers, administrative staff PC/workstations, printers and miscellaneous IT equipment. Below is a diagram of what IXP anticipates the City of Fort Lauderdale's 9-1-1 Communications Center Network will be.



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### LAN Switches

The City's communications center will utilize three Cisco Catalyst 3850, 48 port managed switches to support all the LAN connections. Each connection is in the form of a Gigabit Ethernet connection (1 Gb/sec) with RJ45 termination. The five network switches will provide redundant network connectivity and the spare capacity required for high-availability and growth.

### POE Switches

The City's communications center will utilize two Cisco 3850, 48 port managed POE switches to support all the Cisco phone connections. Each connection is in the form of a Gigabit Ethernet connection (1 Gb/sec) with RJ45 termination. The two network POE switches will provide redundant network connectivity and the spare capacity required for high-availability and growth.

**ChatComm 9-1-1 Emergency Call Center Network**



### Firewalls

Two Cisco ASA 5516=X firewalls configured in an active/standby configuration, respectively, will control all traffic to and from the ECC and inter-VLAN routing within the center. The firewalls will also support the remote user access (vendor maintenance, LAN support staff, etc.), and VPN tunnels for mobile computing.

### Internet Connectivity

A symmetric managed internet circuit of at least 100 Mb/s, with Ethernet handoff, will provide secure Internet access to the communications center. In addition to the Internet connectivity, this circuit will provide the remote access to the support vendors and mobile connectivity.

### Data Circuits

Based on the experience at 9-1-1 centers that IXP currently manages, an Ethernet switched managed data circuit is a preferred option over other solutions including dark fiber or microwave. AT&T will provision a new AT&T ASC MPLS point-to-point data circuit between the City's network and the new 9-1-1 communications center in Fort Lauderdale.

### Telephone Circuits

AT&T will provision a redundant pair of PRI circuits for the City's communications center telephony requirements. These PRI circuits will connect to a redundant pair of Cisco Call Manager PBX routers and provide dial out and conferencing functionality from the 9-1-1 system and administrative phone lines in the dispatch positions.

### Email and File Sharing Software

IXP will use Microsoft Office 365 for business services to secure email and document management requirements. This includes Outlook email and SharePoint for publishing and sharing documents.

### Web Content Filtering

IXP will implement a web content filtering solution using software for managing, filtering and logging unwanted internet traffic. This solution will help prevent some of the inherent issues with the Internet connectivity including vulnerabilities like viruses and malware. It will also provide granular control over internet usage.

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## **Radio Communications**

IXP has had numerous communications with Motorola Solutions to understand the radio system environments that support the City's public safety and general government communications. While it was IXP's intent to provide a complete turnkey solution that included us purchasing all of the radio console equipment and back-end systems needed to equip the ECC, Motorola has advised IXP that they will not quote these systems and equipment for inclusion in this proposal. Rather, Motorola will work directly with the City to plan, configure and deliver the appropriate radio console and supporting systems to meet the needs of the ECC under terms of either the City's contract relationship with Motorola or under State contract relationships. Therefore, based on information from other projects where IXP has implemented Motorola console systems on trunked radio systems, we have worked up cost estimates that are included with our cost proposal information. We have factored in not only the radio console systems themselves, but also backup communications capability for each dispatch position, digital recording compatible with Motorola's system, and microwave connectivity to the ECC. This allows the City to get a complete picture of the costs of establish the radio system elements, even if they are acquired directly from Motorola rather than through IXP.

IXP recognizes the critical importance of a properly planned and implemented radio system environment for the ECC, and we will fully support this process with the City as the planning for the ECC moves forward. We will also work closely with the City and Motorola as the equipment is purchased, configured, delivered and installed (under the City's purchase agreement with Motorola) to ensure the system functions as needed and integrates with other systems properly. Once the systems are in place, our technology support team will coordinate as needed with Motorola to make sure the radio console system continues to function properly and is well maintained.

## **Alerting System**

IXP will work with the City to evaluate the choices available to them for Fire Station Alerting. IXP understands the need for interoperability among agencies and especially the need for mutual and automatic aid between fire agencies. FSA is a vital system that is a key factor in fire agencies dispatching and routing calls in a timely manner. We also recognize the critical importance of having redundant alerting mechanisms to maintain the City's ISO Class 1 rating.

IXP will present and discuss all options available to the City so that an understanding of the pros and cons of each choice are apparent. IXP will work very closely with the fire agency to verify the needed requirements. The cost of an FSA system can vary greatly depending on what features the agency requests. It will be vital to create a requirement list that shows the required functionality and the optional functionality. We will work with the agency to create a clear list of requirements that will help determine the selection of a system that is best for the City. We will also address the functionality of the current Zetron system as well as any additional functionality the City desires. IXP will provide a comparison of the functionality of the City's current system and weigh it against the functionality of the County's USDD Phoenix G2 system as well.

Once we define the functionality of the system, IXP will work with the City to evaluate the best path for them to follow in regards to purchasing the system directly or adding the equipment to the County's system. There are different factors that will affect this decision and those include governance, connectivity, and cost. IXP will take the list of requirements and navigate the City through several work sessions to allow them to select the best option.

The implementation process that follows will vary greatly based on the choice made by the City. The selection may be to keep the existing Zetron system with possible system upgrades. This option allows for a much shorter implementation timeframe and lowers the effort and cost. On the opposite end of the spectrum is the option to install an entirely new system. This takes a longer timeframe and more effort and cost. IXP has verified with Hexagon that they are prepared to interface with either of the City's current possible vendors, Zetron or USDD Phoenix G2.

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These interfaces are already included in their proposal to the City (under a separate RFP) so the interface cost with CAD will not be an additional factor in these discussions.

## **Computer-Aided Dispatch (CAD) System**

### Software

Prior to joining the Broward County Regional 9-1-1 operation in 2014, the City was utilizing a Hexagon/Intergraph Computer-Aided Dispatch (CAD) system for dispatching. The City intends to purchase the most current CAD software from Intergraph and implement the Intergraph CAD in the new dispatch center. Separate from this RFP, the City is negotiating with Intergraph to bring their prior licenses up to date. Intergraph is submitting a separate CAD proposal to the City that includes software, interfaces, training, and implementation services. The proposal also includes one full-time Hexagon employee who will be onsite at the City communications center as the CAD Administrator and support technician. This person will assist the City with the system configuration, code table loading, and other elements of implementation.

IXP proposes to provide a full-time Project Manager to oversee all aspects of center implementation. This will include oversight of the CAD installation, configuration, training and startup.

### CAD Interfaces

**Two-Way CAD-TO-CAD Interface:** The City requires the ability to transfer data for calls answered in the Fort Lauderdale ECC to the County Motorola Premier One CAD system, but are in the jurisdictions covered by the County regional center. Similarly, Fort Lauderdale requires the ability to receive call data transferred from the County CAD that are in the jurisdiction of Fort Lauderdale. In discussions, Hexagon/Intergraph informed IXP that the needed two-way CAD-to-CAD interface between Intergraph and the County's Motorola CAD, and associated pricing, is included in the Hexagon CAD proposal that will be submitted to Fort Lauderdale. Hexagon also stated that they have previously implemented this interface with Motorola at another site.

Motorola has decided not to provide any pricing to any vendors who are responding to this RFP. This includes their side of the Two-Way CAD-TO-CAD Interface. IXP has estimated the cost of this interface and included it within the pricing.

**GIS:** Hexagon/Intergraph is including licenses for the tools "I/MapEditor" and "Map Administration Utility" in the CAD proposal they are submitting to Fort Lauderdale. They will also provide training, early in the CAD implementation process, that will teach personnel how to use the tools to load, configure, and update map data for use with Intergraph CAD. Pricing for the Intergraph software tools and services is separate from this RFP response.

Hexagon/Intergraph informed IXP that no data exists from the 2014 CAD system that had been in place at Fort Lauderdale. Therefore, the process of loading the data, validating it, and correcting any issues must begin by obtaining City GIS data.

IXP is proposing GeoComm as a subcontractor to complete the GIS portion of this project, GeoComm is a leading provider of geographic information and communication systems for 9-1-1. They are an Esri Platinum Partner and provide geographic services using leading edge technologies and industry standard best practices. As Hexagon/Intergraph's recommended GIS partner, GeoComm is the best choice for the mapping portion of the CAD project.

GeoComm will update Fort Lauderdale's existing GIS data for use in the Hexagon/Intergraph CAD system. They will deliver a series of services spanning a 16–20 week timeframe to analyze, enhance, correct, and standardize the data to

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the Intergraph CAD specification. Among the areas addressed are street, PSAP boundaries, emergency service boundaries, MSAG synchronization, municipal boundaries, site/address point, ALI synchronization, cell sector location, street alias, routing, highway/freeway, and landmark data.

GeoComm will provide ongoing quarterly maintenance for GIS data and CAD provisioning. Included are the latest address point layer in the ArcSDE geodatabase, updated road centerline layer, critical NG9-1-1 boundary layers, and any additional layers provided by the county GIS staff. GeoComm proposes to perform the updates quarterly, however options exist to do the updates more or less frequently if the City prefers.

Optionally, GeoComm can deliver the GIS data in the format required for emergency call routing function (ECRF) or location validation function (LVF) system use if the City desires.

**Automatic Vehicle Location (AVL):** The Intergraph CAD proposal includes the AVL interface with 80 concurrent licenses for tracking police vehicles. Our assumption is that the existing AVL hardware in the police vehicles is compatible with the Intergraph interface and nothing further is required. When the City decides to go forward with tracking of additional vehicles for Fire and EMS, the City must reevaluate and increase the number of concurrent licenses they have with Intergraph.

**Fire-Rescue Records Management System (RMS):** Fort Lauderdale uses Zoll RescueNet for fire reporting. An interface is required between Intergraph CAD and the Zoll product to pass call information into the fire reporting database. The interface is included in the Intergraph CAD proposal. Zoll has also supplied a quote for their side of the interface. It is included in the pricing.

**ePCR:** Intermedix provides the TripTix ePCR software that the City uses. They have provided a quote for their interface API that consumes the data from Intergraph CAD and writes the data to the Intermedix database. Intergraph has included the interface in their proposal to the City for CAD.

**Police RMS:** The Intergraph CAD system must send call data to populate Police RMS data tables. The Fort Lauderdale Police Department participates in the Broward County Regional RMS System, which is a SunGard (OSS) system. The City's CAD data is currently fed to the regional RMS from the County's consolidated Motorola CAD system. Intergraph has included the replacement interface in their CAD proposal to the City.

SunGard has provided a quote for their side of the interface. The quote assumes the data sent from the Intergraph CAD must be the same fields and same attributes as those currently sent by the Motorola CAD. The case number must be in the same format as is currently sent. Officer's IDs and names must be identical to those currently used in the regional RMS. The interface must be approved by the Broward County Office of Regional Communications and Technology (ORCAT). SunGard can customize the interface if any of the assumptions above present a problem, but the cost will be higher and will depend upon the specific functionality required.

**First Look Pro:** This interface is not mentioned in the RFP, however it was listed in the City's answer to Question #58 as one of the current interfaces. IXP has contacted the vendor, Faro Technologies, which markets First Look Pro. We have been informed that the interface with CAD is included in the price of the product. Fort Lauderdale has nothing further to purchase for this functionality on the First Look Pro side.

IXP also informed Hexagon/Intergraph of the need for this interface. They will add the interface to their CAD proposal.

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## Hardware/Servers

IXP will provide the Dell servers, EMC storage, Windows Server 2016 licenses and SQL Server 2016 Enterprise licenses for the Intergraph CAD for both the primary location and the backup DR location based on the specifications provided by Hexagon. Hexagon's proposal to the City includes the CAD server and storage physical installation and configuration. At the primary location, Hexagon will configure the CAD servers and storage in a virtualized environment consisting of VMware cluster configuration of two Dell PowerEdge 630 physical host servers and EMC storage. The host server configuration includes dual 18-core processors and 384 GB RAM. The VMware cluster at the primary site will host 12 VM servers.

IXP recommends using an existing City's datacenter as a backup Disaster Recovery (DR) location, in which Hexagon will configure a CAD server and EMC storage in a VMware virtualized environment consisting of one Dell PowerEdge 630 physical host server and EMC SAN storage. The backup DR host server configuration includes dual 18-core processors and 384 GB RAM. A total of 6 VM servers will be hosted on the VMware cluster at the backup DR location. All VM servers will run Windows 2016 Datacenter edition.

**CAD Workstations:** IXP will install and configure CAD Dispatch workstations in all Dispatch positions. The workstation configuration will include an i7 processor, 16 GB RAM, a dedicated video card will support three Dell 1080P 24-inch monitors.

**Administrative Workstations:** IXP will install and configure an administrative workstation in all dispatch positions. We will use these workstations primarily for non-CAD applications, web searches and other administrative functions. We will configure administrative workstations with an i5 processor, 8 GB RAM, an integrated video card and a single 24-inch monitor.

## **Miscellaneous Technologies**

### Backup Logging and Recording

IXP will purchase a 32 channel recording logger as a backup to the primary logging and recording system which will be provided by Motorola. We will use a Comlog IP350+ manufactured by CVDS. The system is utilized as a backup system to record radio and telephone traffic from each dispatch position. The system is scalable up to 96 channels to record a variable combinations of analog, digital and VoIP interfaces.

### Time Synchronization

All technologies supporting the City dispatch operations with the exception of the 9-1-1 system will connect to a single time synchronization solution. The Spectracom Command Center time synchronization solution for PSAPs will include the NetClock 9483 device, GPS Antenna, wall display clocks and 100 ft. antenna cable. The 9-1-1 system will synchronize device times with a separate time synchronization solution provided by the State 9-1-1 vendor.

### Overhead Monitors

For overhead display of relevant information such as CAD incident, AVL, CCTV feeds and broadcast news, six (6) 55-inch TV monitors will be required. The units will be wall mounted for optimal viewing from multiple positions on the dispatch floor. We will also provide standard wall mounting hardware

## **FACILITY/DATA CENTER**

IXP has considerable experience working with our customers to acquire, plan and execute well-designed and efficient facilities for their emergency communications needs. For our Chattahoochee River 9-1-1 Authority (ChatComm) operation we completed the entire process of identifying and leasing the facility, designing and executing the facility buildout, and readying the systems for operations, in a period of six months. We propose to accomplish a similar level of project execution for the City of Fort Lauderdale.

**Discussions at ChatComm regarding the fit-out**

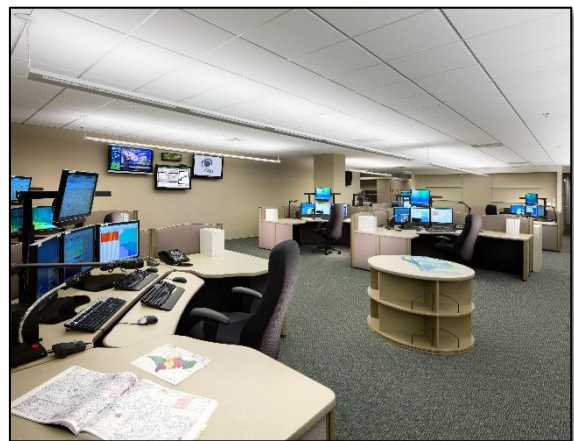


To accomplish this, IXP will work with a combination of three firms to support the full cycle of activities needed to get the facility ready for operations. Recognizing that the City may not be able to provide adequate facilities at this time to house the ECC, we have engaged Blanca Commercial Real Estate to assist IXP in identifying potential commercial properties within the City of Fort Lauderdale, that are suitable for conversion into an emergency communications center. We have identified several properties and explored potential lease and operating costs to allow IXP to offer the 5-year firm fixed price contained in this proposal.

IXP will also work with the architectural firm of Warner Summers and the general contracting firm HITT Contracting. Warner Summers was our partner in the ChatComm project and provided exceptional service and responsiveness throughout the site acquisition, design and construction process. They are masters in establishing efficient layouts in converted commercial spaces and are able to work with IXP to rapidly create an operational layout for the City's ECC that is both highly functional and cost efficient. Further, throughout the property acquisition and design process, our general contracting partner HITT will engage in pre-construction review and input as the sites are evaluated and designs are developed. This allows their significant experience in developing commercial and high-tech facilities to help drive construction techniques and costs that are as efficient and effective as possible. HITT has developed a large number of high quality technology-focused facilities in a variety of industries and has worked closely with Warner Summers on past projects. By utilizing this team approach throughout the facility selection, design and construction process, IXP is able to translate the needs of our customers into well-designed and economic operational facilities.

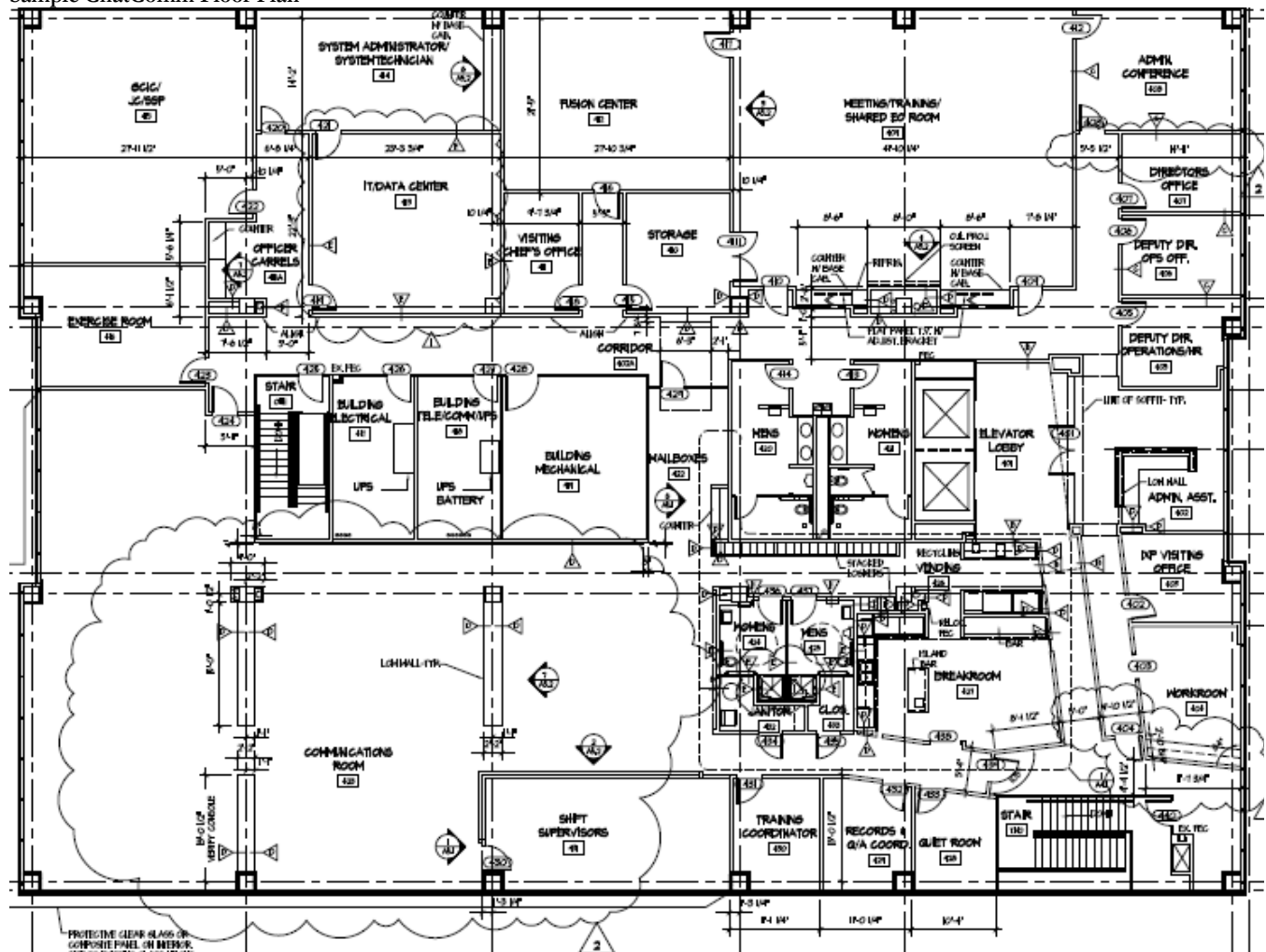
IXP will also utilize our past successful experience with the ChatComm project to serve as a launching point for planning the City of Fort Lauderdale's ECC. While the specific floor layouts cannot be determined until the actual facility is selected and under lease, the concepts of the ChatComm facility layout will provide the starting point for the layout and design process. As the City's representatives noted during their tour of our ChatComm operation, the layout and working environment provided a combination of a highly effective emergency communications center and a great place for our personnel to work. We intend to create a similar high-quality environment for the City of Fort Lauderdale operations. IXP has already engaged in numerous pre-project consultations with Warner Summers and HITT to review the detailed plans and specifications from the ChatComm facility and establish the design and construction cost estimates for the facility we would construct for the City of Fort Lauderdale's ECC. The team is fully prepared to immediately commence property acquisition, design and construction activities as soon as IXP's contract with the City is executed.

**ChatComm Communications Floor Post-Construction**



IXP has determined that a facility of approximately 10,500 square feet is needed to provide a well-organized and highly efficient layout for the Fort Lauderdale operation. We have provided a copy of the floor plan of our ChatComm operation as an example of how an effective emergency communications center can be created within existing commercial real estate facilities. As noted in the City's Solicitation, the heart of a competent ECC facility is founded on a highly reliable, scalable and secure data center within the facility. As with the ChatComm facility, the Fort Lauderdale facility will have a data center that is sized to accommodate not only all of the systems needed at the commencement of operations but adequate space for routine equipment refreshment cycles and space for system growth or expansion. We will also provide space for systems that may emerge or evolve over time such as potential migrations to different fire station alerting solutions or expansion of interfaces to other emergency communications centers or systems.

Sample ChatComm Floor Plan



IXP will separately secure the data center from other areas of the building and we will limit access to IXP personnel and pre-screened vendor maintenance personnel accessing the facility under IXP escort. The data center will also have an independent HVAC system, protected with an FM200 fire suppression system, and developed to meet relevant codes and standards for electrical and grounding systems. We will support the full facility by emergency generator power, and we will support the data center, communications room and other critical areas of the facility on an uninterruptible power supply (UPS) system.

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## **“Flee To” Communications Center**

Even with highly reliable and/or redundant systems in place at the new ECC, it is extremely important to have a pre-established “flee to” facility available for use if the ECC is rendered inoperable. While establishing this capability is most often accomplished through a reciprocal relationship with another PSAP, IXP has also worked with customers that have established their own “flee to” capabilities so they did not have to rely on relationships with other jurisdictions. IXP has helped our customers analyze, evaluate and implement both of these alternatives. We are fully prepared to support the City in this important decision-making process as the ECC project proceeds. If establishing a relationship with another PSAP turns out to be the preferred alternative, IXP will also work with the City and that other PSAP to establish reciprocal “flee to” accommodations if needed.

## **PROPOSED IMPLEMENTATION PLAN**

By design, IXP is an efficient, hands-on company; ensuring quality is built into every phase of a project. We are responsible for overseeing all aspects of implementing and operating the City of Fort Lauderdale’s new ECC. We manage our projects with an execution and rigor that defines our long history of success. IXP’s project leaders will build a close working relationships with all stakeholders involved in the project. Our team is committed, motivated and focused. We manage the constraints of cost, time and scope without compromising quality. We will provide the ongoing support, flexibility and vision necessary for the City to accomplish goals on time and on budget.

## **Our Approach to Project Management**

The key to IXP’s successful track record is our approach to project management, which comes into play even before the contract has been won, during the bidding phase. IXP is very selective in the projects it bids. IXP evaluates and selects each project on its own merits.

Our approach to project management is friendly and flexible. It can seem relatively informal but in reality, it is extremely disciplined. Experience has taught us that your needs are best met by:

- A project team, not an individual;
- A strong project leader representing the client only;
- Sensitive alignment with stakeholder vision;
- Proactive risk management; and
- A positive, facilitative and outcome-oriented approach.

The IXP Project Manager goes well beyond merely coordinating tasks and reporting progress. We have a fundamental belief that our Project Managers must have a thorough understanding of the complexities and interdependencies of the project components. Our proactive approach to risk management strengthens cost and schedule control, and drives change to the beginning of the project where its impact is best managed.

The focus of our project management process is coordination, communication and collaboration. Working proactively, IXP communicates clearly and concisely with all stakeholders, keeping them aligned to the project vision. This is part of our culture. It is the sharing of information between all members of the project team that will make the City’s ECC a success. As part of the process, our team will develop a comprehensive Project Plan that encompasses all of the functional area required to properly manage a project of this scope. These functional area plans will define the requirements, processes and successful completion criteria for each.

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The functional areas covered within the Project Plan consist of:

- Scope Management (Change Management) – Will define the process for defining and managing project scope. This will include identifying, analyzing and review process.
- Issues Management – Will define the method for tracking and resolving issues.
- Risk Management defines how Risk Management is conducted. – Aspects of this plan include risk identification, documentation/monitoring, analysis and response creation.
- Communications Management – Identifies the approach for communication amongst project team members as well as with stakeholders. Aspects of this plan include a project team and stakeholder registry, guidelines for storage, sharing and dissemination of work products and establishing formal communication paths.
- Quality Assurance and Testing – Will define the processes and procedures to ensure that all work products and deliverables are as accurate as possible. It will also define the testing and acceptance processes for each system deployed.
- Resource Management – Will define the project team, roles, responsibilities and necessary safeguards to ensure proper knowledge transfer if and when necessary.
- Training – Will define the systems and personnel requiring training.
- Procurement Management – Will define the processes necessary to acquire technologies and services. It will also include inventory control and maintenance contracting.
- Construction Management – Will define the processes by which IXP will manage the physical construction of the new facility. It will include defining the tools necessary to define and track requirements, integration and overall progress against the plan.
- Performance Management – Will be conducted through the active management of the project schedule and Gantt chart.

IXP's comprehensive solution provides Fort Lauderdale with a proven cost-effective route toward regaining direct control over the City's dispatch operations. Upon contract award, IXP will complete documentation of all City requirements and adapt our existing plans as indicated. Those plans, which have already been successfully implemented at other centers, include layout considerations, operational resiliency, security, and business continuity.

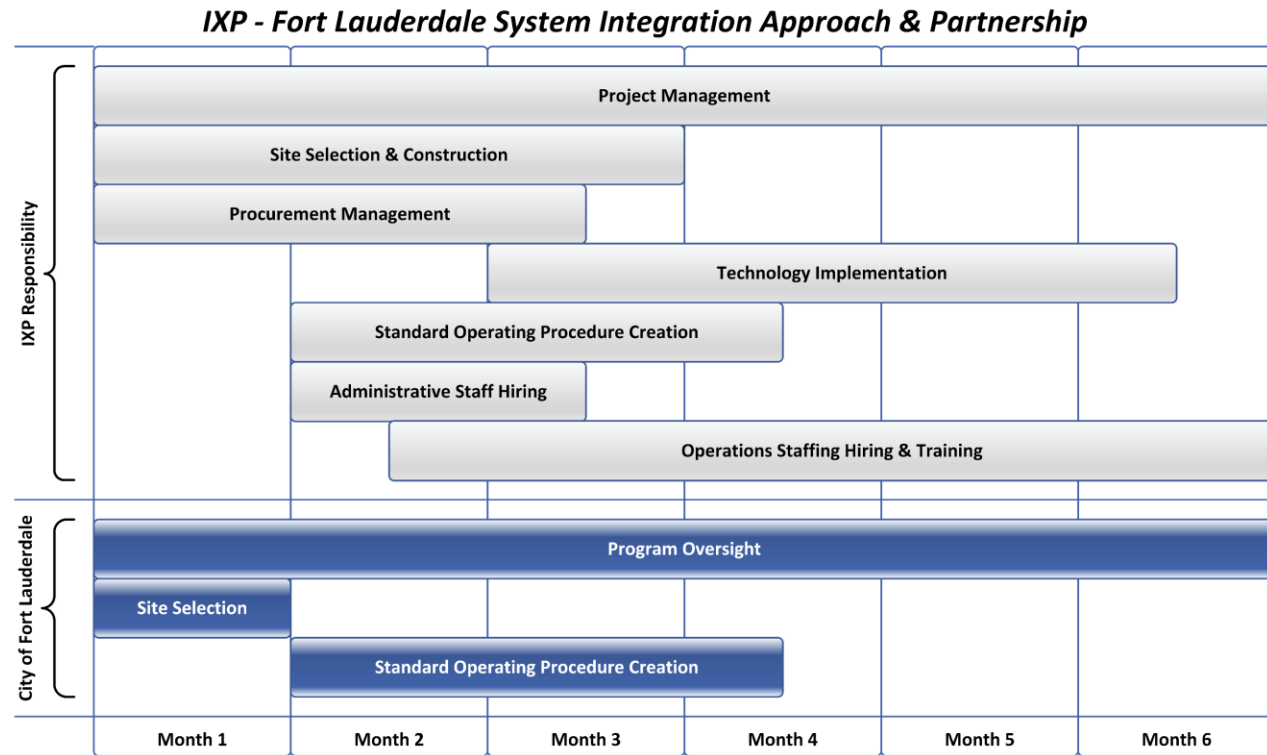
IXP will also include a detailed benefits analysis of both initial and recurring capital and operational costs. As the only company that has successfully implemented, and manages a full cycle turnkey solution, we know those benefits will include the following:

- Financial predictability
- An efficient and effective level of service
- A Highly qualified, competent, and motivated workforce
- Current technologies adapted to the City's unique needs

The result of this effort will be a detailed project plan, approved by the City and executed by IXP, that includes sections with benchmarks for systems, call management, dispatch management, quality of customer service, training management, staffing management and financial management. The City will retain governance of the effort while IXP implements and manages the day-to-day operational, technological, and facility requirements.

## Proposed Project Plan

IXP will serve as the prime contractor to supply and install the components approved by the City of Fort Lauderdale to implement a new ECC including hardware, software, cabling, complete system management, staff hiring, training and scheduling. IXP's proposed high-level approach and timeline to bring the entire ECC online and transfer operations of all 9-1-1 emergency and non-emergency calls from the County to the City is below. A detailed Proposed Project Plan is located in Appendix D.



## MANAGED SERVICES – SCOPE OF WORK

As part of a turnkey solution for the City, IXP can do more than provide the technology, facility implementation and start-up staffing; we can also deliver the following ongoing operational Managed Services for Fort Lauderdale:

- Staff the Communications Center 24/7 with full time employees as Telecommunicators, Communications Training Officers (CTO), Training Coordinator, Quality Assurance/Reporting Coordinator and Supervisors who are cross-trained in call taking and dispatching;
- All personnel will successfully complete and maintain industry certifications for E9-1-1 call taking, dispatch and teletype operations, (established policies and procedures of the ECC, Association of Public Safety Communications Officials (APCO), Emergency Medical Dispatch (EMD), CAD/RMS, FDLE and other associated ECC technology) and IXP corporate training; and
- An IXP onsite Center Director will oversee management of the overall project. Supervision will be coordinated between the Center Director, Deputy Director, Training Coordinator, Quality Assurance and Reports Coordinator, Information Technology Administrator and Shift Supervisors for all employees. They will coordinate all shifts, schedules, technology support, management reporting, quality control and assurance.



**Privatization of the ECC will give the City additional financial predictability year after year and make budget planning easier for administrators.** It also relieves the burden of transition and subsequent operations. IXP will manage all aspects of staffing the City's ECC including recruitment, hiring, training, salaries and benefits, scheduling (including routine overtime), uniforms and personnel equipment (i.e. headsets, laptops, cell phone stipends). As Fort Lauderdale's trusted partner, we will coordinate closely with City public safety agencies to draft, modify and adopt operational policies and procedures, and leverage the latest technology to support and assist our communications center personnel. The City will continue to own the equipment, processes, and policies used by IXP staff within the center and will have final say in all aspects of center operations.

## **STAFFING**

**Our methodology structures staffing around workload** and we consistently evaluate the various demands for services from 9-1-1 calls, field initiated calls, required administrative duties, public safety needs and emerging trends. IXP's philosophy is to provide a service to the City that is locally staffed, courteous, responsive, accessible and seamless in transition. Our staffing model for staffing the City's ECC 24/7 will assess various schedules (8, 10 and 12 hour) for maximum performance tied to activity levels with dedicated personnel per shift; including Supervisors, CTOs and surge capacity. Over the course of the contract, we will continue to assess the workload and provide recommendations for any staffing model changes.

**Danbury, CT 9-1-1 Emergency Communications Center Staff**

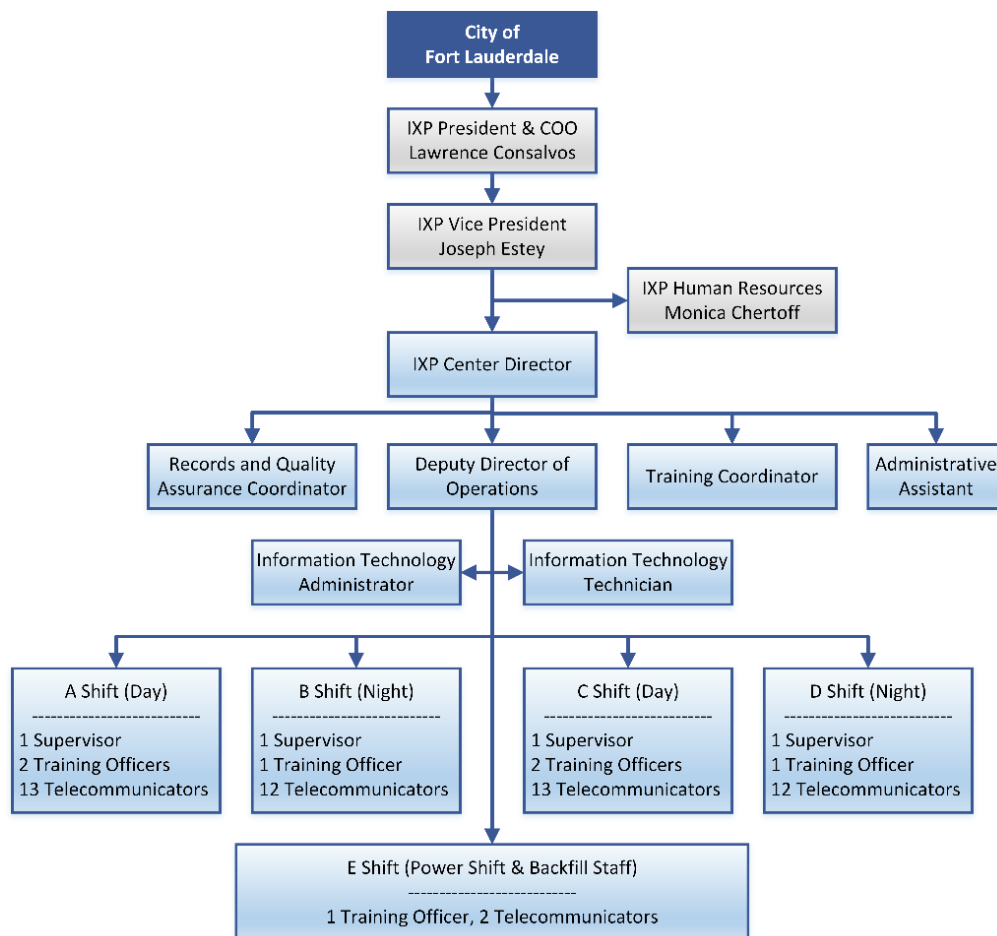


Based on the suggested staffing and workload estimations from the City, IXP anticipates staffing the ECC with the equivalent of seventy full time Telecommunicators. With each Telecommunicator cross-trained in all phases of operations, IXP will have a flexible and effective "team" of staff that more effectively addresses immediate staffing needs and activity levels. Rotating assignments across the various disciplines ensure that all skills stay sharp. In addition, administrative positions will receive and utilize basic skills to provide immediate surge capacity or relief in emergencies. The part time pool of Telecommunicators will consist of the equivalent of three full time employees (FTE). This pool ensures coverage for the Telecommunicator allotted 200 hours of paid time off for vacations, holidays, sick, or other authorized leave. Shown is one example IXP could provide for a staffing plan:

- Center Director
- Deputy Director of Operations
- Training Coordinator
- Quality Assurance/Reporting Coordinator
- Administrative Assistant
- Information Technology Administrator
- Information Technology Technician
- Four teams maintaining twelve hour shifts for personnel (with the ability to deploy personnel into other shifts);
  - Each team will have a working Supervisor plus relief Supervisors.
  - Each team will have Communications Training Officers.
  - The two day shifts will have 13 Telecommunicators.
  - The two night shifts will have 12 Telecommunicators.
- Backfill Staff (for normal vacancies, PTO, sick leave usage)
  - 1 Communications Training Officer
  - 2 Telecommunicators

All staff will ultimately be cross-trained and capable of performing all functions—Call Taking, Police and Fire Dispatching and Teletype operations, either in a regularly scheduled environment or as surge capacity when extraordinary conditions exist. Administrative staff will have specifically assigned responsibilities (Training, Quality Assurance, Reporting, clerical, IT) and coverage responsibilities when vacancies occur or provide spot coverage for emergencies.

**Fort Lauderdale Emergency Communications Center Staffing Diagram**



As actual operational experience accumulates, IXP will continually assess performance, activity levels and ongoing needs for adequate staffing. We will draw additional shifts from existing staffing plans to address peak activity levels and adjust as needed. Since IXP strongly believes in staffing to workload, we will conduct a review at the end of each contract year to re-evaluate the service delivery and adjust the required staffing on a mutually agreeable formula.

IXP will provide an onsite IT Support Technician and full time IT Support Technician. The purpose is to ensure the new technologies are configured and operating correctly around the clock and to assist in the transition of IT support. IXP requires both IT positions be cross-trained as a Telecommunicator, thereby reducing the over-all costs of the IT support position.

**Our Managed Services solution includes routine overtime, which provides financial predictability and cost savings.** It also provides better service to the City based upon our full staffing model and workload analysis. We will collaborate with the City and their public safety agencies to achieve desired staffing goals.



## ONGOING OPERATIONS

IXP will coordinate routine and structured meetings with Fort Lauderdale. Meetings are an invaluable tool to sustaining high quality operations. IXP staff will meet with the City's designated public safety representatives on a regularly scheduled basis, to discuss special projects, inspections, and any deficiencies or desired changes in the ECC's operations. Occasional meetings should also include other stakeholders (animal control, code enforcement and civilian volunteer patrol) for discussions on call answering transfer process, new operational procedures or programs, and performance.

Utilizing data provided by the technology installed, IXP will provide management reports similar to the samples below and examples located in Appendix C:

## The City of Fort Lauderdale 911 Executive Overview September 1, 2016 – September 30, 2016

**911 Answer Time:** In February 2016, Fort Lauderdale 911 answered 94.4% of all incoming phone calls, approximately 18,321 calls, within ten seconds. Within 30 seconds, 99.2% of calls were answered.

**Call Processing Time:** Fort Lauderdale 911 processed 93.6% of all calls within 30 seconds in February 2016.

**Phone Call Volume:** In February 2016, Fort Lauderdale 911 received 18,321 calls compared to February 2015. By the end of February 2016, 911 calls & 566,886 incoming Admin Calls. This equals a total of 5,333,417 phone calls.

- 70.1% (12,936) were incoming phone calls which are answered regardless of the line the call is received on.
  - 12,074 calls were received on the 911 trunk
  - 530 were received on administrative line
  - 1585 were calls from alarm companies
  - 603 calls were received at specific console
- The remaining 1222 incoming calls were a line prior to speaking with a calltaker. This emergency exists, using valuable time and resources.
- The remaining 29.9% (5385) of phone calls handled by outgoing phone calls.

**Incident Volume:** In February 2016, the total number of incidents increased by 13.4% over the previous February. February 2015 there have been 1,472,676 law enforcement incidents, 1,472,676 incidents.

- 55.9% (16,393) were officer-initiated incidents, which are other calls created by officers and first responders.
- 43.1% (12,398) of these incidents were dispatched to:
  - Sandy Springs incidents comprised 41.1% (11,836) of the total
  - 10,959 incidents were Sandy Springs Police
  - 1047 incidents were for Sandy Springs Fire
  - 730 incidents were EMS calls for service in Sandy Springs
- Johns Creek incidents were 24.8% (7144) of the total
  - 6443 incidents were Johns Creek Police Department
  - 433 incidents were for Johns Creek Fire Department
  - 262 incidents were EMS calls for service in Johns Creek
- Dunwoody incidents were 15.9% (4766) of the total
  - Brookhaven incidents were 18.2% (5241) of the total

**EMD & EFD Compliance:** The quality assurance compliance set forth by the International Academies of Emergency Dispatch (IAED) and the Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD) compliance for January 2016.

- The Emergency Medical Dispatch (EMD) compliance for January 2016
- The Emergency Fire Dispatch (EFD) compliance for January 2016

## The City of Fort Lauderdale 911 Executive Overview

Metric	September 2015	August 2016	September 2016	Variance Target	Target
911 Answer Time 0-10	94.4%	92.9%	95.0%	4.4%	95.0%
911 Answer Time 1-30	99.2%	98.1%	99.2%	0.2%	99.0%
Call Processing Time 1:00	90.6%	90.1%	91.2%	0.6%	90.0%
High Priority Calls	93.0%	93.2%	94.2%	3.0%	90.0%
Low Priority Calls	87.0%	86.0%	87.4%	3.0%	90.0%
Call Processing Time 1:30	96.9%	96.6%	97.5%	1.9%	95.0%
High Priority Calls	98.0%	97.7%	98.4%	3.0%	95.0%
Low Priority Calls	95.5%	95.2%	96.3%	0.5%	95.0%
Call Dispatch Time 1:00	54.9%	53.4%	53.7%	N/A	--
High Priority Calls	58.4%	57.4%	60.1%	N/A	--
Low Priority Calls	50.5%	49.8%	45.5%	N/A	--
Number of 911 Calls	13298	13407	11610	N/A	--
Received	12074	12136	10443	N/A	--
Abandoned	1224	1270	1167	N/A	--
Admin Calls	16130	17100	15366	N/A	--
Incoming	7330	7612	7395	N/A	--
Outgoing	8792	9488	7971	N/A	--
Total Phone Calls	21420	20507	20376	N/A	--
Incoming	20536	21019	19005	N/A	--
Outgoing	8792	9488	7971	N/A	--
Dispatched Incidents	12398	12671	11217	N/A	--
City of Sandy Springs	6156	6229	5724	N/A	--
Police - Sandy Springs	4379	4420	3891	N/A	--
Fire - Sandy Springs	1047	1082	1018	N/A	--
EMS - Sandy Springs	730	724	815	N/A	--
City of Johns Creek	2182	2205	1948	N/A	--
Police - Johns Creek	1487	1502	1371	N/A	--
Fire - Johns Creek	433	483	359	N/A	--
EMS - Johns Creek	262	324	218	N/A	--
Police - Dunwoody	1956	1949	1799	N/A	--
Police - Brookhaven	2184	2184	1748	N/A	--
Officer Initiated Incidents	16392	15379	14174	N/A	--
Police - Sandy Springs	5680	6673	4705	N/A	--
Police - Johns Creek	4962	5657	4416	N/A	--
Police - Dunwoody	2703	2666	2544	N/A	--
Police - Brookhaven	3047	3083	2509	N/A	--
Total Incidents	28790	31080	25391	N/A	--
City of Sandy Springs	11835	12902	10429	N/A	--
Police - Sandy Springs	10059	11096	8596	N/A	--
Fire - Sandy Springs	1047	1082	1018	N/A	--
EMS - Sandy Springs	730	724	815	N/A	--
City of Johns Creek	7144	7966	6364	N/A	--
Police - Johns Creek	6443	5787	5787	N/A	--
Fire - Johns Creek	433	483	359	N/A	--
EMS - Johns Creek	262	324	218	N/A	--
Police - Dunwoody	4766	4815	4343	N/A	--
Police - Brookhaven	5241	5567	4255	N/A	--
EMD Processing Time	1.32	1.43	1.37	N/A	--
EMD Compliance Score	96.9%	96.1%	96.3%	6.9%	96.0%
EFD Processing Time	1.23	1.15	1.12	N/A	--
EFD Compliance Score	97.1%	96.9%	98.0%	7.1%	98.0%

IXP will also provide the City with a list of emergency telephone numbers of all personnel who are available 24 hours a day, seven days a week, including our senior and executive staff. We are proactive and adept at personnel management, client responsiveness and are comfortable providing 24-hour availability. Our teams remain flexible and fluid to meet changing needs and fluctuating public safety demands.

## Recruitment, Selection and Hiring

After we fully staff the center, IXP maintains a database of candidates who are interested in joining our company and becoming long-term team players should a staffing need arise. Additionally, our Human Resources department proactively works with supervisors on a monthly basis to guarantee adequate staffing levels and make certain we are diligently meeting any required staffing needs. We maintain our recruitment practices through the life of the project and continue our relentless adherence to our exacting selection process allowing us to hand-select the best talent for hire. We routinely examine the length of time it takes from receipt of application to hiring, allowing us to identify opportunities to gain efficiencies without compromising the integrity of the process.

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## Ongoing Training and Professional Development

IXP will provide high quality, effective and tailored training for employees, which includes new hire, ongoing and professional development training. We deliver our training program through an onsite certified Training Coordinator/Telecommunicator, as well as by our Corporate Training Director that supports all IXP projects. We find that our training program has a direct positive impact on staffing, performance and employee satisfaction. Our training personnel provide training through video, exercises, agency ride-a-longs, and re-certification courses. Our ongoing training covers the aspects of not only emergency dispatching, but also the entire concept of public safety and an understanding of what kind services police, fire and EMS agencies provide on a routine basis. In addition, our operational consulting staff—all with extensive career backgrounds in emergency communications centers—conduct shift “on the spot” training and mentoring by observing operations and provide “real-time” feedback and support to Telecommunicators.



We implement the highest quality and most progressive training programs found in the industry:

- We guide our curriculum by the duties and responsibilities performed by our personnel as required by the City, as well as specific agency/government/state certification requirements.
- We regularly modify the training program to ensure it is up to date and consistently applied.
- We coordinate our training program with written policies, standard operating procedures, directives and user manuals.
- Our training program and the supporting documentation are consistent with accepted industry best practices for emergency communications centers and conform to the following:
  - National Emergency Number Association (NENA);
  - National Crime Information Center (NCIC);
  - Emergency Medical Dispatch, Emergency Fire Dispatch and Emergency Police Dispatch with oversight from International Association of Emergency Dispatch (IAED®)
  - Association of Public-Safety Communications Officials (APCO);
  - National Fire Protection Agency (NFPA®);
  - Commission on Accreditation for Law Enforcement Agencies (CALEA®); and
  - Applicable federal, state and local programs, laws and regulations.
- The program combines classroom and hands-on practical training on the operations floor consistent with field training initiatives normally found in public safety. Hands-on training is directly linked to demonstrating the skills and knowledge taught in training and administered by our trained and certified Communications Supervisors.
- Supervisors and managers interact with employees regularly and provide regular feedback, coaching and counseling.
- Supervisors provide daily, informal in-service training to Telecommunicators.

Ongoing training and professional development is the foundation of any emergency communications center—it creates the basis of guaranteeing staff can meet the call taking and dispatching functions on the operations floor. Coaching, mentoring, managing, encouraging and feedback then combine to provide top performers. We will deliver a solid communications center workforce and use our creative methods to train employees while simultaneously meeting or exceeding service level requirements.

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## Retention of Employees

IXP understands that retaining highly skilled and effective employees has an impact on service quality. We maintain a high retention rate with minimal turnover through an array of employee recognition and reward programs, positive motivation, focused developmental training and solid management. We periodically examine current benefits, motivation tools, morale, working conditions and other components needed to increase employee retention and development. We consider current trends, promotional opportunities, work schedules, supervisory and management processes and other factors that affect employee satisfaction and development. We also promote career development by encouraging employees to attend continuing education seminars and related training to expand their knowledge.

We recognize the importance a well-structured compensation and benefit program will play in retaining employees. We have assessed competitive compensation levels for emergency dispatch employees in Fort Lauderdale and neighboring metropolitan communities. We have established targeted compensation levels within our proposal pricing that we believe will allow us to recruit and retain talented personnel. Our benefits package will include the following:

- Medical and Dental Coverage
- Life Insurance/Accidental Death and Dismemberment Coverage
- Short and Long Term Disability Coverage
- 401k with employer match contribution
- Paid Time Off (PTO)
- Yearly bonus program that rewards top performance measurements
- Career advancement and success based on performance measurements (promotion from within)
- Recognition through activities during Telecommunicators Week observances
- Quarterly IXP Performance Award
- Spot bonus/shift recognition for outstanding performance during critical incidents.
- Annual Holiday celebration for all staff

## Accreditation

We believe our success in pursuing and achieving accreditations in other 9-1-1 emergency communications centers that we operate is a strong indication of our commitment to industry excellence. We encourage all of our centers to strive for accreditations and IXP can assist Fort Lauderdale in its ongoing efforts with the Florida Commission on Law Enforcement Accreditation. **With the addition of the training for Emergency Medical Dispatch, Emergency Fire Dispatch, Emergency Police Dispatch, and establishment of a Quality Assurance Program under the auspices of the International Association of Emergency Dispatch (IAED®), IXP will move aggressively forward to meeting the qualifications to become an Accredited Center of Excellence (ACE®) in EMD at the earliest opportunity.** Our Chattahoochee River 9-1-1 Authority Emergency Communications Center (ChatComm) achieved accreditation in both Emergency Medical Dispatch and Emergency Fire Dispatch with the International Association of Emergency Dispatch in less than three years. In addition to meeting industry standards for call handling, we ensure excellent service to all those that call us for assistance by maintaining communications center accreditation with the Commission on Accreditation for Law Enforcement Agencies (CALEA®). ChatComm received accreditation from CALEA® on November 22, 2014. This makes IXP the first private sector company to receive this accreditation. We are honored to receive this distinction, as it illustrates our success and our commitment to upholding the highest standards.



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## REFERENCES

In each of our engagements, IXP brings all the experiences gained from prior customers as well as knowledge and understanding of best practices in the public safety communications industry. The hallmark of our success is providing improved levels of service, financial predictability and cost savings. What follows are IXP's projects with similar scope and complexity that demonstrates our experience.

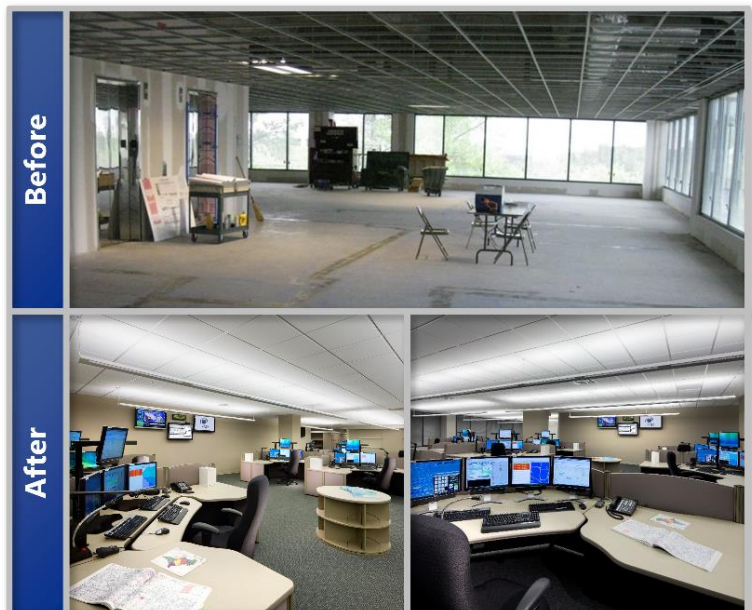
### CHATTAHOOCHEE RIVER 9-1-1 AUTHORITY, SANDY SPRINGS, GA

January 2009 – August 2019 | Estimated Cost: \$63,643,471 / Actual Cost: \$63,643,471

**The Challenge:** IXP began a relationship with the newly incorporated Georgia cities of Johns Creek and Sandy Springs in the metro area north of Atlanta in 2008. The cities at the time belonged to the Fulton County Emergency Services E9-1-1 Center. Disappointed with the level of call taking and dispatch services provided through the county system, the cities made significant efforts to create local services while upgrading the quality, scope and response to residents. The cities engaged IXP to deliver an assessment of their emergency communications needs that then developed into a total turnkey privatized solution.

**Our Approach:** IXP assessed the emergency communications needs of Sandy Springs and Johns Creek, and developed a business case that explained our approach for solving the challenges associated with governance, operations, technology, and facilities, including efforts to identify potential 9-1-1 revenue. The Authority approved the business case and contracted with IXP to deliver a “Service Level” total outsourcing model that provided a turnkey solution. IXP designed, built, and implemented the emergency communications center, and then procured and installed all of the technologies required to support the cities' 9-1-1 call taking and dispatch needs. Finally, IXP recruited, hired and trained approximately 65 Telecommunicators and management staff needed to operate the center on a 24/7 basis. IXP accomplished this “ground up” design in six months.

IXP now manages the country's first fully outsourced private sector 9-1-1 Communications Center, known as ChatComm. Since that time, two additional new cities in the North Metro area joined ChatComm, which now serves a population of 325,000. IXP provides 9-1-1 call taking and dispatch services for Sandy Springs and Johns Creek in Fulton County and the cities of Dunwoody and Brookhaven in DeKalb County. IXP operates the Communications Center for all four cities on a full service level delivery basis that manages all areas of the center from call takers and dispatchers to administrative personnel, Information Technology staff, facility management and technology maintenance, support and refreshment. To deliver the required performance metrics efficiently, IXP uses operational and staffing models tied to actual workload to determine the needed staff levels at the Center. Having to live by our own recommendations and produce measurable results for the expanded clients puts IXP in a unique position relative to other consulting operations.



**The Solution:** ChatComm is a state-of-the-art Communications Center located in Sandy Springs, GA encompassing approximately 16,000 sq. ft. This space includes the Communications Center, training and meeting space for the four cities, administrative offices, supporting technology and telecommunications rooms, Georgie Crime Information Center (GCIC) support offices for Sandy Springs and Johns Creek, and a city Emergency Operations Center for Sandy Springs. This is the largest known 9-1-1 public-private partnership in the country and provides a compassionate and positive experience for the nearly 400,000 emergency calls residents place each year. IXP provides dispatching services for four full service police departments, two fire departments and EMS dispatching services for two of the four communities. ChatComm is poised strategically to expand the scope of operations to include additional emerging incorporated cities or existing neighboring operations to take advantage of economies of scale.

Some of the efficiencies and service improvements that have come from our managed services delivery method include:

- A 17% reduction in operational costs between the cities of Sandy Springs and Johns Creek.
- A 15% reduction of technology implementation costs.
- The City of Dunwoody improved call response by an average of 2 minutes and 30 seconds.
- The City of Brookhaven has improved call response by nearly 3 minutes in the first few months of joining ChatComm.

The center has achieved and maintained Emergency Medical Dispatch (EMD) and Emergency Fire Dispatch (EFD) accreditation through the International Academy of Emergency Dispatch (IAED®) and is the only privatized center accredited through the Commission on Accreditation for Law Enforcement Agencies (CALEA®) as a Communications Center.

IXP delivered this program in a fixed-price contract **over ten years with no increase to the customer and has met or exceeded the performance levels of the contract for every month of operation.** We worked closely with the client stakeholders to plan, design, build, furnish, staff, refresh, implement and operate a consolidated 9-1-1 center for the Chattahoochee River 9-1-1

Authority. IXP is negotiating a five year contract extension to continue staffing and operating the center through August 2024.

#### Client Reference Information:

Contact Person:	John McDonough, City Manager, Sandy Springs
Telephone #:	770.206.1508
E-mail:	john.mcdonough@sandyspringsga.gov
Address:	7840 Roswell Road, Suite 500 Sandy Springs, GA 30350

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## WESTERN CONNECTICUT 9-1-1 COMMUNICATIONS CENTER, DANBURY, CT

July 2014 – July 2017 | Estimated Cost: \$6,476,800 / Actual Cost: \$6,746,800

**The Challenge:** The City of Danbury, CT was operating two emergency communications centers that were not integrated and in different locations. Police officers and firefighters staffed the centers and performed the duties of Telecommunicators. Due to highly trained first responders performing call taking and dispatching functions, the City had critical personnel off the street that added unnecessary cost.

The City of Danbury desired to consolidate its emergency communications centers, improve technologies for the new center, and deliver a managed services solution to provide a more efficient and cost effective level of service to its citizens. Additionally, the City's 3-1-1 information line and public safety Information Technology functions were limited in scope and becoming difficult to manage.

**Our Approach:** IXP is now delivering a managed service solution under which we staff, operate, and manage a combined Communications Center for police/fire/EMS response as well as staffing both the 3-1-1 information line and the IT function for both the police and fire departments. This solution provides substantial cost savings, integrated levels of service, and financial predictability. Under this solution, IXP provides the following:

- Staffing for police/fire/EMS dispatch which includes a center manager, supervisors, Communications Training Officers (CTO) and all Telecommunicators;
- Workload metrics in order to provide the appropriate Telecommunicator levels 24/7;
- Staffing for all front window activities at the Danbury Police Department;
- Staffing and management for the City's 3-1-1 complaint line 24/7;
- IT support function for the police and fire department with 24/7 coverage and response;
- Recruitment, testing, and local hiring of communications center staff;
- Establishing and conducting training that meets and exceeds state requirements and industry standards;
- Cross-training of all Telecommunicators as 9-1-1 call takers, police dispatchers and fire dispatchers;
- Development, in collaboration with Danbury officials, of written policies and procedures for the combined communications center that integrates workflow for both the police and fire response;
- A local jobs program to educate the community and promote the career path for Telecommunicators in the local area;
- Day-to-day management of the 24/7/365 operation;
- Service level metrics which are included within the contract to assure that emergency calls are answered and dispatched within industry standards; and
- Quality Assurance program and a continuing education program that maintain service levels to the community.

IXP was actively engaged in assisting Danbury with the migration of their fire and police communications center into one consolidated operation. We provided project management and technical support services by integrating technologies and conducting staffing studies through the analysis of workload metrics. IXP also supported the planning and coordination between Danbury government departments; installation of workstation and monitors; cable and switch installation for servers and PCs; EMD transition; vendor oversight; and provides on-going support with the stabilization of the Nexgen CAD/Mobile/RMS application.

**The Solution:** IXP is providing a solution to the City of Danbury that delivers considerable cost savings, a high level of service for the community, and returns a large number of police and fire resources to the field. It allows police officer and fire staffing to remain at scheduled levels, regardless of staffing within the Communications Center. In addition, IXP is staffing both the 3-1-1 information line and IT function for both police and fire. The City is realizing sustainable long-term cost savings and a new and friendlier connection to the community from working with IXP for the recruitment, hiring, training and deployment of staff to perform call taking, dispatching, 3-1-1 information services, IT services, and police front window duties.

Telecommunicators for the Western Connecticut 9-1-1 Communications Center and the Front Window Public Safety Advocates handle over 60,000 calls for service per year. The three-year, fixed-price contract also provides the City with financial predictability and is saving the City over \$1M per year in operating budget dollars.

#### Client Reference Information:

Contact Person:	Mayor Mark D. Boughton
Telephone #:	203.797.4511
E-mail:	M.Boughton@danbury-ct.gov
Address:	155 Deer Hill Avenue Danbury, CT 06810

### **FIRE DEPARTMENT OPERATIONS CENTER, FDNY, NY**

**March 2005 – August 2006 | Estimated Cost: \$389,455 / Actual Cost: \$389,455**

**The Challenge:** The Fire Department of the City of New York (FDNY) had a Fire Department Operations Center (FDOC) located in its headquarters building at 11 Metro Tech in Brooklyn, New York. The FDOC is staffed by uniformed personnel who monitor fire and EMS activity across the five boroughs, 24 hours a day, seven days a week. While this center had been in operation for a number of years and supported the operations of the FDNY through numerous major incidents, the FDNY recognized the center needed enhanced technologies and new procedures to continue meeting the needs of the department.

**Our Approach:** In the initial stage of this project, IXP worked closely with senior FDNY Chiefs and developed a detailed vision for the capabilities of the new operations center. This team prepared procurement specifications that would enable the FDNY to implement the appropriate new capabilities. The work for the initial study and conceptual design included:

- Assessment of current operations and technology;
- Operational requirements;
- Technical requirements;
- Recommended changes;
- Conceptual operational solution;
- High level technology design;
- Preliminary floor plan;
- Preliminary technical area program;
- Initial implementation recommendations;
- Budgetary cost estimates;
- Implementation schedule; and
- Risk analysis.



In order for the FDOC operations to move successfully into the new facility, IXP had to plan and implement all of the interrelated projects in a coordinated fashion. IXP utilized its total solution methodology, SAIF®, (System Assurance Integration Framework), to minimize the downtime of supporting technologies, and the disruption to the Emergency Communications Center operations during the move. IXP identified the risks associated with the anticipated move of older technologies and developed plans and solutions targeted to mitigate risk as much as possible. IXP initiated regular bi-weekly meetings with the FDNY and the vendors, ensuring the schedules stayed on pace and issues were resolved proactively. IXP also developed and managed a transition plan identifying and scheduling all of the roles for each of the phases.

**The Solution:** IXP provided a full set of planning and implementation services, under two engagements, to take the FDNY's state of the art 8,000 square foot operations center from conception to live operations within FDNY Headquarters at 9 Metro Tech. The first engagement entailed the initial assessment, requirements, planning, and conceptual design. When the FDNY hired construction and technical teams for implementation, IXP provided project management services to ensure that the implementation was consistent with the FDNY requirements. IXP was the only vendor involved in both the design and implementation phase of this project.

IXP provided comprehensive services in support for the FDOC implementation project including:

- Overall program management for all construction and technologies to ensure coordination and integration between FDNY operations, the suppliers of technology, the project architects, and the construction team;
- Establishment and approval of a technical baseline for the operation of the FDOC immediately after finishing construction;
- Creation and approval of a detailed operational concept for the new FDOC;
- Review and coordination of the General Contractor's work; and
- Assistance in creating new operational procedures and guidelines.

IXP successfully relocated the FDOC and upgraded the technology to increase FDNY's interoperability with other city agencies including the New York Police Department, Office of Emergency Management, and Department of Transportation. Senior fire commanders were given the ability to manage multiple, large-scale incidents across the city from a single, central remote location. IXP's planning and implementation services were instrumental in this highly successful project, and we continue to work with the FDNY to meet their public safety goals.

#### **Client Reference Information:**

Contact Person:	Ed Dolan, Deputy Fire Commissioner
Telephone #:	718.999.8114
E-mail:	Edward.dolan@fdny.nyc.gov
Address:	9 MetroTech Center Brooklyn, NY 11201

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## MINORITY/WOMEN (M/WBE) PARTICIPATION

IXP recognizes the importance of providing a level playing field for minority, women and other disadvantaged owned businesses. To this end, while IXP is able to provide all of the services described in the RFP, we intend to utilize and encourage collaborating opportunities in several meaningful commitments. If awarded a contract with the City of Fort Lauderdale, IXP will identify possible partnerships with Minority and/or Women Business Enterprises for items such as ad placement projects, uniform attire, office supplies, physical and drug screenings and other support services. In previous efforts, IXP has worked with state and local supply offices to use M/WBE firms already registered locally within the area.

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## SUBCONTRACTORS

Throughout the Scope of Work sections of this proposal, IXP has discussed the below list of potential vendors that we propose utilizing throughout this engagement:

Company Name & Address	Contact Information	Description of Services
<b>ASC Endeavors</b> 1911 Grayson Hwy Suite 8-331 Grayson GA 30017	Steve Phillips (706) 426.1806 sphillips@ascendeavors.com	Cisco network & services
<b>AT&amp;T</b> 13450 W Sunrise Blvd 6th floor, Sunrise, FL 33323	Valdimir Agres (954) 838.1863	Internet, Data & PRI circuits
<b>Blanca Commercial Real Estate</b> 1450 Brickell Avenue, Suite 2060 Miami, FL 33131	Christopher Harak (305) 377.6579 Christopher.Harak@blancacre.com	Facility acquisition & leasing
<b>CDW</b> 260 Industrial Way West 1st floor Eatontown, NJ 07724	Jeff Cerreto (732) 982.0144	CAD hardware & services
<b>GeoComm</b> 601 W St. Germain Street St. Cloud, MN 56301	Patrick Melancon (320)281.2181 pmelancon@geo-comm.com	GIS Services, loading, cleaning, converting data for Hexagon/Intergraph CAD. Ongoing map maintenance for the life of the contract.
<b>HITT Contracting</b> 2501 SW 160 <sup>th</sup> Avenue, Suite 300 Miramar, FL 33027	Brian Kilpatrick (770) 916.5258 bgkilpatrick@hitt-gc.com	General Contractor
<b>Intermedix-TripTix</b> 6451 N. Federal Highway Suite 1000 Fort Lauderdale, FL 33308	Mike Silk (732)710.9951 Michael.silk@intermedix.com	Interface to import data from Hexagon/Intergraph CAD into the TripTix software that Fort Lauderdale EMS ePCR system.
<b>Power Sales Company</b> 1792 Lago Vista Blvd. Palm Harbor, FL 24685	Thom Morrow (727)786.3862 thomm@power-sales.biz	Comm Room Dispatch Furniture
<b>Priority Dispatch</b> 110 Regent Street, Suite 500 Salt Lake City, UT 84111	Tim Martin (800) 363.9127 Tim.martin@prioritydispatch.net	EMD
<b>Spectracom</b> 1565 Jefferson Road, Suite 460 Rochester, NY 14623	Andrew C. Pappas (585) 321.5862 apappas@spectracom.com	Time synchronization solution
<b>SunGard</b> 100 Business Center Drive Lake Mary, FL 32746	Joe Beasley (407) 304.3844 Joe.beasley@sungardps.com	Interface to import data from Hexagon/Intergraph CAD into the County's combined SunGard RMS.
<b>Warner Summers</b> 1550 Southland Circle, Suite 100 Atlanta, GA 30318	Jim Ditzel (404) 351.6075 jditzel@warnersummers.com	Architectural, engineering and interior design
<b>West Safety Solutions Corp.</b> 11808 Miracle Hills Dr. Omaha, NE 68154	Alan Woods (678) 787.4247 awoods@west.com	9-1-1 Telephone System & Services
<b>Zoll Data Systems, Inc.</b> 11802 Ridge Parkway, Suite 400 Broomfield, CO 80021	Jason Meyer (727) 992.0363 jmeyer@zoll.com	Interface to import data from Hexagon/Intergraph CAD into the Zoll Rescue Net System.

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## ADDITIONAL VENDORS

The below list of vendors are also IXP's proposed vendors to use for the City's ECC, however, while IXP will still provide oversight of these vendors they will not be direct subcontractors to IXP. These vendors will either hold a separate contract with the City or will be used only for procurement of hardware and not services. We will serve as your trusted partner and oversee every aspect of implementing and operating Fort Lauderdale's new communications center.

Company Name & Address	Contact Information	Description of Services
<b>CVDS</b> 117 Boulevard Brunswick Pointe-Claire, Quebec H9R 5N2	Paul Guest (514) 246.4911 Paul.guest@komutel.com	Backup Logging & Recording
<b>Dell Premier Direct</b> One Dell Way Round Rock, TX 78682	Support Group	ProQA Server
<b>Hexagon</b> 305 Intergraph Way Madison, AL 35758	Allana Williamson (256) 529-0929 allana.williamson@hexagon.com	CAD software; parent company of Intergraph
<b>Motorola Solutions</b> 500 W. Monroe Street Chicago, IL 60661	Mitch Nowak (954) 789.8817 mitch@motorolasolutions.com	Radio communications, logging & recording
<b>SHI</b> 1301 S. Mopac Expressway Austin, TX 78746	Donald Brake (512) 501.7695 Donald_brake@shi.com	EMC storage hardware

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## APPENDIX A – REQUIRED FORMS & DOCUMENTS

- a. Proposal Certification & Certificate of Authority
- b. Cost Proposal
- c. Non-Collusion Statement
- d. Local Business Preference (LBP) – N/A
- e. Contract Payment Method
- f. Sample Insurance Certificate
- g. Evidence of Required Authority to Submit Proposal (per RFP Section 4.1.4)
- h. Proposal Security (per RFP Section 2.22.1)
- i. SSAE 16, SOC 2, Type 1 Report (per RFP Section 2.40)

## BID/PROPOSAL CERTIFICATION

**Please Note:** If responding to this solicitation through BidSync, the electronic version of the bid response will prevail, unless a paper version is clearly marked **by the bidder** in some manner to indicate that it will supplant the electronic version. All fields below must be completed. If the field does not apply to you, please note N/A in that field.

If you are a foreign corporation, you may be required to obtain a certificate of authority from the department of state, in accordance with Florida Statute §607.1501 (visit <http://www.dos.state.fl.us/>).

Company: (Legal Registration) IXP Corporation

Address: 103 Main Street

City: Princeton State: NJ Zip: 08540

Telephone No. (609)759-5100 FAX No. (609) 759-5099 Email: adrag@ixpcorp.com

Delivery: Calendar days after receipt of Purchase Order (section 1.02 of General Conditions): N/A

Total Bid Discount (section 1.05 of General Conditions): N/A

Does your firm qualify for MBE or WBE status (section 1.09 of General Conditions): No MBE      WBE     

**ADDENDUM ACKNOWLEDGEMENT** - Proposer acknowledges that the following addenda have been received and are included in the proposal:

Addendum No.	Date Issued	Addendum No.	Date Issued	Addendum No.	Date Issued
<u>1</u>	<u>11/16/16</u>	<u>3</u>	<u>1/17/17</u>	<u>    </u>	<u>    </u>
<u>2</u>	<u>12/29/16</u>	<u>1</u>	<u>1/17/17</u>	<u>    </u>	<u>    </u>

**VARIANCES:** If you take exception or have variances to any term, condition, specification, scope of service, or requirement in this competitive solicitation you must specify such exception or variance in the space provided below or reference in the space provided below all variances contained on other pages within your response. Additional pages may be attached if necessary. No exceptions or variances will be deemed to be part of the response submitted unless such is listed and contained in the space provided below. The City does not, by virtue of submitting a variance, necessarily accept any variances. If no statement is contained in the below space, it is hereby implied that your response is in full compliance with this competitive solicitation. If you do not have variances, simply mark N/A. **If submitting your response electronically through BIDS SYNC you must also click the "Take Exception" button.**

N/A

The below signatory hereby agrees to furnish the following article(s) or services at the price(s) and terms stated subject to all instructions, conditions, specifications addenda, legal advertisement, and conditions contained in the bid/proposal. I have read all attachments including the specifications and fully understand what is required. By submitting this signed proposal I will accept a contract if approved by the City and such acceptance covers all terms, conditions, and specifications of this bid/proposal. The below signatory also hereby agrees, by virtue of submitting or attempting to submit a response, that in no event shall the City's liability for respondent's direct, indirect, incidental, consequential, special or exemplary damages, expenses, or lost profits arising out of this competitive solicitation process, including but not limited to public advertisement, bid conferences, site visits, evaluations, oral presentations, or award proceedings exceed the amount of Five Hundred Dollars (\$500.00). This limitation shall not apply to claims arising under any provision of indemnification or the City's protest ordinance contained in this competitive solicitation.

Submitted by:

Lawrence Consalvos

Name (printed)



Signature

1/25/17

Date:

President & Chief Operating Officer

Title



## ADDENDUM NO. 1

RFP/ ITB No. 765-11856  
TITLE: Enhanced 911 Communications Center

ISSUED: 01/17/2017

This addendum is being issued to make the following change(s):

1. Section 2.39 Verification of Employment Status has been stricken and no longer part of the RFP.
2. Section 4.2.8 (g) Business License has been removed and no longer needs to be provided at the time of submission.
3. Attachment A – Dispatch SOP has been added to the RFP.
4. Attachment B – Incident Count by Type has been added to the RFP.
5. Attachment C – Broward Call Volume has been added to the RFP.
6. Attachment D – ISO Reports 2015 and 2010 has been added to the RFP.
7. Attachment E – Fire Historical Incidents has been added to the RFP.
8. Attachment F – PD Report Annual Comparison has been added to the RFP.

All other terms, conditions, and specifications remain unchanged.

(Adam Makarevich)  
(Procurement Specialist II)

Company Name: IXP Corporation  
(please print)

Bidder's Signature: James O. Consales President + COO

Date: 1/25/17

# *State of Florida*

## *Department of State*

I certify from the records of this office that IXP CORPORATION is a Delaware corporation authorized to transact business in the State of Florida, qualified on November 10, 2015.

The document number of this corporation is F15000004983.

I further certify that said corporation has paid all fees due this office through December 31, 2016, that its most recent annual report/uniform business report was filed on April 5, 2016, and that its status is active.

I further certify that said corporation has not filed a Certificate of Withdrawal.

*Given under my hand and the  
Great Seal of the State of Florida  
at Tallahassee, the Capital, this  
the Seventeenth day of November,  
2016*



*Ken Ditzner*  
**Secretary of State**

Tracking Number: CU9346221948

To authenticate this certificate, visit the following site, enter this number, and then follow the instructions displayed.

<https://services.sunbiz.org/Filings/CertificateOfStatus/CertificateAuthentication>

**SECTION VI - COST PROPOSAL PAGE****Proposer Name:** IXP Corporation

Proposer agrees to supply the products and services at the prices bid below in accordance with the terms, conditions and specifications contained in this RFP.

Cost to the City: Contractor must quote firm, fixed, costs for all services/products identified in this request for proposal. These firm fixed costs for the project include any costs for travel and miscellaneous expenses. No other costs will be accepted.

**Notes:**

**Attach a breakdown of costs including but not limited to labor, equipment, materials and parts, managed services.**

**Total Project Cost:** \$ 47,234,000

**Submitted by:**

Lawrence Consalvos  
Name (printed)

11/25/17  
Date

Lawrence O. Consalvos  
Signature

President & Chief Operating Officer  
Title

## Cost Proposal Breakdown

IXP is offering the City of Fort Lauderdale a fixed price proposal for five years. Fixed price proposals enable long term cost savings, financial predictability and the efficient operation of your communications center while enabling us to attract and retain desirable Telecommunicators. The result is higher employee retention, lower turnover, a higher level of performance and an effective working relationship with the City's public safety agencies.

All prices include the management of staff, recurring costs of recruiting, hiring and training, any travel, and other customary business expenses such as printing, and telephone charges. IXP's proposed price for this initiative also covers routine overtime, which includes backfilling positions for sickness, vacation and predictable changes in everyday operations. All prices are exclusive of any local, state, or federal taxes or business fees that may be required to conduct business within the City of Fort Lauderdale

These prices are valid for one year. Once accepted, they will remain fixed for the duration of the contract unless adjusted by mutual agreement.

We summarized the price listed on the enclosed Cost Proposal Page in the table below. As reflected in our technical approach, we have separated our pricing into two portions: Transformational Services (System Integration) and Managed Services for each of the five years. Please note IXP presented all technology and non-labor expenses in the table at cost.

Pricing Summary		Managed Services					Total Price
Labor	System Integration	Year 1	Year 2	Year 3	Year 4	Year 5	Total Price
All Staff	\$951,697	\$6,750,699	\$6,748,025	\$6,748,025	\$6,768,128	\$6,768,128	\$34,734,702
Non-Labor Expenses (At Cost)	Initial	Year 1	Year 2	Year 3	Year 4	Year 5	Total Price
9-1-1 Telephony/Logging & Recording	\$669,115	\$704,127	\$795,579	\$795,579	\$795,579	\$795,579	\$4,555,558
Network Backbone/Admin Telephony	\$31,013	\$83,587	\$83,587	\$83,587	\$83,587	\$83,587	\$448,949
CAD/Mobile Servers	\$221,278	-	-	-	-	-	\$221,278
Fire RMS/Police RMS/ePCR Interfaces	\$28,880	\$1,600	\$2,800	\$2,800	\$2,800	\$2,800	\$41,680
Radio System/Logging & Recording	\$1,250,000	-	-	-	-	-	\$1,250,000
Backup Logging & Recording	\$20,000	-	-	-	-	-	\$20,000
Time Synchronization	\$12,264	-	-	-	-	-	\$12,264
ProQA (EMD/EPD/EPD) System	\$488,701	\$18,000	\$18,000	\$18,000	\$18,000	\$18,000	\$578,701
GIS Services	-	\$71,901	\$71,901	\$71,901	\$45,000	\$45,000	\$305,703
Language Line Services	-	\$12,300	\$24,600	\$24,600	\$24,600	\$24,600	\$110,700
Admin Servers, PCs & Software	\$138,050	\$15,356	\$15,356	\$15,356	\$22,154	\$22,154	\$228,426
Overhead Monitors	\$3,600	-	-	-	-	-	\$3,600
Backup Servers	\$115,665	-	-	-	-	-	\$115,665
Network Monitoring & Maintenance	\$3,680	\$19,464	\$19,464	\$19,464	\$19,464	\$19,464	\$101,000
Facility Lease & Management	\$1,468,988	\$346,921	\$346,921	\$346,921	\$346,921	\$346,921	\$3,203,593
Telecommunicator Consoles	\$280,371	\$2,660	\$2,660	\$2,660	\$2,660	\$2,660	\$293,671
Recruiting, Testing & Hiring	-	\$86,015	\$13,530	\$13,530	\$13,530	\$13,530	\$140,135
Initial & Ongoing Training	-	\$61,499	\$41,325	\$41,325	\$41,325	\$41,325	\$226,799
Employee Development	-	\$30,410	\$38,210	\$38,210	\$38,210	\$38,210	\$183,250
Uniforms	-	\$38,675	\$17,850	\$17,850	\$17,850	\$17,850	\$110,075
Cell Phone Stipend	-	\$13,200	\$13,200	\$13,200	\$13,200	\$13,200	\$66,000
General Office	-	\$3,755	\$3,260	\$3,260	\$3,260	\$3,260	\$16,795
Travel	\$177,698	\$14,431	\$18,332	\$18,332	\$18,332	\$18,332	\$265,457
Subtotal	\$4,909,303	\$1,523,901	\$1,526,575	\$1,526,575	\$1,506,472	\$1,506,472	\$12,499,298
Total	\$5,861,000	\$8,274,600	\$8,274,600	\$8,274,600	\$8,274,600	\$8,274,600	\$47,234,000

IXP recommends the system integration portion of the work (totaling \$5,861,000) be paid on a milestone basis and the managed services portion (Totaling \$41,373,000) be paid in 60 equal monthly payments of \$689,550 beginning with contract execution.

The following page contains a list of IXP assumptions. Upon further discussions and resolution with the City on these assumptions, there may be a variance resulting in a lower proposed fee.

## Assumptions

---

- Based on the City's response to question #70 regarding the Motorola radio system; we have included our estimate of the associated radio costs without the benefit of having received a quote from the vendor. We would anticipate reviewing this cost with the City during negotiations.
- Based on the City's response to question #54 regarding the CAD solution; the City is directly procuring the CAD software through Hexagon/Intergraph. Since Hexagon/Intergraph is our proposed vendor for CAD, we have not included these costs in our proposed fee. We have however, allocated resources in our plan to support the planning and integration of these systems into a complete and operational communications center. We will support the City in their interactions with this vendor so that the entire project is well executed and successful.
  - CAD Software - The City intends to purchase the most current CAD software from Intergraph and implement the Intergraph CAD in the new dispatch center. Separate from this RFP, the City is negotiating with Intergraph to bring their prior licenses up to date. Intergraph is submitting a separate CAD proposal to the City that includes software, interfaces, training, and implementation services. The proposal also includes one full-time Hexagon employee who will be onsite at the City communications center as the CAD Administrator and support technician. This person will assist the City with the system configuration, code table loading, and other elements of implementation. These costs are not included in this proposal.
  - CAD Interface: Two-Way CAD-TO-CAD Interface – In discussions, Hexagon/Intergraph informed IXP that the needed two-way CAD-to-CAD interface between Intergraph and the County's Motorola CAD, and associated pricing for the Intergraph side, is included in the Hexagon CAD proposal they are submitting to the City of Fort Lauderdale.
  - Alerting System - IXP has verified with Hexagon that they are prepared to interface with either of the City's current possible vendors, Zetron or USDD Phoenix G2. These interfaces are already included in Hexagon's proposal to the City (under a separate RFP) so the interface cost with CAD is not included in this proposal.
  - GIS – Hexagon/Intergraph is including licenses for the tools "I/MapEditor" and "Map Administration Utility" in the CAD proposal they are submitting to Fort Lauderdale. They will also provide training, early in the CAD implementation process, that will teach personnel how to use the tools to load, configure, and update map data for use with Intergraph CAD. Pricing for the Intergraph software tools and services is separate from this RFP response.
  - Fire-Rescue Records Management System (RMS) – Fort Lauderdale uses Zoll RescueNet for fire reporting. An interface is required between Intergraph CAD and the Zoll product to pass call information into the fire-reporting database. The interface is included in the Intergraph CAD proposal.
  - ePCR – Intermedix provides the TripTix ePCR software that the City uses. They have provided a quote for their interface API that consumes the data from Intergraph CAD and writes the data to the Intermedix database. Intergraph has included the interface in their proposal to the City for CAD.
  - Police RMS – The City's CAD data is currently fed to the regional RMS from the County's consolidated Motorola CAD system. Intergraph has included the replacement interface in their CAD proposal to the City.
- GIS – GeoComm estimates the initial GIS work will take 16 to 20 weeks to complete. We will establish and manage a final timeline after the initial GIS data analysis.

- GIS – GeoComm based their pricing on receiving one single GIS dataset, MSAG, and ALI database. Pricing is subject to change if the City alters the scope of services defined in the proposal.
- AVL – The Intergraph CAD proposal includes the AVL interface with 80 concurrent licenses for tracking police vehicles. Our assumption is that the existing AVL hardware in the police vehicles is compatible with the Intergraph interface and nothing further is required.
- Police RMS – The SunGard quote assumes the following: The data sent from the Intergraph CAD must be the same fields and same attributes as those currently sent by the Motorola CAD. The case number must be in the same format as is currently sent. Officer's IDs and names must be identical to those currently used in the regional RMS. The Broward County Office of Regional Communications and Technology (ORCAT) must approve the interface. SunGard can customize the interface if any of the assumptions above present a problem, but the cost will be higher and will depend upon the specific functionality required.
- First Look Pro – The CAD interface is included in the price of the First Look Pro software. Hexagon/Intergraph will add this interface to their CAD proposal to Fort Lauderdale.
- All 16 consoles will have 9-1-1, radio, and CAD system equipment so that each position can perform all call receiving and dispatching functions.
- Each console will use 8 monitors supported by the following 4 computers:
  - CAD computer with 3 monitors
  - 9-1-1 computer with 2 monitors
  - Radio computer with 1 monitor
  - Admin computer with 2 monitors
- Pricing does not include separate CAD training positions.
- Broward County will cooperate in sharing and transferring information relevant to the establishment and operation of a Fort Lauderdale ECC.
- Sales tax not included on any costs. The City will own all assets procured by IXP.
- The City will take the lead in negotiations with Broward County and the State to gain authorization to create and operate a Primary 9-1-1 PSAP in conformance with formal 9-1-1 plans in place by those entities. IXP will provide technological, administrative and managerial support for this effort.
- Since the City intends the ECC facility established with this project to be a 5-year facility and created in leased space, or re-purposed City spaces, the City, as the building and fire code authority, will work cooperatively with IXP as we evaluate existing facilities for their potential use for the ECC. Then, as facility design progresses, the City will collaborate in the design process so that the intent of current city codes are met in the most expeditious and economic means possible during design, so that construction and operational readiness can be accomplished quickly and efficiently.

**NON-COLLUSION STATEMENT:**

By signing this offer, the vendor/contractor certifies that this offer is made independently and *free* from collusion. Vendor shall disclose below any City of Fort Lauderdale, FL officer or employee, or any relative of any such officer or employee who is an officer or director of, or has a material interest in, the vendor's business, who is in a position to influence this procurement.

Any City of Fort Lauderdale, FL officer or employee who has any input into the writing of specifications or requirements, solicitation of offers, decision to award, evaluation of offers, or any other activity pertinent to this procurement is presumed, for purposes hereof, to be in a position to influence this procurement.

For purposes hereof, a person has a material interest if they directly or indirectly own more than 5 percent of the total assets or capital stock of any business entity, or if they otherwise stand to personally gain if the contract is awarded to this vendor.

In accordance with City of Fort Lauderdale, FL Policy and Standards Manual, 6.10.8.3,

3.3. City employees may not contract with the City through any corporation or business entity in which they or their immediate family members hold a controlling financial interest (e.g. ownership of five (5) percent or more).

3.4. Immediate family members (spouse, parents and children) are also prohibited from contracting with the City subject to the same general rules.

**Failure of a vendor to disclose any relationship described herein shall be reason for debarment in accordance with the provisions of the City Procurement Code.**

<u>NAME</u>	<u>RELATIONSHIPS</u>
<u>N/A</u>	

**In the event the vendor does not indicate any names, the City shall interpret this to mean that the vendor has indicated that no such relationships exist.**

## CONTRACT PAYMENT METHOD BY P-CARD

THIS FORM MUST BY SUBMITTED WITH YOUR RESPONSE

The City of Fort Lauderdale has implemented a Procurement Card (P-Card) program which changes how payments are remitted to its vendors. The City has transitioned from traditional paper checks to payment by credit card via MasterCard or Visa. This allows you as a vendor of the City of Fort Lauderdale to receive your payment fast and safely. No more waiting for checks to be printed and mailed.

Payments will be made utilizing the City's P-Card (MasterCard or Visa). Accordingly, firms must presently have the ability to accept credit card payment or take whatever steps necessary to implement acceptance of a credit card before the commencement of a contract.


Please indicate which credit card payment you prefer:

  X   Master Card

       Visa Card

Company Name: IXP Corporation

Lawrence Consalvos  
Name (printed)

  
Signature

1/25/10  
Date:

President & Chief Operating Officer  
Title

**ACORD**<sup>TM</sup>**CERTIFICATE OF LIABILITY INSURANCE**

DATE (MM/DD/YYYY)

8/31/2016

THIS CERTIFICATE IS ISSUED AS A MATTER OF INFORMATION ONLY AND CONFERS NO RIGHTS UPON THE CERTIFICATE HOLDER. THIS CERTIFICATE DOES NOT AFFIRMATIVELY OR NEGATIVELY AMEND, EXTEND OR ALTER THE COVERAGE AFFORDED BY THE POLICIES BELOW. THIS CERTIFICATE OF INSURANCE DOES NOT CONSTITUTE A CONTRACT BETWEEN THE ISSUING INSURER(S), AUTHORIZED REPRESENTATIVE OR PRODUCER, AND THE CERTIFICATE HOLDER.

**IMPORTANT:** If the certificate holder is an **ADDITIONAL INSURED**, the policy(ies) must be endorsed. If **SUBROGATION IS WAIVED**, subject to the terms and conditions of the policy, certain policies may require an endorsement. A statement on this certificate does not confer rights to the certificate holder in lieu of such endorsement(s).

<b>PRODUCER</b> <b>USI Insurance Services LLC</b> <b>1787 Sentry Pkwy W., Veva 16</b> <b>Suite 300</b> <b>Blue Bell, PA 19422</b>	<b>CONTACT NAME:</b> <b>PHONE (A/C, No, Ext): 484 351-4600</b> <b>FAX (A/C, No): 610 537-4974</b> <b>E-MAIL ADDRESS:</b>														
<b>INSURED</b> <b>iXP Corporation</b> <b>Princeton Forrestal Village,</b> <b>103 Main Street Suite 100</b> <b>Princeton, NJ 08540</b>	<table border="1"> <thead> <tr> <th data-bbox="816 426 1433 451">INSURER(S) AFFORDING COVERAGE</th> <th data-bbox="1433 426 1572 451">NAIC #</th> </tr> </thead> <tbody> <tr> <td data-bbox="816 451 1433 478"><b>INSURER A : Associated Industries Ins. Co.,</b></td> <td data-bbox="1433 451 1572 478"><b>23140</b></td> </tr> <tr> <td data-bbox="816 478 1433 506"><b>INSURER B : StarStone National Insurance Co</b></td> <td data-bbox="1433 478 1572 506"><b>25496</b></td> </tr> <tr> <td data-bbox="816 506 1433 533"><b>INSURER C : Liberty Mutual Insurance Compan</b></td> <td data-bbox="1433 506 1572 533"><b>23043</b></td> </tr> <tr> <td data-bbox="816 533 1433 560"><b>INSURER D : National Union Fire Ins Pittsbu</b></td> <td data-bbox="1433 533 1572 560"><b>19445</b></td> </tr> <tr> <td data-bbox="816 560 1433 588"><b>INSURER E :</b></td> <td data-bbox="1433 560 1572 588"></td> </tr> <tr> <td data-bbox="816 588 1433 615"><b>INSURER F :</b></td> <td data-bbox="1433 588 1572 615"></td> </tr> </tbody> </table>	INSURER(S) AFFORDING COVERAGE	NAIC #	<b>INSURER A : Associated Industries Ins. Co.,</b>	<b>23140</b>	<b>INSURER B : StarStone National Insurance Co</b>	<b>25496</b>	<b>INSURER C : Liberty Mutual Insurance Compan</b>	<b>23043</b>	<b>INSURER D : National Union Fire Ins Pittsbu</b>	<b>19445</b>	<b>INSURER E :</b>		<b>INSURER F :</b>	
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<b>INSURER E :</b>															
<b>INSURER F :</b>															


**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

THIS IS TO CERTIFY THAT THE POLICIES OF INSURANCE LISTED BELOW HAVE BEEN ISSUED TO THE INSURED NAMED ABOVE FOR THE POLICY PERIOD INDICATED. NOTWITHSTANDING ANY REQUIREMENT, TERM OR CONDITION OF ANY CONTRACT OR OTHER DOCUMENT WITH RESPECT TO WHICH THIS CERTIFICATE MAY BE ISSUED OR MAY PERTAIN, THE INSURANCE AFFORDED BY THE POLICIES DESCRIBED HEREIN IS SUBJECT TO ALL THE TERMS, EXCLUSIONS AND CONDITIONS OF SUCH POLICIES. LIMITS SHOWN MAY HAVE BEEN REDUCED BY PAID CLAIMS.

INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR WVD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS
<b>A</b>	<input checked="" type="checkbox"/> <b>COMMERCIAL GENERAL LIABILITY</b> <input type="checkbox"/> CLAIMS-MADE <input checked="" type="checkbox"/> OCCUR  GEN'L AGGREGATE LIMIT APPLIES PER: <input type="checkbox"/> POLICY <input checked="" type="checkbox"/> PRO-JECT <input type="checkbox"/> LOC OTHER:			<b>AES1035691</b>	<b>08/31/2016</b>	<b>08/31/2017</b>	EACH OCCURRENCE <b>\$1,000,000</b> DAMAGE TO RENTED PREMISES (Ea occurrence) <b>\$100,000</b> MED EXP (Any one person) <b>\$0</b> PERSONAL & ADV INJURY <b>\$1,000,000</b> GENERAL AGGREGATE <b>\$2,000,000</b> PRODUCTS - COMP/OP AGG <b>\$2,000,000</b> \$
<b>A</b>	<b>AUTOMOBILE LIABILITY</b> <input type="checkbox"/> ANY AUTO <input type="checkbox"/> ALL OWNED AUTOS <input type="checkbox"/> SCHEDULED AUTOS <input checked="" type="checkbox"/> HIRED AUTOS <input checked="" type="checkbox"/> NON-OWNED AUTOS			<b>AES1035691</b>	<b>08/31/2016</b>	<b>08/31/2017</b>	COMBINED SINGLE LIMIT (Ea accident) <b>\$1,000,000</b> BODILY INJURY (Per person) \$ BODILY INJURY (Per accident) \$ PROPERTY DAMAGE (Per accident) \$ \$
<b>B</b>	<b>UMBRELLA LIAB</b> <input type="checkbox"/> OCCUR <input checked="" type="checkbox"/> <b>EXCESS LIAB</b> <input checked="" type="checkbox"/> CLAIMS-MADE DED <input checked="" type="checkbox"/> RETENTION <b>\$0</b>			<b>59184D150ALI</b>	<b>08/31/2016</b>	<b>08/31/2017</b>	EACH OCCURRENCE <b>\$5,000,000</b> AGGREGATE <b>\$5,000,000</b> \$
	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b> ANY PROPRIETOR/PARTNER/EXECUTIVE OFFICER/MEMBER EXCLUDED? <input type="checkbox"/> Y / N (Mandatory in NH) If yes, describe under DESCRIPTION OF OPERATIONS below		<b>N / A</b>				PER STATUTE <input type="checkbox"/> OTH-ER <input type="checkbox"/> E.L. EACH ACCIDENT \$ E.L. DISEASE - EA EMPLOYEE \$ E.L. DISEASE - POLICY LIMIT \$
<b>C</b>	<b>Excess Prof Liab-</b>			<b>EO4NAAS4JW005</b>	<b>08/31/2016</b>	<b>08/31/2017</b>	<b>Excess \$5,000,000</b>
<b>D</b>	<b>Professional Liab</b>			<b>017736958</b>	<b>08/31/2016</b>	<b>08/31/2017</b>	<b>\$5,000,000</b>

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

**Evidence of Coverage****CERTIFICATE HOLDER****CANCELLATION**

<b>Evidence of Coverage</b>	SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.  <b>AUTHORIZED REPRESENTATIVE</b> 
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# CERTIFICATE OF LIABILITY INSURANCE

DATE (MM/DD/YYYY)  
1/16/2016

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<b>PRODUCER</b>  AUTOMATIC DATA PROCESSING INS AGCY 250717 P: F: PO BOX 33015 SAN ANTONIO TX 78265	<b>CONTACT</b> NAME:	
	PHONE (A/C, No, Ext):	FAX (A/C, No):
	E-MAIL ADDRESS:	
	<b>INSURER(S) AFFORDING COVERAGE</b> INSURER A: Multiple Companies	
<b>INSURED</b>  IXP CORPORATION 103 MAIN ST STE 100 PRINCETON NJ 08540	NAIC#	
	INSURER B:	
	INSURER C:	
	INSURER D:	
	INSURER E:	
	INSURER F:	

**COVERAGES****CERTIFICATE NUMBER:****REVISION NUMBER:**

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INSR LTR	TYPE OF INSURANCE	ADDL INSR	SUBR BYD	POLICY NUMBER	POLICY EFF (MM/DD/YYYY)	POLICY EXP (MM/DD/YYYY)	LIMITS	
	<b>COMMERCIAL GENERAL LIABILITY</b>						EACH OCCURRENCE	\$
	<input type="checkbox"/> CLAIMS-MADE <input type="checkbox"/> OCCUR						DAMAGE TO RENTED PREMISES (Ea occurrence)	\$
							MED EXP (Any one person)	\$
							PERSONAL & ADV INJURY	\$
	GEN'L AGGREGATE LIMIT APPLIES PER:						GENERAL AGGREGATE	\$
	<input type="checkbox"/> POLICY <input type="checkbox"/> PRO- JECT <input type="checkbox"/> LOC						PRODUCTS - COMP/OP AGG	\$
	OTHER:							\$
	<b>AUTOMOBILE LIABILITY</b>						COMBINED SINGLE LIMIT (Ea accident)	\$
	<input type="checkbox"/> ANY AUTO						BODILY INJURY (Per person)	\$
	<input type="checkbox"/> ALL OWNED AUTOS	<input type="checkbox"/> SCHEDULED AUTOS					BODILY INJURY (Per accident)	\$
	<input type="checkbox"/> HIRED AUTOS	<input type="checkbox"/> NON-OWNED AUTOS					PROPERTY DAMAGE (Per accident)	\$
								\$
	<b>UMBRELLA LIAB</b>						EACH OCCURRENCE	\$
	<b>EXCESS LIAB</b>						AGGREGATE	\$
	<input type="checkbox"/> OCCUR							\$
	<input type="checkbox"/> CLAIMS-MADE							\$
	DED <input type="checkbox"/> RETENTION \$							\$
A	<b>WORKERS COMPENSATION AND EMPLOYERS' LIABILITY</b>						<input checked="" type="checkbox"/> PER STATUTE <input type="checkbox"/> OTH- ER	
	ANY PROPRIETOR/PARTNER/EXECUTIVE/IN OFFICER/MEMBER EXCLUDED? (Mandatory in NH)	N/A		76 WEG LU5491	01/01/2016	01/01/2017	E.L. EACH ACCIDENT	\$1,000,000
	If yes, describe under DESCRIPTION OF OPERATIONS below						E.L. DISEASE - EA EMPLOYEE	\$1,000,000
							E.L. DISEASE - POLICY LIMIT	\$1,000,000

DESCRIPTION OF OPERATIONS / LOCATIONS / VEHICLES (ACORD 101, Additional Remarks Schedule, may be attached if more space is required)

Those usual to the Insured's Operations.

**CERTIFICATE HOLDER****CANCELLATION**

For proposal  
103 MAIN ST  
PRINCETON, NJ 08540

SHOULD ANY OF THE ABOVE DESCRIBED POLICIES BE CANCELLED BEFORE THE EXPIRATION DATE THEREOF, NOTICE WILL BE DELIVERED IN ACCORDANCE WITH THE POLICY PROVISIONS.

AUTHORIZED REPRESENTATIVE

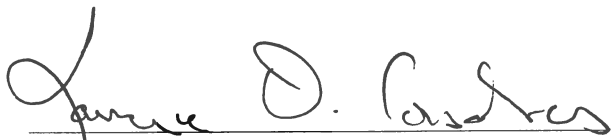
*Tac Tailor*

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**AFFIDAVIT VERIFYING  
CORPORATE SIGNING AUTHORITY**

I, Lawrence D. Consalvos, being duly sworn says:

1. I am the President and Chief Operating Officer of IXP Corporation.
2. I am authorized to submit this Proposal on behalf of the Corporation.



Lawrence D. Consalvos

President and Chief Operating Officer, IXP Corporation

Sworn before me this 5<sup>th</sup> day of January 2017

Notary Public: Teresa DeLorenzo

My commission expires: August 16, 2021

TERESA DeLORENZO  
NOTARY PUBLIC OF NEW JERSEY  
MY COMMISSION EXPIRES AUGUST 16, 2021

# Document A310™ – 2010

Conforms with The American Institute of Architects AIA Document 310

## Bid Bond

### CONTRACTOR:

(Name, legal status and address)

IXP Corporation

Princeton Forrestal Village, 103 Main Street  
Princeton, NJ 08540

### SURETY:

(Name, legal status and principal place of business)

Fidelity and Deposit Company of Maryland

600 Red Brook Blvd., Suite 600

Owings Mills, MD 21117

Mailing Address for Notices

This document has important legal consequences. Consultation with an attorney is encouraged with respect to its completion or modification.

### OWNER:

(Name, legal status and address)

City of Fort Lauderdale

100 N. Andrews Avenue #619

Fort Lauderdale, FL 33301

Any singular reference to Contractor, Surety, Owner or other party shall be considered plural where applicable.

BOND AMOUNT: \$ 5% Five Percent of Amount Bid

### PROJECT:

(Name, location or address, and Project number, if any)

Solicitation 775-11856 Enhanced 911 Communications Center

The Contractor and Surety are bound to the Owner in the amount set forth above, for the payment of which the Contractor and Surety bind themselves, their heirs, executors, administrators, successors and assigns, jointly and severally, as provided herein. The conditions of this Bond are such that if the Owner accepts the bid of the Contractor within the time specified in the bid documents, or within such time period as may be agreed to by the Owner and Contractor, and the Contractor either (1) enters into a contract with the Owner in accordance with the terms of such bid, and gives such bond or bonds as may be specified in the bidding or Contract Documents, with a surety admitted in the jurisdiction of the Project and otherwise acceptable to the Owner, for the faithful performance of such Contract and for the prompt payment of labor and material furnished in the prosecution thereof; or (2) pays to the Owner the difference, not to exceed the amount of this Bond, between the amount specified in said bid and such larger amount for which the Owner may in good faith contract with another party to perform the work covered by said bid, then this obligation shall be null and void, otherwise to remain in full force and effect. The Surety hereby waives any notice of an agreement between the Owner and Contractor to extend the time in which the Owner may accept the bid. Waiver of notice by the Surety shall not apply to any extension exceeding sixty (60) days in the aggregate beyond the time for acceptance of bids specified in the bid documents, and the Owner and Contractor shall obtain the Surety's consent for an extension beyond sixty (60) days.

If this Bond is issued in connection with a subcontractor's bid to a Contractor, the term Contractor in this Bond shall be deemed to be Subcontractor and the term Owner shall be deemed to be Contractor.

When this Bond has been furnished to comply with a statutory or other legal requirement in the location of the Project, any provision in this Bond conflicting with said statutory or legal requirement shall be deemed deleted herefrom and provisions conforming to such statutory or other legal requirement shall be deemed incorporated herein. When so furnished, the intent is that this Bond shall be construed as a statutory bond and not as a common law bond.

Signed and sealed this 27th day of January, 2017.



(Witness)

IXP Corporation

(Principal)

(Seal)

By: 

(Title)

President + COO

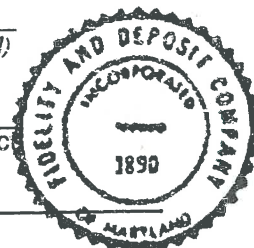
Fidelity and Deposit Company of Maryland

(Surety)

(Seal)

By: 

(Title) Dennis M. O'Brien, Attorney-in-Fact



ACKNOWLEDGMENT OF PRINCIPAL - IF A CORPORATION

STATE OF } ss  
COUNTY OF

On this 26th day of January 2017 before me personally appeared

Lawrence D. Consalvos to be known, who, being by me duly sworn, did depose and

say; that he/she resides at Lambertville, New Jersey, that he/she is the President

+ COO of IXP Corporation the corporation described in and which  
executed the within insurance instrument; that he/she knows the seal of said corporation; that the seal affixed  
to said instrument is such corporate seal; that it was so affixed by the Board of Directors of said corporation;  
and that he/she signed his/her name thereto by like order.

TERESA DeLORENZO

NOTARY PUBLIC OF NEW JERSEY

MY COMMISSION EXPIRES AUGUST 16, 2021

*Teresa DeLorenzo*

ACKNOWLEDGMENT OF PRINCIPAL - IF INDIVIDUAL OR FIRM

STATE OF } ss  
COUNTY OF

On this ..... day of ..... before me personally appeared

..... to me know to be (the individual) (one of the firm  
of.....), described in and who executed the within instrument and he/she  
thereupon acknowledged to me that he/she executed the same (as the act and deed of said firm).

ACKNOWLEDGMENT OF SURETY COMPANY

STATE OF New York } ss  
COUNTY OF Westchester

On this January 27, 2017, before me personally came Dennis M. O'Brien

to me known, who, being by me duly sworn, did depose and say; that he/she resides in

North Merrick, New York

.....; that he/she is the Attorney-in-Fact of the  
FIDELITY AND DEPOSIT COMPANY OF MARYLAND the corporation described in which  
executed the above instrument; that he/she knows the seal of said corporation; that the seal affixed to said  
instrument is such corporate seal; that it was so affixed by the Board of Directors of said corporation; and that  
he/she signed his/her name thereto by like order; and the affiant did further depose and say that the  
Superintendent of Insurance of the State of New York, has, pursuant to Section 1111 of the Insurance Law of  
the State of New York, issued to Dennis M. O'Brien his/her  
certificate of qualification evidencing the qualification of said Company and its sufficiency under any law of the  
State of New York as surety and guarantor, and the propriety of accepting and approving it as such; and that  
such certificate has not been revoked.

ALICE MCCARTHY  
NOTARY PUBLIC, State of New York  
No. 01MC5079342  
Qualified in Dutchess County 2019  
Commission Expires June 02, 2019

*Alice McCarthy*  
Notary Public

**ZURICH AMERICAN INSURANCE COMPANY  
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY  
FIDELITY AND DEPOSIT COMPANY OF MARYLAND  
POWER OF ATTORNEY**

KNOW ALL MEN BY THESE PRESENTS: That the ZURICH AMERICAN INSURANCE COMPANY, a corporation of the State of New York, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, a corporation of the State of Maryland, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND a corporation of the State of Maryland (herein collectively called the "Companies"), by **GERALD F. HALEY, Vice President**, in pursuance of authority granted by Article V, Section 8, of the By-Laws of said Companies, which are set forth on the reverse side hereof and are hereby certified to be in full force and effect on the date hereof, do hereby nominate, constitute, and appoint **William D. HAAS, Dennis M. O'BRIEN and Benedict J. TOCKARSHEWSKY, all of White Plains, New York, EACH** its true and lawful agent and Attorney-in-Fact, to make, execute, seal and deliver, for, and on its behalf as surety, and as its act and deed: **any and all bonds and undertakings**, and the execution of such bonds or undertakings in pursuance of these presents, shall be as binding upon said Companies, as fully and amply, to all intents and purposes, as if they had been duly executed and acknowledged by the regularly elected officers of the ZURICH AMERICAN INSURANCE COMPANY at its office in New York, New York., the regularly elected officers of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at its office in Owings Mills, Maryland., and the regularly elected officers of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at its office in Owings Mills, Maryland., in their own proper persons.

The said Vice President does hereby certify that the extract set forth on the reverse side hereof is a true copy of Article V, Section 8, of the By-Laws of said Companies, and is now in force.

IN WITNESS WHEREOF, the said Vice-President has hereunto subscribed his/her names and affixed the Corporate Seals of the said **ZURICH AMERICAN INSURANCE COMPANY, COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and FIDELITY AND DEPOSIT COMPANY OF MARYLAND**, this 19th day of April, A.D. 2016.

**ATTEST:**

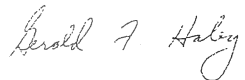
**ZURICH AMERICAN INSURANCE COMPANY  
COLONIAL AMERICAN CASUALTY AND SURETY COMPANY  
FIDELITY AND DEPOSIT COMPANY OF MARYLAND**



By: 

*Assistant Secretary  
Dawn E. Brown*

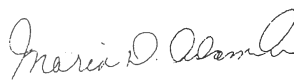
State of Maryland  
County of Baltimore



*Vice President  
Gerald F. Haley*

On this 19th day of April, A.D. 2016, before the subscriber, a Notary Public of the State of Maryland, duly commissioned and qualified, **GERALD F. HALEY, Vice President, and DAWN E. BROWN, Assistant Secretary**, of the Companies, to me personally known to be the individuals and officers described in and who executed the preceding instrument, and acknowledged the execution of same, and being by me duly sworn, depose and saith, that he/she is the said officer of the Company aforesaid, and that the seals affixed to the preceding instrument are the Corporate Seals of said Companies, and that the said Corporate Seals and the signature as such officer were duly affixed and subscribed to the said instrument by the authority and direction of the said Corporations.

IN TESTIMONY WHEREOF, I have hereunto set my hand and affixed my Official Seal the day and year first above written.



Maria D. Adamski, Notary Public  
My Commission Expires: July 8, 2019



## EXTRACT FROM BY-LAWS OF THE COMPANIES

"Article V, Section 8, Attorneys-in-Fact. The Chief Executive Officer, the President, or any Executive Vice President or Vice President may, by written instrument under the attested corporate seal, appoint attorneys-in-fact with authority to execute bonds, policies, recognizances, stipulations, undertakings, or other like instruments on behalf of the Company, and may authorize any officer or any such attorney-in-fact to affix the corporate seal thereto; and may with or without cause modify or revoke any such appointment or authority at any time."

### CERTIFICATE

I, the undersigned, Vice President of the ZURICH AMERICAN INSURANCE COMPANY, the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY, and the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, do hereby certify that the foregoing Power of Attorney is still in full force and effect on the date of this certificate; and I do further certify that Article V, Section 8, of the By-Laws of the Companies is still in force.

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the ZURICH AMERICAN INSURANCE COMPANY at a meeting duly called and held on the 15th day of December 1998.

RESOLVED: "That the signature of the President or a Vice President and the attesting signature of a Secretary or an Assistant Secretary and the Seal of the Company may be affixed by facsimile on any Power of Attorney...Any such Power or any certificate thereof bearing such facsimile signature and seal shall be valid and binding on the Company."

This Power of Attorney and Certificate may be signed by facsimile under and by authority of the following resolution of the Board of Directors of the COLONIAL AMERICAN CASUALTY AND SURETY COMPANY at a meeting duly called and held on the 5th day of May, 1994, and the following resolution of the Board of Directors of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND at a meeting duly called and held on the 10th day of May, 1990.

RESOLVED: "That the facsimile or mechanically reproduced seal of the company and facsimile or mechanically reproduced signature of any Vice-President, Secretary, or Assistant Secretary of the Company, whether made heretofore or hereafter, wherever appearing upon a certified copy of any power of attorney issued by the Company, shall be valid and binding upon the Company with the same force and effect as though manually affixed.

IN TESTIMONY WHEREOF, I have hereunto subscribed my name and affixed the corporate seals of the said Companies,  
this 22 day of January, 2017.



Michael Bond, Vice President

# FIDELITY AND DEPOSIT COMPANY

OF MARYLAND

600 Red Brook Blvd., Suite 600, Owings Mills, MD 21117

## Statement of Financial Condition As Of December 31, 2015

### ASSETS

Bonds .....	\$ 142,878,497
Stocks .....	22,315,096
Cash and Short Term Investments.....	337,835
Reinsurance Recoverable .....	24,731,651
Other Accounts Receivable .....	19,935,844
TOTAL ADMITTED ASSETS .....	<u>\$ 210,198,923</u>

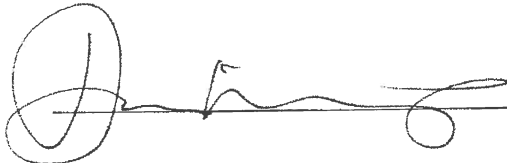
### LIABILITIES, SURPLUS AND OTHER FUNDS

Reserve for Taxes and Expenses .....	\$ 46,436
Ceded Reinsurance Premiums Payable .....	40,456,309
Securities Lending Collateral Liability .....	0
TOTAL LIABILITIES .....	<u>\$ 40,502,745</u>
Capital Stock, Paid Up .....	\$ 5,000,000
Surplus .....	164,696,178
Surplus as regards Policyholders .....	169,696,178
TOTAL .....	<u>\$ 210,198,923</u>

Securities carried at \$57,996,983 in the above statement are deposited with various states as required by law.

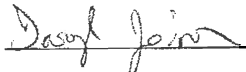
Securities carried on the basis prescribed by the National Association of Insurance Commissioners. On the basis of market quotations for all bonds and stocks owned, the Company's total admitted assets at December 31, 2015 would be \$212,137,795 and surplus as regards policyholders \$171,635,049.

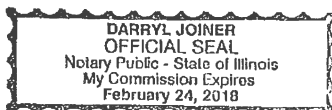
I, DENNIS F. KERRIGAN, Corporate Secretary of the FIDELITY AND DEPOSIT COMPANY OF MARYLAND, do hereby certify that the foregoing statement is a correct exhibit of the assets and liabilities of the said Company on the 31st day of December, 2015.

  
Corporate Secretary

State of Illinois }  
City of Schaumburg } SS:

Subscribed and sworn to, before me, a Notary Public of the State of Illinois, in the City of Schaumburg, this 15th day of March, 2016.

  
Notary Public



January 25, 2017

Adam Makarevich, Procurement Specialist II  
City of Fort Lauderdale (City Hall) Procurement Services Division  
100 N. Andrews Avenue  
#619  
Fort Lauderdale, Florida 33301

Re: IXP Corporation

Dear Mr. Makarevich

We are writing on behalf of the above mentioned company is our capacity as their outside independent accountants. We provide annual tax and accounting services including issuing an annual Review Report of the company's annual financial statements. We have also been engaged to prepare and audit the SOC 2 Type 1 report for the company regarding its Security, Confidentiality, Processing Integrity, and Privacy Trust Service Principle. We anticipate having the report completed on or before February 15, 2017.

In order to provide your office with an overview of IXP Corporation's(IXP) controls to protect against unauthorized physical and logical unauthorized access, please find a summary of the company's security operations.

IXP is a public safety company, which provides multi-year, Consulting, System Integration and Managed services project for law enforcement and public safety agencies. The company has been delivering these projects since 2000 in 22 states in the United States meeting all technical and operational requirements. In 2016 and 2017 at a minimum, IXP is providing E911 center operations and technical support and consulting and system integration projects for law enforcement agencies in Connecticut, Rhode Island, Washington D.C., New Jersey, Georgia, Texas, Illinois, Nevada, Washington and California. In each instance all local, county, state and federal requirements for access to motor vehicle and criminal information systems has been certified and maintained.

IXP has two levels of security that it provides its clients. One is internal to the employee recruiting, testing, and hiring process, which includes drug and alcohol screening, background investigations and company controls for ethics, Information Technology and telephony and physical security for company and client facilities.

The second level of security is for the System Integration and Managed Services projects IXP delivers to its clients. IXP complies with all local, county, state and federal operational, technical and personnel related requirements to implement and utilize the technology required inside of the clients' law enforcement and public safety E911 communication centers and information technology facilities. None of these is operated out of the IXP corporate facility and whether they are located within the client facility or leased space all operating and technical security regulations are vetted by the client TAC officers. This has allowed IXP to operate and support the technology of the facilities and contributed to IXP obtaining law enforcement accreditations and certifications. IXP contracts require that the client perform criminal history checks on all IXP employees at each location and the client has the right to reject any IXP applicant from the hiring process or have IXP remove any employee from the project site for any reason related to job performance.

January 25, 2017  
Page 2

If you need any further information regarding IXP or require an update regarding the SOC engagement, please do not hesitate to contact us.

Very truly yours,

A handwritten signature in dark ink, appearing to read 'Michael S. Pucciarelli', with a long horizontal line extending to the right.

Michael S. Pucciarelli, CPA, CVA  
Principal

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## APPENDIX B – RESUMES

Joe is the Vice President of Services and Solutions with IXP Corporation. Joe leads our Managed Services division that provides cost effective alternatives as well as high service delivery to private and public organizations for traditional staffing deployments. A career public safety official, he was responsible for the top administrative management of a full service law enforcement agency for 20 years, including oversight of an E9-1-1 PSAP, creating new police facility and updating technology. He provided collaborative community services to regional public safety and general government jurisdictions during his tenure. He was in an executive leadership role with the prestigious International Association of Chiefs of Police for more than 10 years culminating with serving as IACP's president in 2004. With IXP, Joe developed and manages the Nation's only outsourced multi-jurisdictional, full service 9-1-1 Emergency Communications Center.

## RELEVANT EXPERIENCE

Lawrence Township Police Department, NJ: Provided oversight for all transition activities including participation in hiring of leadership/supervisory staff and operational planning and implementation.

East Windsor, NJ: Provided oversight for all transition activities for IXP Telecommunicators to staff the East Windsor 911 emergency communications center, including participation in hiring of leadership/supervisory staff and operational planning and implementation.

Danbury, CT: Oversees all transition activities including participation in hiring of leadership/supervisory staff and operational planning and implementation. Works collaboratively with Danbury officials throughout each project component.

ChatComm 9-1-1, GA: Developed a completely outsourced Enhanced 9-1-1 Emergency Communications Center, ChatComm that consolidated four newly incorporated cities in the Northern Atlanta suburbs of Fulton and DeKalb Counties servicing police and fire departments. Accredited by National Academy of Emergency Dispatch in EMD and EFD.

State of Vermont: Project Manager for an information sharing project designed to connect disparate informational databases to create a seamless, state-wide sharing of information with all state, county and municipal personnel.

Hartford, VT Police Department: As Police Chief, coordinated a comprehensive upgrade of public safety agencies computer network, complete modernization of the communications center, CAD and RMS upgrade, radio tower replacement and upgrade of communications equipment.

Hartford, VT Police Department: As Police Chief, created an effective design, chose architect, finalized design and achieved voter approval for a new police headquarters facility and enhancements creating a joint public safety facility. Oversaw construction and occupancy and innovative funding of entire project to minimize budgetary impact.

Department of Homeland Security: Contributed to National Plan Review as part of a contracted team evaluating individual state emergency response plans and assisted in authoring the segment dealing with national communications as part of the final report to Congress.

SACOP/IACP: General Chairman of SACOP, Past Chair of the Technology Coordinating Panel, maintained oversight for IACP's major technology groups Law Enforcement Information Management (LEIM) Section and lead efforts to move I.A.C.P. toward online education. Chaired IACP's 112th Annual Conference in Miami, FL in 2005.

Vermont Department of Public Safety: As Project Manager for the Vermont Justice Information Sharing System (VJISS), Joe connected disparate databases to allow sharing of law enforcement data to all Vermont agencies.

IPC Command Systems: As a Consultant, for a New York City based international communications leader and national distributor of radio equipment, 9-1-1, RMS and Computer Aided Dispatch software, Joe assisted with research and development of products, customer relations, and business development.

Springfield, VT Police Department: As Lieutenant, Joe advanced through the ranks to second in command. He served as the Department's investigator for two and a half years and managed department operational activities for four years as Lt. Media contact for all departmental communications. He also maintained, updated and developed policies and procedures.

## CERTIFICATIONS/AFFILIATIONS

- International Association of Chiefs of Police – Past President (2004-2005)
- Vermont Chiefs of Police Association – Past President
- New England Association of Chiefs of Police – Life Member
- IACP Criminal Justice Information Services Committee – Member

## EDUCATION

A.S. in Criminal Justice, Community College of Vermont (1992)

Dan Martin is IXP's Delivery Executive and has over 32 years of management experience, including 22 years within the IT industry and thirteen specifically within public safety. Dan has the demonstrated ability to develop large and complex requirements and designs, to implement and manage complex technologies spanning multiple disciplines, and to deliver within multi-disciplinary and multi-agency environments. In conjunction with his management and technical skills, Dan builds strong working relationships with both clients and team members, which greatly contributes to successful outcomes. Dan is a certified Project Management Professional (PMP) and has a lengthy history of delivering projects on-time and on-budget.

## RELEVANT EXPERIENCE

ChatComm, GA: Planned and managed the technology refresh of mission critical systems within the live operations of the ChatComm Emergency Communications Center. This was accomplished with zero time to operations.

Danbury, CT: Planned and managed the technology consolidation of the Danbury Police and Fire Departments into a single Emergency (ECC) Communications Center. The existing Danbury PD ECC was expanded and the disparate CAD systems were combined to accommodate consolidated dispatch.

Fire Department of the City of New York, NY (FDNY): Provided Project Management and technical oversight of the integration of technologies for the FDNY HQ Operations Center. Worked with multiple vendors and contractors to build and turn up a state of the art 24 x 7 operations center housing both Fire and EMD command.

North Texas Emergency Communications Center: Executive Project Management for a four city Emergency Communications Center consolidation. Responsible for the management and delivery of a comprehensive plan to define, establish and turn-up a new ECC. We assisted with the establishment of the Corporation, the Board of Directors, Operations Advisory Committee and Technical Advisory Committee. Developed a complete set of job descriptions and assisted the HR departments with issues concerning salary and benefits. Currently developing a comprehensive set of SOPs.

Falmouth, MA: Dan served as the Program Integration Manager who was responsible for the coordination of the system integration and consolidation of dispatch operations for Police and Fire Services. He provided oversight of all project components: Governance, Operations, Technology and Facilities.

South Shore Regional Emergency Communications Center (SSRECC), MA: Project Management for a four city Emergency Communications Center consolidation. Responsible for the management and delivery of a comprehensive plan to define, establish and turn-up a new ECC. We assisted with the establishment of the Corporation, the Board of Directors, and Technical Advisory Committee. Developed a complete set of job descriptions and assisted the HR departments with issues concerning salary and benefits, collective bargaining and the hiring process. The creation of a comprehensive set of SOPs was completed. All technologies were sourced, procured, installed and turned up. A training program was developed which encompassed both operations and technologies for the new center.

Grady Hospital Emergency Communications Center Relocation, GA: Developed System Requirements, Purchasing Specs and assisted with procurement cycle and migration of EMS Dispatch Operations move to new location. Developed TAP, detailed low voltage cable schedule, and cut-over schedule. Participated in weekly planning and construction meetings.

Fire Department of the City of New York, NY (FDNY): Performed an extensive review of the CAD requirements of the FDNY for CAD product analysis. This was then followed by a detailed review of the capabilities of a proposed replacement system. Developed and delivered extensive CAD system gap analysis for the FDNY.

City of New York, NY: Developed detailed Logging and Recording system requirements for NYPD and FDNY. As part of the Emergency Communications Transformation Project (ECTP) in New York City, successfully worked with multiple agencies with varying agendas to develop a single comprehensive set of system requirements.

City of New York, NY: Successfully managed the implementation of a Quality Monitoring system for NYC-311 which included both audio and screen capture for 575 agents in two locations.

Police Department of the City of New York, NY (NYPD): Developed detailed system design and implementation plan for a NYPD Logging & Recording system. Gained multi-agency acceptance of a detailed design and implementation plan for a replacement L&R system within ECTP. The implementation plan included the creation of one new site and the complete overhaul of an existing site in a production mode.

Police Department of the City of New York, NY (NYPD): Provided program level implementation oversight for the NYPD L&R system to ensure requirements and design compliance. Performed as liaison with multiple agencies and vendors in a very dynamic environment to ensure NYPD requirements continued to be met.

## CERTIFICATIONS/AFFILIATIONS

PMP - Project Management Professional



## KEVIN KEARNS, PMP *Director of Special Projects*

Kevin Kearns is the Director for IXP Corporation's Government practice. Kevin has over 40 years of public safety and government service experience. During his tenure with IXP, Kevin has managed and served as subject-matter expert on a wide variety of client projects including 9-1-1 PSAP consolidation initiatives, facility construction projects and technology integration projects. Kevin coordinates the efforts of multi-disciplinary teams including IXP resources, subcontractor resources, client resources and client contractor resources. He is able to implement and manage complex initiatives spanning multiple disciplines, and to represent the views, positions and goals of the client to stakeholders and the public.

### RELEVANT EXPERIENCE

Sandy Springs and Johns Creek, GA: Developed plans and strategies to assist two newly incorporated cities in evaluating potential to establish a shared public safety communications center. Work included complete analysis of governance, operations, technology and facility components of establishing a new communications center from the ground up, including the option to contract for a turn-key service level delivery approach rather than operate under a government run structure. IXP was then engaged to fully implement and operate the new public safety communications center.

South Sound 9-1-1, Pierce County, WA: Conducted facilities needs/alternatives analysis for newly created multi-jurisdictional countywide 9-1-1 dispatching organization. Coordinated a team of local architectural and engineering partners to provide South Sound 9-1-1 with a thorough understanding of the requirements and potential costs for the facility investments they needed to make to meet their future needs.

North Texas Emergency Communications Center (Addison, Carrollton, Coppell and Farmers Branch, TX): Developed detailed business case analysis for consolidation of 9-1-1 and dispatching services provided by each of the cities individually. Work evolved into the decision to proceed with the consolidation initiative. IXP is now providing project management and implementation support to the cities to establish the governance, operations, technology and facility elements of the new regional communications center.

Village of Gurnee, IL: Currently providing consulting and strategic planning support for the Village as they establish strategies for managing growth and participating in local and regional consolidation initiatives.

City of Tacoma, WA: Provided strategic planning and consulting support for several citywide public safety communications initiatives including the replacement of legacy communications systems with a contemporary Project 25 Phase 2 trunking system. Also conducted a needs and alternatives analysis for the City's Wireless Broadband Initiative, and a county-wide interoperability capabilities assessment and training outline for field personnel.

Hendricks County, IN: Development of a strategic plan for countywide 9-1-1 and dispatching organization that included an alternatives analysis of various funding models and/or cost allocation models to better meet the needs of the organization and the constraints of individual participating towns and cities.

Portland Area Regional Radio System Partnership, OR and WA: Developed needs analysis, alternatives analysis, conceptual design and business plan for next-generation voice and data radio systems for four-county Partnership in the Portland metropolitan area. Information will guide system planning, procurement and implementation activities to provide public safety and general government communications capabilities through a 2025 planning horizon.

Jefferson County, AL: Provided strategic planning and business model guidance to involved jurisdictions seeking to create a consolidated/co-located public safety communications center. Services included governance, operations, technology, facility and transition planning for the multiple agencies to combine their operations into a common facility.

### CERTIFICATIONS/AFFILIATIONS

- Project Management Institute (PMI) – Project Management Professional (PMP)
- Life Member – Association of Public Safety Communications Officials (APCO)
- Member of APCO's Commercial Advisory Council
- Member – National Emergency Number Association (NENA)

### EDUCATION

B.A., Business Administration/Accounting, University of Washington (1979)

## **KELLI BEAMAN** *Director of Operations*

Kelli Beaman is a Director of Operations with IXP. She is responsible for managing and overseeing the ChatComm communications center, which includes directly supervising a Deputy Director of Operations, Training Coordinator, IT Staff, and shift supervisors. Kelli is responsible for all areas of personnel management including scheduling of hours to ensure adequate staffing, performance reviews, compliance with procedures and standards, recruitment, development of training programs, and training. Kelli's strengths include the ability to effectively communicate with large diverse groups and creatively implement new procedures. She possesses strong people skills that create positive working relationships between management and staff.

### **RELEVANT EXPERIENCE**

East Windsor Township & the Borough of Hightstown, NJ: Conducted Emergency Telecommunicators course for New Jersey state certifications with the National Academy for Emergency Dispatch. Performs ongoing training to the Emergency Communications Center staff.

Lawrence Township, NJ: Conducted Emergency Telecommunicators course for New Jersey state certifications with the National Academy for Emergency Dispatch. Performs ongoing training to the Emergency Communications Center staff.

Danbury, CT: Assisting in the onboarding and training of the newly staffed Danbury Emergency Communications Center. Conducted emergency Telecommunicators course for Connecticut state certifications with the National Academy for Emergency Dispatch.

ChatComm 9-1-1, GA: Interviewed and evaluated potential employees to obtain the best possible candidates for various positions within the agency. Coordinated the validation of addresses for the cities of Sandy Springs, Johns Creek and Dunwoody for fire, police and EMS responses. Implemented training programs at various locations and conducted ongoing training.

Exelon Security Operations Center: Conducted Emergency Telecommunicators course for certification with the National Academy for Emergency Dispatch.

Cobb County 9-1-1: Communications Officer.

City of Acworth, GA: Detention Specialist.

### **CERTIFICATIONS/AFFILIATIONS**

- Certified Instructor
- Leadership Johns Creek Class of 2013
- ETC Course
- William M. McMurray 2012 ENP Scholarship
- Member NAED
- Member NENA
- Member APCO
- Not a Spot Goes By 2005-2010



## CHRISTOPHER BUTKOWSKI

*Corporate Trainer*

Christopher Butkowski is the Corporate Trainer with IXP. He is responsible for the design, delivery and continuous improvement of training programs, conducting needs assessments, developing reinforcements and evaluating outcomes. Chris' strengths include the development and presentation of demonstration material to effectively train and educate new and existing employees. He possesses strong investigative and research skills to create thorough and accurate resources for all levels of staff.

### RELEVANT EXPERIENCE

MONOC Mobile Health Services, NJ: Assistant Supervisor and Crew Chief providing oversight of daily operations for the Dispatch Control Center. Also provided development of resources and new procedures for the Atlantic EMS Dispatch project; development and presentation of monthly training material to support staff certification requirements; responded as the Incident Dispatcher for the Special Events Unit (PNC Bank Arts Center in Holmdel NJ, Red Bull Arena in Harrison NJ); responded as a Tactical EMT for the Special Response Team serving MOCERT (Monmouth County SWAT) as well as the Ocean County Regional SWAT Team

Holmdel Township Police Department, NJ: Police, Fire & EMS Dispatch for the township; development of the training program for new hire employees as the Communications Training Officer; conducted Court Room security while in session as a Special Law Enforcement Officer.

Middletown Township Fire Department, NJ: Firefighter

Holmdel Township Fire Department, Fire & Rescue Company 2, NJ: Firefighter, Past Company President and Charter Member

Middletown Township Office of Emergency Management, NJ: Developed the training program for new OEM agency members.

National Domestic Response Training Consortium: Attended training courses at the following centers, allowing him to develop educational material for MONOC staff: Center for Domestic Response in Anniston AL; New Mexico Tech Energetic Materials Research and Testing Center in Socorro NM, Center for Radiological Nuclear Training at the Nevada National Security Site. Training Topics included Emergency Response for CBRNE Incidents, Terrorist Bombings, Radiological and Nuclear WMD Operations.

New Jersey EMS Task Force: Member, Communications Module

### CERTIFICATIONS/AFFILIATIONS

- 911 Communications Officer, National Emergency Communications Institute
- Advanced Emergency Medical Dispatcher, National Academy of Emergency Dispatch
- Emergency Fire Dispatcher, National Academy of Emergency Dispatch
- Certified Flight Communicator, National Association of Air Medical Communications Specialists
- Emergency Medical Technician (Basic), NJ Office of Emergency Medical Services
- Pre-Hospital Trauma Life Support, National Association of Emergency Medical Technicians
- Tactical Combat Casualty Care, National Association of Emergency Medical Technicians



## **RAJIV MUKHIJA** *Chief Technical Architect*

As a Chief Technical Architect with IXP, Rajiv brings more than 25 years of Information Technology experience, including 14 years focused on public safety client needs in Computer Aided Dispatch (CAD) application and system specification, procurement, and implementation oversight of mission critical computer based systems and networks. Rajiv is highly skilled in database design and support (ORACLE, SQL Server, DB2 and MS Access) and in UNIX operating systems including IBM AIX, Sun Solaris as well as Red Hat Linux and JAVA development platforms. He also provides Open Fox Message Switch Application and interfaces support for our clients. Rajiv has been recognized for his ability to implement and manage complex technologies spanning multiple disciplines and deliver within multi-disciplinary and multi-agency environments.

### **RELEVANT EXPERIENCE**

City of New York Public Safety Answering Center (PSAC): Technology Maintenance and support for the City's E9-1-1 systems. Rajiv is currently working as a technical lead and is responsible for all areas of technical support of the NYPD's PSAC. He provides Tier II and Tier III support for various technologies including Oracle databases, AIX operating systems, Cisco networks, Network management software and IXP's custom developed ISDN CTI Application for Call takers and Dispatchers.

Police Department of the City of New York, NY (NYPD): Responsible for the design, management and completion of the project to upgrade the NYPD legacy PSAC E9-1-1 network.

Police Department of the City of New York, NY (NYPD): Design and porting of the legacy 9-1-1 CTI application to JAVA platform. Including design, coding and testing of the ported of the CTI application.

New York City Office of the Sheriff: Rajiv is currently working as a technical lead on this project and is responsible for all areas of technical support of the Sheriff's Department message switches.

Fire Department of the City of New York, NY (FDNY): As part of IXP's Internal Development Team, Rajiv was responsible for the management and tracking of requirements for the FDNY CAD SI project. This role included the design and implementation of databases to maintain the requirements in a SQL Server environment. In addition co-developed custom tools and reports in support of the Requirements Traceability Matrix. He was also responsible for developing additional tools in support of analysis efforts as well as creating all technical specifications for such development.

Police Department of the City of New York, NY (NYPD): As a development team member responsible for the development of the TRS tracking system solution. Rajiv's primary responsibility was to design and develop shell and PL/SQL scripts to automate the log collection from workstations and import into the Oracle database.

California State University, Northridge: Responsible for the IBM Video Analytics IVA solution architecture consisting of Video analytic application, Websphere, DB2 deployed on a linux cluster and 20 Windows system servers and 350 TB of SAN storage consisting of IBM blade centers, Storwise SAN and integrated fiber and network switches. Rajiv was tasked with and was responsible for the development of the hardware architecture, OS and application deployment of the entire solution.

Red Hat: As Management Consultant, provided database, Sun UDS development environment and AIX support at the client location in NJ. Activities involved maintaining, upgrading, and troubleshooting the Oracle installations in production and development environment and developing SQL, PL/SQL and Perl scripts. Included IBM AIX and SUN Solaris support.

Mastech Corporation: As Senior Consultant, maintained Oracle databases in production and development environment at Bank of America headquarters in San Francisco and later at a Xerox facility in Albuquerque, New Mexico. He provided day-to-day system support in a multi-vendor UNIX environment. Task included Installation and configuration of databases, Coding PL/SQL, writing UNIX shell scripts.

### **CERTIFICATIONS/AFFILIATIONS**

Milestone Video Management Systems

### **EDUCATION**

B.S., Electrical Engineering, Institute of Engineers, Calcutta, India (1991)

## JEANNETTE MESSER *Technical Solutions Manager*

Jeanette is a Technical Solutions Manager with IXP. Jeanette has more than three decades of experience in management and team leadership, project management, solutions architecture, systems analysis, database design/maintenance, programming, proposal development, computer operations management, and computer operations. Jeanette has worked with Public Safety applications including Computer Aided Dispatch (CAD) and Records Management Systems (RMS) since 1987. As Technical Solutions Manager, Jeanette is responsible for technical staff and technical solutions, including managing deployment of custom and third-party technology solutions to public safety and security installations, as well as support, enhancement, technical refresh, and periodic tuning for customer installations in 24x7x365, high availability, mission critical environments. She is responsible for partnerships/relationships with third-party vendors such as Sungard, Tiburon/TriTech, EnRoute, LawSoft, Enforsys, NexGen, Intergraph, Motorola, NowForce and others who provide components of total public safety solutions.

### RELEVANT EXPERIENCE

- City of Danbury, CT: Responsible for assessing performance of CAD/RMS application being utilized by Danbury Public Safety, identifying and prioritizing of defects, creation of stabilization plan, development and implementation of geofile update process, vendor management, development and implementation of test and implementation process, and resolution of issues.
- North Texas Emergency Communications Center (NTECC): Responsible for developing functional requirements for all applications that support NTECC, a consolidated dispatch center serving the law enforcement, fire, and EMS communications needs of four North Texas communities. Applications include: CAD, RMS, Automated Vehicle Location (AVL), Jail Management System (JMS), and all related interfaces. Developed RFQ and oversaw customer demonstrations and evaluation as part of the procurement process.
- City of Chicopee, MA: Conducted assessment of separate Police and Fire CAD systems and developed recommendations for consolidation. Supported procurement, interfaces, developed CAD technology implementation plan, and currently supporting implementation of the plan.
- Township of East Windsor and Town of Hightstown, NJ: Conducted feasibility study for consolidation of public safety dispatch operations of Hightstown into the East Windsor 9-1-1 Communications Center. Supported procurement, designed configuration, oversaw entry of code tables, geographic data, and configuration options into the Spillman CAD system, oversaw development of interface to LawSoft RMS, supported operations through implementation and first month of startup.
- Town of Falmouth, MA: Conducted assessment of separate CAD systems in place for Fire and Police and made recommendations for consolidation of the systems into a single dispatch center and operation. Identified activities required for implementation and supported procurement process acting as liaison with TriTech for CAD related issues. Currently managing process for interface development, assisting in definition of codes and system configuration, and supporting implementation of the consolidated system.
- Stafford County, VA Sheriffs Department: Evaluated CAD system, logged and researched issues, and assisted in resolution of system problems.
- Motorola, Inc.: Supported the full life cycle of Motorola public safety and justice application suites including CAD, RMS, Jail, and Justice applications. Reviewed RFPs, attended pre-bid conferences, completed fit analysis and participated in bid/no-bid decision making. Developed project plans for development and delivery; designed solutions including network, hardware, and applications components; authored engineering sections of proposals; worked with third-party contributors to obtain component bids and pricing; developed draft pricing models; reviewed post-sales contracts and identified deliverables for customer installations. Conducted customer site visits and assisted in system, database and applications installation and training. Worked with systems, network and programming staff to ensure compliance of deliverables with customer requirements. Developed and maintained installation and test plans; participated in factory and customer site testing. Worked with customers and programming staff to identify and resolve issues.
- Police Department of the City of New York, NY (NYPD): Managed design, development, implementation and continued support of TRS Reporting system for NYPD which has been in use since 1999. Also managed support and enhancement of the highly successful ISDN 9-1-1 application at NYPD that was in continuous use from the mid-1990's to 2012.

### CERTIFICATIONS/AFFILIATIONS

Presenter for Department of Justice Criminal Justice Information Services Data Sharing Technologies Seminars (2002-2003)

Neal Bowen is a Senior Consultant for IXP Corporation. He has over 40 years of experience in the wireless communications industry. Neal has excellent client relations skills, and experience with assessments of communications equipment/systems, overseeing and servicing equipment/systems, and ensuring all projects are delivered within an established time frame and budget. During his tenure, Neal has obtained knowledge of equipment that is utilized in the testing, maintaining and servicing of two-way communications systems. Neal brings expertise in the design, installation and management of conventional and trunked communications systems, and is fully knowledgeable of various two-way communications systems and the software/programming required. He is experienced with Motorola, MA/COM, Kenwood and other communications equipment vendors.

## RELEVANT EXPERIENCE

ChatComm 9-1-1: Designed and installed radio infrastructure for new consolidated 9-1-1 call center for the towns of Johns Creek and Sandy Springs, GA. Key member of the IXP integration and support team.

Danbury, CT: Completed required upgrades to data cabling and dispatch console systems for the consolidation of Danbury Fire and Police emergency 9-1-1 dispatch.

Fire Department of New York: Performed oversight of Motorola technicians during installation of communications infrastructure for new consolidated dispatch center and ancillary sites throughout New York City.

New York City Police Department: Assisted in the deployment of multiple Safety Dynamics gunshot sensors for NYPD pilot program. Units were integrated into existing NYPD cameras at various locations.

Dunwoody, GA Police Department: Assisted in the technical design and integration of the Dunwoody Police Department into the ChatComm 9-1-1 call center. Included installation of AVL units and radio control stations, upgrades, and reprogramming of existing dispatch consoles.

South Shore Regional Communication Center: Assisted in the installation and cutover of the first consolidated emergency 9-1-1 call center in Massachusetts. The center combined the call taking and emergency dispatch functions for the towns of Hingham, Hull, Norwell and Cohasset.

Lawrence Township: Provided recommendations and oversight of technology upgrades for new IXP managed dispatch Center.

Johns Hopkins University Department of Public Safety: Provided design/management services along with the testing and deployment of SAIF® GPS, A real time tracking program for managing JHU Public Safety personnel in the field.

Coatesville Area School District: Project Manager for deployment of district wide IP CCTV camera system. Project required coordinating multiple vendors for cabling, hardware and software installations to optimize and centralize viewing of over 700 camera's and feeds for the district.

Johns Hopkins University: Completed full assessment of radio communication infrastructure, redesign and installation of upgraded antenna system to improve campus two-way radio coverage.

Brown University: Completed onsite assessment of communications system and dispatch operations with recommendations for upgrades and improvements.

University of Pennsylvania Police Department: Redesigned and installed upgrades to transmitter sites. Designed and installed five position dispatch center.

Syracuse University: Completed full assessment of radio communication system with recommendations. Developed and completed a redeployment of radio assets.

Sandusky, OH Police Department: Completed full assessment of radio system and dispatch operations with recommendations for consolidation and upgrades.

Manalapan, NJ Police Department: Designed and installed Bi-Directional Amplifier (BDA) system for new communications center.

Grady Hospital: Provided oversight and design assistance with the relocation and implementation of new communication center for ambulance dispatch services.

## EDUCATION

A.A., Electronics, Mercer County Community College, West Windsor, NJ (1973)



## MICHELLE KESSLER *Consultant*

Michelle is a Consultant with IXP Corporation who brings over 29 years of law enforcement experience to IXP. With an impressive background in senior-level police communications management and records management administrative experience, Michelle brings a combination of skills and experience to assist municipalities, corporations, utilities, colleges and universities with their communications and administrative challenges. Michelle joined IXP after retiring from the City of Phoenix Police Department in June of 2014 where she had been employed since 1985.

### RELEVANT EXPERIENCE

City of Detroit, MI: The City of Detroit implemented a new public safety software suite. Michelle was the Records Management Business Analyst responsible for documenting existing workflows and processes in the ongoing RMS implementation for the Detroit Police Department.

Lake County, IL: Michelle was responsible for the Lake County Emergency Telephone System Board (ETSB) Consolidation Study, to include the evaluation of all Communication sites within Lake County. Interaction with the various teams and organizations to include ETSB boards, PD and Fire agencies to incorporate information from legislative changes within the State of Illinois. Coordination of meetings and presentations of material gathered to include staffing and financial model.

Galveston County Sheriff's Office Communication Center, TX: Michelle was part of the consulting team that conducted an assessment for the Galveston Sheriff's Office to help determine proper staffing levels and aid in the best communications with all entities associated with the County Sheriff's Office. She assisted in providing tailored solutions to improve the County's emergency communications.

Phoenix Police Department, AZ: During her time with Phoenix PD, Michelle held the titles of RMS Administrative Manager, Communications Shift Manager, Communications Administrative Supervisor, Communications Supervisor, and Communications Operator. She managed the installation of technical systems necessary for 9-1-1 and radio operations to include the Bureau's first computer based telephone system. She also conducted a staffing study/audit of the Peoria Police Communications personnel and implemented the Bureau's first complete re-bid process, which is still in use today. Michelle established a base study for calculating staffing needs. This study was incorporated into the Association of Public-Safety Communications Officials International (APCO) project RETAINS, which is APCO's method for helping agencies determine proper staffing levels. A member of the Department's Infrastructure Committee, Michelle also collaborated with Information Technology Bureau on common issues. She received numerous commendations and recognitions for outstanding performance for special projects and job functions. Michelle was also a member of the RMS Project Management Team assisting in all aspects of the coordination, selection, and implementation of a new commercial off the shelf Records Management System.

### CERTIFICATIONS/AFFILIATIONS

- Past Chapter President of the Association of Public-Safety Communications Officials (APCO)
- National Emergency Number Association (NENA)
- Cooperative Law Enforcement Award; Shannon's Law Education and Enforcement Operation Steering Committee
- Introduction to Law Enforcement Inspections and Audits, 2010
- West Point Leadership, 2005
- Introduction to Crime Analysis, 2003
- AZPOST Introduction to Emergency Management, 2003
- Enlightened Leadership, 2001
- Cooperative Law Enforcement Award
- Shannon's Law Education and Enforcement Operation Steering Committee

### EDUCATION

Webster University, Masters of Public Administration, 2009

Arizona State University, Certified Public Manager, 1993

Northern Arizona University, Bachelor of Applied Science, Interior Design, 1981



## PAUL HEATON *Technical/Operational Consultant*

Paul Heaton is a Technical/Operational Consultant with IXP and has over ten years of experience in law enforcement and public safety. He has the ability to coordinate and manage implementation of law enforcement software technology including Records Management Systems and Mobile Computing Technology. Paul also has experience in crime analysis, reporting technologies, covert electronic surveillance and mobile technologies. With IXP, Paul works with the customer to collect and document technology, infrastructure, operations, procedures, and all aspects of public safety installations in a complete an accurate manner. He conducts analysis of the existing customer environment and formulates recommendations for improvements, and assists in onsite implementations.

### RELEVANT EXPERIENCE

Chattahoochee River 9-1-1 Authority, ChatComm: Backup Center Feasibility/Cost Analysis Study.City of Detroit, MI: City of Detroit implemented a new public safety software suite. Responsible for business process identification and mapping for Detroit Police Department.

North Texas Emergency Communications Center: Provides project management support for a four community consolidation effort. Responsible for several technology and operational components as well as the procurement and oversight of the consolidation communications center.

City of Roswell, GA: Feasibility study/Cost Analysis for PSAP Consolidation or Technology Refit.

City of Dunwoody, GA: Transition of PSAP Services to Consolidated Center.

Navajo County, AZ: Business Case for PSAP Consolidation.

City of Addison, TX: Business Case for PSAP Consolidation.

City of Phoenix, AZ: Phoenix PD RMS RFP/Purchase.

City of Decatur, GA: Business Case for PSAP Consolidation and Project Oversight for PSAP Move.

City of Paradise Valley, AZ: Technology Refresh Roadmap for Police Department.

Drexel Heights Fire District, Tucson, AZ: PSAP Consolidation Transition Plan.

City of Sandy Springs Police Department: Research and Evaluation of Multiple Software Applications.

City of Sandy Springs Police Department: Records Management, Mobile Computing, and Field Reporting Applications Software Project.

City of Sandy Springs Police Department: Implementation and management of IP Camera Systems for Narcotics and Detectives Divisions.

City of Sandy Springs Police Department: Served on Regional Crime Analyst Network identifying crime trends and patterns.

Atlanta Police Department: Uniformed Patrol Officer.

### CERTIFICATIONS/AFFILIATIONS

- Certified State of Georgia Police Officer
- Certified Crystal Reports Software

### EDUCATION

B.S., Individualized Programs, University of Toledo, OH (2002)



## MONICA CHERTOFF, PHR *Human Resources Manager*

Monica Chertoff is the IXP Human Resources Manager with many years of professional/technical recruitment and Human Resources Professional experience focused on human capital acquisition, project staffing and managing client relationships. Key strengths include front-line recruitment, managing recruiting staff, strategic planning, and developing processes geared towards improving efficiencies. Monica has gained an extensive background in Public Safety while at IXP. She provides professional guidance and advice in a variety of functions such as staffing, job classification, training and development, employee relations, and benefits administration in order to make working at IXP enriching and rewarding.

### RELEVANT EXPERIENCE

Lawrence Township Police Department, NJ: Instrumental in staffing and training of Telecommunicator and Supervisory positions at New Jersey's first outsourced 9-1-1 Communications Center. Within an aggressive two-month timeframe, Monica completed all required recruitment, interviewing, hiring, 9-1-1 dispatch testing, and training, as well as ensuring that all required certifications were completed. She continues to work closely with site supervisors to ensure staffing levels are always securely above the minimum requirements.

East Windsor, NJ: Led IXP Human Resources team to staff and train the Telecommunicator and Supervisory positions at East Windsor outsourced 9-1-1 Communications Center. Again, meeting an aggressive one-month timeframe, Monica completed all required recruitment, interviewing, hiring, 9-1-1 dispatch testing, and training, as well as ensuring that all required certifications were completed. She continues to work closely with site supervisors to ensure staffing levels are always securely above the minimum requirements.

City of Danbury, CT: Organized all required recruitment, 9-1-1 dispatch testing, interviewing, hiring, and training for the staff which included the Center Director, Telecommunicators, Supervisors, Communications Training Officers and Public Safety Advocates. She continues to work closely with the Center Director to ensure staffing levels are consistently maintained through continuous recruitment, as well as help the employees through their new hire process. Since the start of the project, Monica was able to build a strong relationship with our Danbury staff to ensure a higher level of employee retention and positive employee relations.

ChatComm 9-1-1, GA: Collaborates with the ChatComm HR/Administrative Associate on a daily basis to assure all Human Resource functions are completed in a timely and organized manner. Monica is also active in their recruitment processes and handles all benefit administration and payroll. During her time at IXP, Monica has remotely been able to build a solid foundation of reliance with the ChatComm staff to ensure a constructive working relationship.

Constellation Energy Group, an Exelon Company, MD: Facilitates all staffing and recruitment for the Center to ensure staffing levels. Monica is responsible for the onboarding process of all new employees which expands out to their orientation, payroll, benefits administration and employee relations. She works closely with the Site Supervisor on all employee measures.

Putumayo World Music, Human Resources Manager: Responsible for managing all facets of the recruitment and onboarding process. Monica also handled payroll processing, benefits administration, employee relations and the company 401(k) program. Monica was able to gain the HR knowledge that allows her to work with different departments throughout a company.

Alliance Shippers, Inc. Human Resources Representative: With a lengthy professional career at Alliance Shippers, Monica grew from a part-time Executive Assistant and Account Specialist to the only full-time Human Resources Representative for the Keasbey, NJ office which employs over 50 employees. Her responsibilities covered the entire lifespan of an individual's employment, beginning at the recruitment stage through off-boarding. In this position, Monica was also the Human Resources liaison to the corporate office in Englewood, NJ, where she assisted the Human Resources Director in benefits administration and all employment processes.

### CERTIFICATIONS/AFFILIATIONS

- PHR - Certified Professional in Human Resources
- Society for Human Resources Management

### EDUCATION

B.A., Spanish Studies, Rider University, Lawrence Township, NJ (2009)

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## APPENDIX C – SAMPLE REPORTS

## **ChatComm 911 Executive Overview**

### **February 1, 2016 – February 29, 2016**

**911 Answer Time:** In February 2016, Chatcomm 911 answered 94.4% of all incoming phone calls, approximately 18,321 calls, within ten seconds. Within 60 seconds, 99.9% of all incoming phone calls were answered.

**Call Processing Time:** Chatcomm 911 processed 93.6% of all high priority calls for service within sixty seconds in February 2016.

**Phone Call Volume:** In February 2016, Chatcomm 911 handled 29,428 phone calls. This is an overall increase of 8.3% compared to February 2015. By the end of February, Chatcomm 911 had answered 766,531 Incoming 911 Calls & 566,886 Incoming Admin Calls. This equals a total of all calls answered at Chatcomm 911 since January 2010 of 1,333,417 phone calls.

- 70.1% (20,636) were incoming phone calls which are treated as potential emergencies and handled as 911 calls regardless of the line the call is received on.
  - 12,074 calls were received on the 911 trunks.
  - 5150 were received on administrative lines but treated as 911 calls.
  - 1585 were calls from alarm companies.
  - 603 calls were received at specific console positions.
  - The remaining 1224 incoming calls were abandoned 911 calls, where the caller disconnects the line prior to speaking with a calltaker. These phone calls are called back to confirm that no emergency exists, using valuable time and resources in the 911 center.
- The remaining 29.9% (8792) of phone calls handled by Chatcomm 911 in February 2016 were outgoing phone calls.

**Incident Volume:** In February 2016, the total number of incidents handled by Chatcomm 911 was 28,790, an increase of 13.4% over the previous February. February 2016 marked the 1,659,889 incident since January 2010. There have been 1,472,676 law enforcement incidents; 108,442 fire department incidents; and, 78,771 EMS incidents

- 56.9% (16,392) were officer-initiated incidents, which include traffic stops, business & residential checks, and other calls created by officers and first responders in the field.
- 43.1% (12,398) of these incidents were dispatched incidents.
- Sandy Springs incidents comprised 41.1% (11,836) of the total incident volume.
  - 10,059 incidents were Sandy Springs Police Department incidents.
  - 1047 incidents were for Sandy Springs Fire Rescue.
  - 730 incidents were EMS calls for service in Sandy Springs.
- Johns Creek incidents were 24.8% (7144) of the total incident volume.
  - 6449 incidents were Johns Creek Police Department incidents.
  - 433 incidents were for Johns Creek Fire Department.
  - 262 incidents were EMS calls for service in Johns Creek.
- Dunwoody incidents were 15.9% (4569) of the total incident volume.
- Brookhaven incidents were 18.2% (5241) of the total incident volume.

**EMD & EFD Compliance:** The quality assurance compliance score for both EMD & EFD were well above the levels set forth by the International Academies of Emergency Dispatch (90%) in February 2016.

- The Emergency Medical Dispatch QA compliance for January was at 96.9%.
- The Emergency Fire Dispatch QA compliance for January was at 97.1%.

## ChatComm 911 Executive Overview

Metric	February 2016	January 2016	February 2015	Variance Target	Target
911 Answer Time 0:10	94.4%	92.9%	95.0%	4.4%	90.0%
911 Answer Time 0:30	99.3%	98.9%	99.2%	0.3%	99.0%
Call Processing Time 1:00	90.6%	90.1%	91.2%	0.6%	90.0%
High Priority Calls	93.6%	93.2%	94.2%	3.6%	90.0%
Low Priority Calls	87.0%	86.0%	87.4%	-3.0%	90.0%
Call Processing Time 1:30	96.9%	96.6%	97.5%	1.9%	95.0%
High Priority Calls	98.0%	97.7%	98.4%	3.0%	95.0%
Low Priority Calls	95.5%	95.2%	96.3%	0.5%	95.0%
Call Dispatch Time 1:00	54.9%	53.4%	53.7%	N/A	-
High Priority Calls	58.4%	57.4%	60.1%	N/A	-
Low Priority Calls	50.5%	48.4%	45.5%	N/A	-
Number of 911 Calls	13298	13407	11610	N/A	-
Received	12074	12138	10443	N/A	-
Abandoned	1224	1269	1167	N/A	-
Admin Calls	16130	17100	15366	N/A	-
Incoming	7338	7612	7395	N/A	-
Outgoing	8792	9488	7971	N/A	-
Total Phone Calls	29428	30507	26976	N/A	-
Incoming	20636	21019	19005	N/A	-
Outgoing	8792	9488	7971	N/A	-
Dispatched Incidents	12398	12671	11217	N/A	-
City of Sandy Springs	6156	6229	5724	N/A	-
Police - Sandy Springs	4379	4423	3891	N/A	-
Fire - Sandy Springs	1047	1082	1018	N/A	-
EMS - Sandy Springs	730	724	815	N/A	-
City of Johns Creek	2182	2309	1948	N/A	-
Police - Johns Creek	1487	1502	1371	N/A	-
Fire - Johns Creek	433	483	359	N/A	-
EMS - Johns Creek	262	324	218	N/A	-
Police - Dunwoody	1866	1949	1799	N/A	-
Police - Brookhaven	2194	2184	1746	N/A	-
Officer-Initiated Incidents	16392	18379	14174	N/A	-
Police - Sandy Springs	5680	6673	4705	N/A	-
Police - Johns Creek	4962	5657	4416	N/A	-
Police - Dunwoody	2703	2666	2544	N/A	-
Police - Brookhaven	3047	3383	2509	N/A	-
Total Incidents	28790	31050	25391	N/A	-
City of Sandy Springs	11836	12902	10429	N/A	-
Police - Sandy Springs	10059	11096	8596	N/A	-
Fire - Sandy Springs	1047	1082	1018	N/A	-
EMS - Sandy Springs	730	724	815	N/A	-
City of Johns Creek	7144	7966	6364	N/A	-
Police - Johns Creek	6449	7159	5787	N/A	-
Fire - Johns Creek	433	483	359	N/A	-
EMS - Johns Creek	262	324	218	N/A	-
Police - Dunwoody	4569	4615	4343	N/A	-
Police - Brookhaven	5241	5567	4255	N/A	-
EMD Processing Time	1:32	1:43	1:37	N/A	-
EMD Compliance Score	96.9%	96.1%	96.3%	6.9%	90.0%
EFD Processing Time	1:23	1:15	1:12	N/A	-
EFD Compliance Score	97.1%	96.9%	98.0%	7.1%	90.0%

# Chattahoochee River 911 Authority

Prepared on: March 4, 2016



## Statistical Overview

February 2016

## ChatComm 911 Executive Overview

Metric	February 2016	January 2016	February 2015	Variance Target	Target	Page #
911 Answer Time 0:10	94.4%	92.9%	95.0%	4.4%	90.0%	1
911 Answer Time 0:30	99.3%	98.9%	99.2%	0.3%	99.0%	1
Call Processing Time 1:00	90.6%	90.1%	91.2%	0.6%	90.0%	3
High Priority Calls	93.6%	93.2%	94.2%	3.6%	90.0%	3
Low Priority Calls	87.0%	86.0%	87.4%	-3.0%	90.0%	3
Call Processing Time 1:30	96.9%	96.6%	97.5%	1.9%	95.0%	3
High Priority Calls	98.0%	97.7%	98.4%	3.0%	95.0%	3
Low Priority Calls	95.5%	95.2%	96.3%	0.5%	95.0%	3
Call Dispatch Time 1:00	54.9%	53.4%	53.7%	N/A	–	5
High Priority Calls	58.4%	57.4%	60.1%	N/A	–	5
Low Priority Calls	50.5%	48.4%	45.5%	N/A	–	5
Number of 911 Calls	13298	13407	11610	N/A	–	23
Received	12074	12138	10443	N/A	–	23
Abandoned	1224	1269	1167	N/A	–	23
Admin Calls	16130	17100	15366	N/A	–	23
Incoming	7338	7612	7395	N/A	–	23
Outgoing	8792	9488	7971	N/A	–	23
Total Phone Calls	29428	30507	26976	N/A	–	23
Incoming	20636	21019	19005	N/A	–	23
Outgoing	8792	9488	7971	N/A	–	23
Dispatched Incidents	12398	12671	11217	N/A	–	29
City of Sandy Springs	6156	6229	5724	N/A	–	29
Police - Sandy Springs	4379	4423	3891	N/A	–	29
Fire - Sandy Springs	1047	1082	1018	N/A	–	29
EMS - Sandy Springs	730	724	815	N/A	–	29
City of Johns Creek	2182	2309	1948	N/A	–	29
Police - Johns Creek	1487	1502	1371	N/A	–	29
Fire - Johns Creek	433	483	359	N/A	–	29
EMS - Johns Creek	262	324	218	N/A	–	29
Police - Dunwoody	1866	1949	1799	N/A	–	29
Police - Brookhaven	2194	2184	1746	N/A	–	29
Officer-Initiated Incidents	16392	18379	14174	N/A	–	29
Police - Sandy Springs	5680	6673	4705	N/A	–	29
Police - Johns Creek	4962	5657	4416	N/A	–	29
Police - Dunwoody	2703	2666	2544	N/A	–	29
Police - Brookhaven	3047	3383	2509	N/A	–	29
Total Incidents	28790	31050	25391	N/A	–	29
City of Sandy Springs	11836	12902	10429	N/A	–	29
Police - Sandy Springs	10059	11096	8596	N/A	–	29
Fire - Sandy Springs	1047	1082	1018	N/A	–	29
EMS - Sandy Springs	730	724	815	N/A	–	29
City of Johns Creek	7144	7966	6364	N/A	–	29
Police - Johns Creek	6449	7159	5787	N/A	–	29
Fire - Johns Creek	433	483	359	N/A	–	29
EMS - Johns Creek	262	324	218	N/A	–	29
Police - Dunwoody	4569	4615	4343	N/A	–	29
Police - Brookhaven	5241	5567	4255	N/A	–	29
EMD Processing Time	1:32	1:43	1:37	N/A	–	41
EMD Compliance Score	96.9%	96.1%	96.3%	6.9%	90.0%	41
EFD Processing Time	1:23	1:15	1:12	N/A	–	42
EFD Compliance Score	97.1%	96.9%	98.0%	7.1%	90.0%	42

# 911 Answer Times

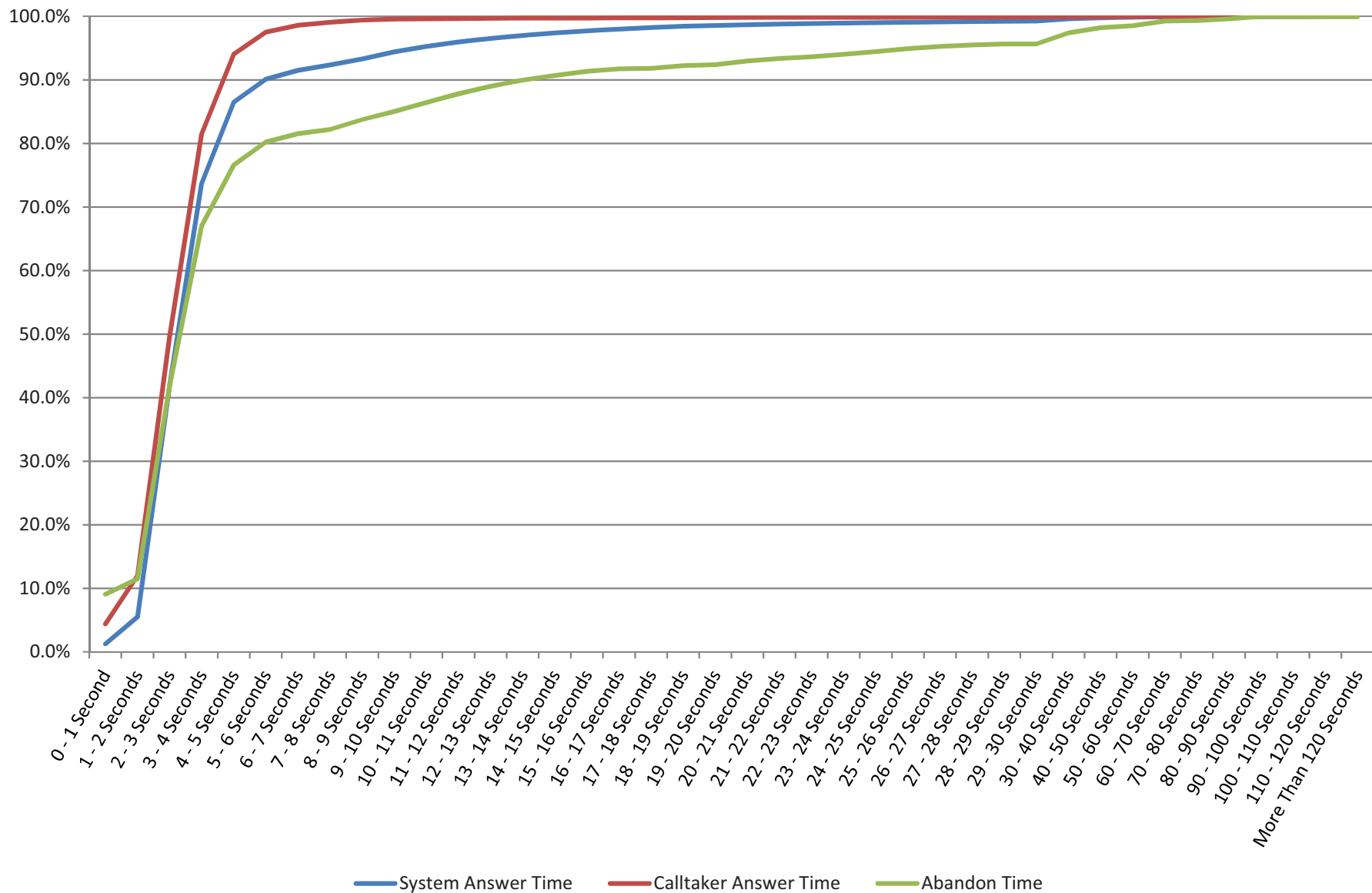
## February 1, 2016 - February 29, 2016

Range Of Answer Time	System Answer Time		Calltaker Answer Time		Abandon Time	
	# Of Calls	Cumulative %	# Of Calls	Cumulative %	# Of Calls	Cumulative %
0 - 1 Second	243	1.3%	852	4.4%	111	9.1%
1 - 2 Seconds	821	5.5%	1474	12.0%	30	11.5%
2 - 3 Seconds	7060	41.9%	7295	49.6%	371	41.8%
3 - 4 Seconds	6174	73.7%	6193	81.5%	308	67.0%
4 - 5 Seconds	2488	86.5%	2445	94.1%	118	76.6%
5 - 6 Seconds	705	90.1%	667	97.5%	44	80.2%
6 - 7 Seconds	272	91.5%	206	98.6%	16	81.5%
7 - 8 Seconds	163	92.4%	95	99.1%	8	82.2%
8 - 9 Seconds	181	93.3%	64	99.4%	19	83.7%
9 - 10 Seconds	214	94.4%	29	99.6%	16	85.0%
10 - 11 Seconds	168	95.3%	12	99.6%	17	86.4%
11 - 12 Seconds	133	96.0%	7	99.6%	17	87.8%
12 - 13 Seconds	109	96.5%	5	99.7%	14	89.0%
13 - 14 Seconds	87	97.0%	6	99.7%	12	90.0%
14 - 15 Seconds	86	97.4%	4	99.7%	9	90.7%
15 - 16 Seconds	65	97.7%	2	99.7%	8	91.3%
16 - 17 Seconds	48	98.0%	5	99.8%	5	91.7%
17 - 18 Seconds	46	98.2%	0	99.8%	1	91.8%
18 - 19 Seconds	41	98.4%	3	99.8%	5	92.2%
19 - 20 Seconds	23	98.6%	6	99.8%	2	92.4%
20 - 21 Seconds	21	98.7%	3	99.8%	7	93.0%
21 - 22 Seconds	26	98.8%	2	99.8%	5	93.4%
22 - 23 Seconds	17	98.9%	2	99.8%	3	93.6%
23 - 24 Seconds	16	99.0%	1	99.9%	5	94.0%
24 - 25 Seconds	8	99.0%	0	99.9%	5	94.4%
25 - 26 Seconds	14	99.1%	3	99.9%	6	94.9%
26 - 27 Seconds	12	99.1%	2	99.9%	4	95.3%
27 - 28 Seconds	10	99.2%	2	99.9%	3	95.5%
28 - 29 Seconds	7	99.2%	2	99.9%	2	95.7%
29 - 30 Seconds	7	99.3%	0	99.9%	0	95.7%
30 - 40 Seconds	68	99.6%	11	100.0%	21	97.4%
40 - 50 Seconds	28	99.8%	1	100.0%	10	98.2%
50 - 60 Seconds	18	99.9%	3	100.0%	4	98.5%
60 - 70 Seconds	18	99.9%	1	100.0%	9	99.3%
70 - 80 Seconds	2	100.0%	0	100.0%	1	99.3%
80 - 90 Seconds	2	100.0%	0	100.0%	3	99.6%
90 - 100 Seconds	1	100.0%	1	100.0%	5	100.0%
100 - 110 Seconds	1	100.0%	0	100.0%	0	100.0%
110 - 120 Seconds	1	100.0%	1	100.0%	0	100.0%
More Than 120 Seconds	4	100.0%	2	100.0%	0	100.0%
Total	19408	N/A	19407	N/A	1224	N/A

System Answer Time is from the time the 911 Call reaches the switch until a Calltaker answers the phone.  
Calltaker Answer Time is from the time the 911 Call is presented to the Calltaker until the Calltaker answers the phone.  
Abandon Time is the time the Caller stays on the line before disconnecting if contact is not made with a Calltaker.

# 911 Answer Times

February 1, 2016 - February 29, 2016



# Dispatched Incident Processing Time By Priority Level

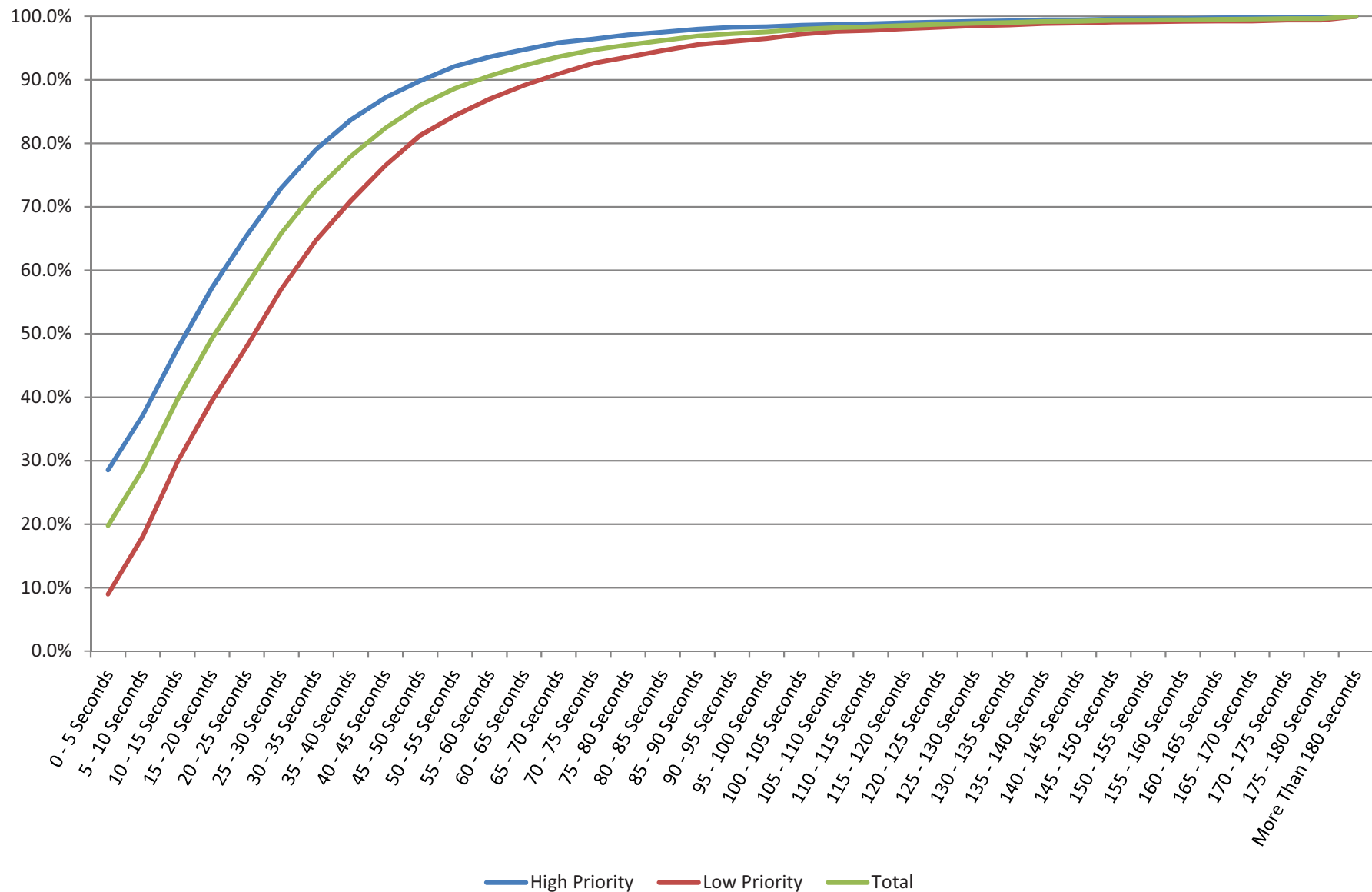
February 1, 2016 - February 29, 2016

	High Priority		Low Priority		Total	
	Call Count	Cumulative %	Call Count	Cumulative %	Call Count	Cumulative %
0 - 5 Seconds	1938	28.5%	495	9.0%	2433	19.8%
5 - 10 Seconds	585	37.1%	503	18.1%	1088	28.6%
10 - 15 Seconds	709	47.6%	642	29.7%	1351	39.6%
15 - 20 Seconds	656	57.2%	534	39.4%	1190	49.3%
20 - 25 Seconds	558	65.5%	471	48.0%	1029	57.6%
25 - 30 Seconds	512	73.0%	497	57.0%	1009	65.8%
30 - 35 Seconds	409	79.0%	427	64.7%	836	72.6%
35 - 40 Seconds	316	83.7%	340	70.9%	656	78.0%
40 - 45 Seconds	240	87.2%	309	76.5%	549	82.4%
45 - 50 Seconds	180	89.9%	261	81.2%	441	86.0%
50 - 55 Seconds	155	92.1%	170	84.3%	325	88.6%
55 - 60 Seconds	99	93.6%	145	87.0%	244	90.6%
60 - 65 Seconds	79	94.8%	120	89.1%	199	92.2%
65 - 70 Seconds	74	95.8%	100	90.9%	174	93.7%
70 - 75 Seconds	39	96.4%	91	92.6%	130	94.7%
75 - 80 Seconds	44	97.1%	55	93.6%	99	95.5%
80 - 85 Seconds	30	97.5%	56	94.6%	86	96.2%
85 - 90 Seconds	33	98.0%	51	95.5%	84	96.9%
90 - 95 Seconds	19	98.3%	28	96.0%	47	97.3%
95 - 100 Seconds	7	98.4%	26	96.5%	33	97.5%
100 - 105 Seconds	14	98.6%	38	97.2%	52	98.0%
105 - 110 Seconds	8	98.7%	23	97.6%	31	98.2%
110 - 115 Seconds	9	98.8%	10	97.8%	19	98.4%
115 - 120 Seconds	9	99.0%	13	98.0%	22	98.6%
120 - 125 Seconds	10	99.1%	14	98.3%	24	98.7%
125 - 130 Seconds	7	99.2%	12	98.5%	19	98.9%
130 - 135 Seconds	6	99.3%	8	98.7%	14	99.0%
135 - 140 Seconds	9	99.4%	11	98.9%	20	99.2%
140 - 145 Seconds	1	99.5%	6	99.0%	7	99.2%
145 - 150 Seconds	7	99.6%	8	99.1%	15	99.4%
150 - 155 Seconds	3	99.6%	2	99.1%	5	99.4%
155 - 160 Seconds	3	99.6%	3	99.2%	6	99.4%
160 - 165 Seconds	7	99.7%	3	99.3%	10	99.5%
165 - 170 Seconds	3	99.8%	1	99.3%	4	99.6%
170 - 175 Seconds	2	99.8%	7	99.4%	9	99.6%
175 - 180 Seconds	1	99.8%	0	99.4%	1	99.6%
More Than 180 Seconds	11	100.0%	33	100.0%	44	100.0%
Total	6792	N/A	5513	N/A	12305	N/A

Dispatched Incidents are calls for service created in the CAD due to a phone call from a Citizen.

# Dispatched Incident Processing Time By Priority Level

February 1, 2016 - February 29, 2016



# Dispatched Incident Dispatching Time By Priority Level

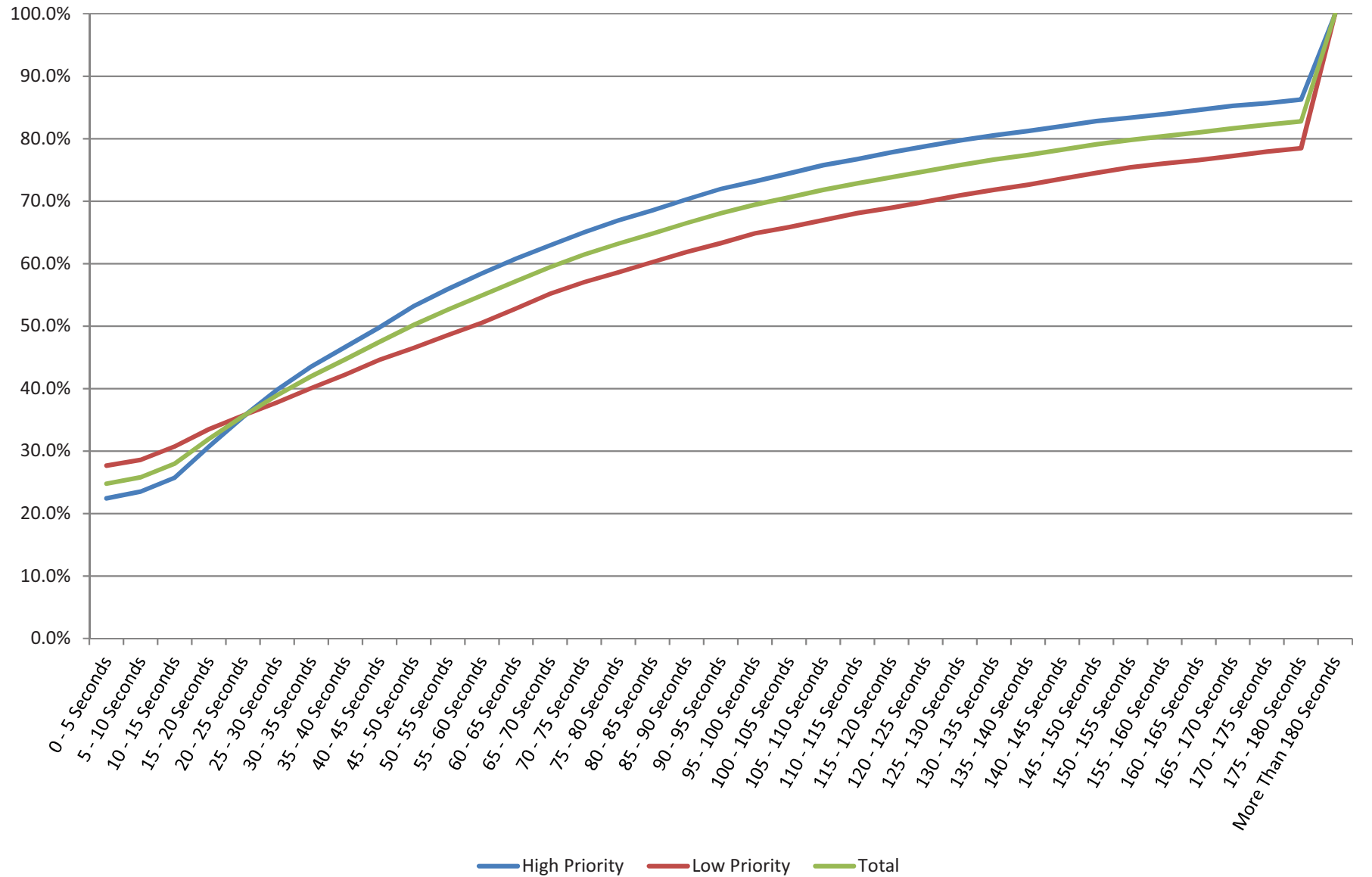
February 1, 2016 - February 29, 2016

	High Priority		Low Priority		Total	
	Call Count	Cumulative %	Call Count	Cumulative %	Call Count	Cumulative %
0 - 5 Seconds	1523	22.4%	1525	27.7%	3048	24.8%
5 - 10 Seconds	74	23.5%	51	28.6%	125	25.8%
10 - 15 Seconds	151	25.7%	118	30.7%	269	28.0%
15 - 20 Seconds	336	30.7%	152	33.5%	488	31.9%
20 - 25 Seconds	325	35.5%	121	35.7%	446	35.6%
25 - 30 Seconds	295	39.8%	115	37.8%	410	38.9%
30 - 35 Seconds	252	43.5%	126	40.1%	378	42.0%
35 - 40 Seconds	212	46.6%	120	42.2%	332	44.7%
40 - 45 Seconds	214	49.8%	130	44.6%	344	47.5%
45 - 50 Seconds	230	53.2%	106	46.5%	336	50.2%
50 - 55 Seconds	187	55.9%	113	48.6%	300	52.6%
55 - 60 Seconds	170	58.4%	109	50.5%	279	54.9%
60 - 65 Seconds	160	60.8%	126	52.8%	286	57.2%
65 - 70 Seconds	146	62.9%	130	55.2%	276	59.5%
70 - 75 Seconds	141	65.0%	103	57.0%	244	61.4%
75 - 80 Seconds	130	66.9%	85	58.6%	215	63.2%
80 - 85 Seconds	107	68.5%	92	60.3%	199	64.8%
85 - 90 Seconds	123	70.3%	87	61.8%	210	66.5%
90 - 95 Seconds	112	72.0%	79	63.3%	191	68.1%
95 - 100 Seconds	82	73.2%	86	64.8%	168	69.4%
100 - 105 Seconds	87	74.5%	56	65.8%	143	70.6%
105 - 110 Seconds	88	75.8%	61	67.0%	149	71.8%
110 - 115 Seconds	66	76.7%	63	68.1%	129	72.9%
115 - 120 Seconds	76	77.8%	46	68.9%	122	73.8%
120 - 125 Seconds	64	78.8%	55	69.9%	119	74.8%
125 - 130 Seconds	64	79.7%	55	70.9%	119	75.8%
130 - 135 Seconds	56	80.6%	50	71.8%	106	76.6%
135 - 140 Seconds	47	81.2%	44	72.6%	91	77.4%
140 - 145 Seconds	53	82.0%	54	73.6%	107	78.3%
145 - 150 Seconds	55	82.8%	50	74.5%	105	79.1%
150 - 155 Seconds	37	83.4%	49	75.4%	86	79.8%
155 - 160 Seconds	40	84.0%	35	76.0%	75	80.4%
160 - 165 Seconds	44	84.6%	29	76.6%	73	81.0%
165 - 170 Seconds	43	85.2%	38	77.3%	81	81.7%
170 - 175 Seconds	31	85.7%	38	77.9%	69	82.2%
175 - 180 Seconds	40	86.3%	30	78.5%	70	82.8%
More Than 180 Seconds	931	100.0%	1186	100.0%	2117	100.0%
Total	6792	N/A	5513	N/A	12305	N/A

Dispatched Incidents are calls for service created in the CAD due to a phone call from a Citizen.

## Dispatched Incident Dispatching Time By Priority Level

February 1, 2016 - February 29, 2016



# Incident Times Per Nature Code

February 1, 2016 - February 29, 2016

## Sandy Springs Police Department

<u>Nature Code</u>	<u>Call</u>	<u>Processing Time</u>		<u>Dispatch Time</u>		<u>Response Time</u>		<u>Reaction Time</u>	
	<u>Count</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 6 Min</u>	<u>Average</u>	<u>&lt; 8 Min</u>
911 HANG UP	317	00:08	99.05%	01:53	79.81%	01:59	86.12%	03:54	82.02%
ABANDONED VEHICLE	104	00:07	99.04%	00:36	83.65%	02:08	83.65%	02:51	83.65%
ACCIDENT NEGATIVE INJURIES	557	00:28	91.74%	02:58	43.45%	08:23	43.81%	11:34	39.86%
ACCIDENT PRIVATE PROP NEG INJ	82	00:30	91.46%	04:56	35.37%	10:48	34.15%	14:45	25.61%
ACCIDENT UNKNOWN INJURIES	27	00:05	100.00%	02:16	48.15%	05:20	59.26%	07:43	62.96%
ACCIDENT W ENTRAPMENT	1	00:00	100.00%	00:26	100.00%	02:30	100.00%	02:56	100.00%
ACCIDENT W INJURIES	65	00:18	95.38%	01:41	44.62%	05:34	58.46%	07:33	61.54%
ALARM COMMERCIAL	225	00:28	94.67%	02:23	52.44%	06:17	57.33%	08:48	55.56%
ALARM DURESS OR PANIC	62	00:29	95.16%	01:40	51.61%	05:48	62.90%	07:22	56.45%
ALARM HOLDUP	10	00:23	100.00%	01:37	40.00%	04:44	70.00%	06:13	70.00%
ALARM RESIDENTIAL	401	00:25	96.26%	01:49	54.11%	07:05	46.88%	08:45	49.63%
ALARM SILENT OR AUDIBLE	61	00:24	93.44%	01:47	62.30%	05:44	59.02%	07:38	50.82%
ALARM VEHICLE AUDIBLE	2	00:50	50.00%	01:31	0.00%	08:39	0.00%	11:01	0.00%
ANIMAL CALL	27	00:36	70.37%	04:47	29.63%	05:53	51.85%	11:10	48.15%
ARMED PERSON	10	00:52	50.00%	01:02	70.00%	04:50	80.00%	06:27	70.00%
ASSAULT IN PROGRESS	1	00:09	100.00%	00:19	100.00%	09:04	0.00%	09:32	0.00%
ASSAULT OR BATTERY	24	00:30	83.33%	01:35	41.67%	04:56	62.50%	07:01	66.67%
ASSIST CITIZEN FLAGDOWN	15	00:04	93.33%	00:02	100.00%	00:23	100.00%	00:29	100.00%
ASSIST OTHER AGENCY	7	00:37	71.43%	01:26	42.86%	04:54	42.86%	06:35	42.86%
BE ON THE LOOKOUT	12	00:47	58.33%	00:38	83.33%	00:32	91.67%	01:19	91.67%
BURGLARY	38	00:26	97.37%	03:00	28.95%	07:59	36.84%	11:26	34.21%
BURGLARY IN PROGRESS	8	00:26	100.00%	00:52	75.00%	02:22	100.00%	03:36	100.00%
BURGLARY JUST OCCURRED	3	00:33	100.00%	02:41	0.00%	07:57	66.67%	11:12	66.67%
BUSINESS CHECK	2709	00:00	99.85%	00:01	99.74%	00:01	99.85%	00:02	99.82%
CHILD ABUSE OR NEGLECT	4	00:32	100.00%	00:40	75.00%	02:25	75.00%	03:30	75.00%
CIVIL DISPUTE 1 PARTY	34	00:43	79.41%	04:22	17.65%	08:41	44.12%	13:42	32.35%
CIVIL DISPUTE 2 OR MORE PARTIE	79	00:37	86.08%	02:04	40.51%	07:36	43.04%	10:11	40.51%
DAMAGE TO PROPERTY	71	00:34	85.92%	04:45	49.30%	08:21	45.07%	13:37	40.85%
DEATH INVESTIGATION	1	00:16	100.00%	01:02	0.00%	03:28	100.00%	04:46	100.00%
DELIVER EMERGENCY MESSAGE	1	00:18	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
DEMENTED PERSON	6	01:22	50.00%	01:07	50.00%	05:45	33.33%	08:09	33.33%
DIRECTED PATROL	1	00:00	100.00%	00:01	100.00%	00:00	100.00%	00:01	100.00%
DISCHARGING FIREARMS	19	00:25	94.74%	01:35	63.16%	04:57	68.42%	06:45	63.16%
DISCHARGING FIREWORKS	2	00:15	100.00%	00:53	50.00%	26:47	50.00%	27:55	50.00%
DISORDERLY JUVENILE	18	00:22	94.44%	01:42	33.33%	06:33	50.00%	08:38	55.56%
DISORDERLY PERSON	37	00:31	89.19%	01:31	56.76%	05:02	70.27%	06:47	70.27%
DOMESTIC DISPUTE	160	00:38	83.13%	02:04	53.75%	06:14	51.25%	08:50	48.13%
EMD ALPHA WITH LAW	6	00:00	100.00%	01:26	66.67%	04:26	66.67%	04:56	83.33%
EMD BRAVO WITH LAW	13	00:00	100.00%	00:59	69.23%	03:25	76.92%	04:11	76.92%
EMD CHARLIE WITH LAW	10	00:00	100.00%	00:39	80.00%	04:15	70.00%	04:54	70.00%
EMD DELTA	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
EMD DELTA WITH LAW	13	00:00	100.00%	01:02	69.23%	02:38	76.92%	03:38	84.62%
EMD ECHO WITH LAW	5	00:00	100.00%	01:14	80.00%	00:19	100.00%	00:24	100.00%
ENTERING AUTO	62	00:27	91.94%	02:16	58.06%	09:13	38.71%	11:55	38.71%
ENTERING AUTO JUST OCCURRED	4	00:41	50.00%	00:30	75.00%	12:30	25.00%	13:42	25.00%
EXPLOSION	1	00:00	100.00%	00:33	100.00%	06:47	0.00%	07:20	100.00%
FIGHT	10	00:25	100.00%	00:55	60.00%	06:30	60.00%	07:50	70.00%
FIRE OUTSIDE SMALL	7	00:00	100.00%	00:23	85.71%	02:21	100.00%	02:44	100.00%
FIRE STRUCTURAL	26	00:00	100.00%	01:09	57.69%	03:23	80.77%	04:17	84.62%
FOUND PROPERTY	17	00:19	94.12%	02:29	58.82%	06:42	58.82%	09:30	52.94%
FRAUD	102	00:17	94.12%	03:23	62.75%	04:25	73.53%	07:47	64.71%
FUEL SPILL	2	00:16	100.00%	00:10	100.00%	03:32	50.00%	03:43	100.00%
GAS LEAK INSIDE STRUCTURE	7	00:00	100.00%	01:25	42.86%	06:44	28.57%	08:09	57.14%
GAS LEAK OUTSIDE STRUCTURE	9	00:00	100.00%	01:12	66.67%	05:18	55.56%	06:30	55.56%
HARASSMENT	16	00:30	93.75%	05:44	31.25%	11:29	37.50%	17:44	37.50%
HIT AND RUN ACCIDENT	158	00:36	86.71%	04:43	34.18%	08:51	39.24%	13:49	35.44%
HIT AND RUN ACCIDENT W INJURY	3	00:06	100.00%	04:07	33.33%	04:44	66.67%	08:58	66.67%

ILLEGAL DRUGS	19	00:34	73.68%	02:57	47.37%	06:38	57.89%	10:08	57.89%
ILLEGAL PARKING	126	00:05	98.41%	00:57	84.92%	02:31	85.71%	03:34	82.54%
IMPAIRED DRIVER	7	00:27	85.71%	01:15	57.14%	04:36	71.43%	05:31	71.43%
INFORMATION FOR OFFICER	455	00:14	93.19%	01:55	73.85%	02:56	83.08%	04:36	80.00%
KIDNAPPING	3	00:07	100.00%	00:51	66.67%	00:55	100.00%	01:53	100.00%
LARCENY	89	00:25	92.13%	05:41	43.82%	08:57	50.56%	15:00	41.57%
LARCENY IN PROGRESS	2	00:25	100.00%	01:18	0.00%	00:28	100.00%	01:24	100.00%
LARCENY JUST OCCURRED	2	00:51	50.00%	01:02	50.00%	27:40	0.00%	29:34	0.00%
LITTERING ILLEGAL DUMPING	1	00:44	100.00%	00:45	100.00%	06:46	0.00%	08:15	0.00%
LOCKOUT W CHILD OR PET	8	00:00	100.00%	02:33	37.50%	06:09	50.00%	08:14	62.50%
LOITERING	16	00:27	100.00%	03:39	31.25%	08:42	56.25%	11:45	50.00%
LOST CHILD	3	00:42	66.67%	00:53	33.33%	10:28	33.33%	11:43	33.33%
LOST PROPERTY	25	00:26	84.00%	03:40	44.00%	06:49	52.00%	10:07	48.00%
MEDICAL RESPONSE 1 FD PD EMS	1	00:00	100.00%	01:19	0.00%	13:44	0.00%	15:03	0.00%
MEDICAL RESPONSE DEKALB	3	00:29	100.00%	00:10	100.00%	01:38	100.00%	01:49	100.00%
MISSING ADULT OR CHILD	19	00:25	94.74%	02:00	21.05%	09:42	26.32%	11:44	26.32%
MISSING OR RUNAWAY LOCATED	3	00:14	100.00%	01:35	66.67%	04:44	66.67%	06:33	33.33%
MOLESTATION	3	00:57	66.67%	09:57	33.33%	06:07	33.33%	16:26	33.33%
NOISE COMPLAINT	92	00:26	96.74%	03:01	40.22%	08:58	36.96%	12:12	32.61%
ODOR INVESTIGATION	6	00:00	100.00%	01:14	66.67%	00:00	100.00%	00:00	100.00%
ORDINANCE VIOLATION	10	00:32	100.00%	03:11	50.00%	09:57	30.00%	13:29	30.00%
PANHANDLING	16	00:15	100.00%	03:26	56.25%	03:59	75.00%	07:18	68.75%
PERSON DRUNK	7	00:27	100.00%	02:09	28.57%	05:55	57.14%	08:31	42.86%
PERSON HIT BY AUTO W INJURY	5	00:00	100.00%	01:07	60.00%	03:01	80.00%	04:05	80.00%
PERSON SCREAMING	6	00:41	100.00%	01:26	16.67%	05:27	83.33%	07:35	66.67%
PERSON SHOT	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
PERSON STABBED	2	00:00	100.00%	00:14	100.00%	03:03	50.00%	03:17	100.00%
PRISONER TRANSPORT	53	00:14	92.45%	24:12	58.49%	43:25	45.28%	07:52	43.40%
PUBLIC INDECENCY	6	00:13	100.00%	00:33	66.67%	01:37	83.33%	02:16	83.33%
PURSUIT FOOT OR VEHICLE	2	00:06	100.00%	00:28	100.00%	01:26	100.00%	02:01	100.00%
RECKLESS DRIVING TRAFFIC VIOLA	237	00:33	89.03%	00:18	91.56%	00:26	97.47%	00:39	97.05%
REPO ENTRY ONLY	48	00:15	97.92%	00:00	100.00%	00:00	100.00%	00:00	100.00%
RESIDENTIAL CHECK	887	00:01	99.77%	00:06	99.10%	00:05	99.44%	00:11	99.21%
ROBBERY	2	00:02	100.00%	00:20	100.00%	01:06	100.00%	01:29	100.00%
ROBBERY JUST OCCURRED	4	00:39	75.00%	01:01	75.00%	03:29	100.00%	05:11	75.00%
RUNAWAY JUVENILE	2	00:39	50.00%	00:14	100.00%	04:07	50.00%	05:00	50.00%
SEXUAL ASSAULT	2	00:36	100.00%	27:30	50.00%	00:00	100.00%	27:55	50.00%
SHOPLIFTING ALREADY OCCURRED	17	00:29	100.00%	03:13	58.82%	09:24	17.65%	12:55	23.53%
SHOPLIFTING IN PROGRESS	6	00:36	83.33%	01:15	66.67%	06:47	83.33%	08:38	83.33%
SMOKE INVESTIGATION OUTSIDE	1	00:00	100.00%	01:35	0.00%	00:00	100.00%	01:35	100.00%
SOLICITATIONS	37	00:29	89.19%	04:12	29.73%	13:14	35.14%	17:53	27.03%
STOLEN VEHICLE LOCATED	7	00:16	85.71%	01:06	42.86%	08:23	57.14%	09:45	57.14%
STRANDED MOTORIST	226	00:08	96.90%	00:39	88.50%	02:52	81.86%	03:32	83.19%
SUICIDE ATTEMPT	3	00:15	100.00%	00:37	66.67%	02:31	100.00%	03:24	100.00%
SUICIDE THREAT	13	00:36	84.62%	04:38	30.77%	06:27	46.15%	11:42	46.15%
SUSPICIOUS ACTIVITY	55	00:31	90.91%	01:39	49.09%	07:19	52.73%	09:11	52.73%
SUSPICIOUS PERSON	124	00:27	88.71%	02:10	48.39%	06:11	58.06%	08:47	58.06%
SUSPICIOUS VEHICLE	109	00:20	90.83%	01:30	53.21%	04:08	66.97%	05:50	64.22%
THREATS	25	00:32	84.00%	02:50	24.00%	11:36	32.00%	14:55	28.00%
TRAFFIC HAZARD	258	00:26	92.25%	02:07	49.22%	06:32	52.33%	08:52	48.84%
TRAFFIC STOP	1055	00:00	100.00%	00:00	99.81%	00:01	99.81%	00:01	99.81%
TRAFFIC STOP W SUSP ACTIVITY	2	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
TREE DOWN OBSTRUCTING ROADWAY	5	00:00	100.00%	01:45	40.00%	10:29	20.00%	12:14	40.00%
TROUBLE UNKOWN	13	00:46	84.62%	00:57	69.23%	03:07	84.62%	04:39	69.23%
VANDALISM	1	00:01	100.00%	00:00	100.00%	00:00	100.00%	00:01	100.00%
VEHICLE FIRE	5	00:00	100.00%	02:10	20.00%	04:42	60.00%	06:52	60.00%
VEHICLE STOLEN	22	00:28	95.45%	01:16	50.00%	07:54	45.45%	09:22	45.45%
VEHICLE THEFT IN PROGRESS	1	01:19	0.00%	00:11	100.00%	06:15	0.00%	07:45	100.00%
WANTED PERSON	25	00:05	96.00%	05:43	80.00%	03:35	80.00%	09:24	84.00%
WATER MAIN BREAK	2	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
WELFARE CHECK	135	00:30	88.15%	03:19	34.81%	07:19	48.89%	10:53	45.93%
WIRES DOWN OR ARCING	9	00:00	100.00%	00:07	100.00%	02:26	77.78%	02:34	88.89%
WORK TRAFFIC	57	00:15	96.49%	01:51	71.93%	05:52	78.95%	08:45	75.44%
<b>Sandy Springs Police Department</b>	<b>10059</b>	<b>00:12</b>	<b>95.94%</b>	<b>01:39</b>	<b>77.37%</b>	<b>03:15</b>	<b>79.32%</b>	<b>04:57</b>	<b>78.11%</b>

# Sandy Springs Fire Rescue

Nature Code	Call	Processing Time		Dispatch Time		Response Time		Reaction Time	
	Count	Average	< 1 Min	Average	< 1 Min	Average	< 6 Min	Average	< 8 Min
ACCIDENT UNKNOWN INJURIES	28	00:00	100.00%	00:32	82.14%	06:02	46.43%	06:31	53.57%
ACCIDENT W ENTRAPMENT	2	00:27	100.00%	00:29	100.00%	05:00	100.00%	05:56	100.00%
ACCIDENT W INJURIES	73	00:00	100.00%	00:33	87.67%	04:50	54.79%	05:17	71.23%
ALARM CARBON MONOXID NONSYMPT	1	01:27	0.00%	01:02	0.00%	12:26	0.00%	14:55	0.00%
ALARM CARBON MONOXID SYMPTOMAT	2	00:20	100.00%	00:08	100.00%	05:13	50.00%	05:42	50.00%
ALARM ELEVATOR	1	00:23	100.00%	00:36	100.00%	09:17	0.00%	10:16	0.00%
ALARM FIRE COMMERCIAL BUILDING	83	00:29	92.77%	00:30	86.75%	04:21	57.83%	05:00	66.27%
ALARM FIRE NON COMMERCIAL	50	00:18	98.00%	00:29	86.00%	02:49	74.00%	03:16	82.00%
ALARM MEDICAL	1	00:54	100.00%	00:37	100.00%	06:58	0.00%	08:29	0.00%
ANIMAL ATTACK	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
COLD FIRE INVESTIGATION	1	00:35	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
EMD ALPHA	97	00:04	95.88%	00:26	95.88%	01:35	89.69%	01:39	92.78%
EMD ALPHA WITH LAW	2	00:00	100.00%	00:07	100.00%	00:00	100.00%	00:00	100.00%
EMD BRAVO	108	00:12	95.37%	00:33	88.89%	06:07	43.52%	06:46	66.67%
EMD BRAVO WITH LAW	7	00:05	100.00%	00:20	100.00%	07:28	28.57%	07:48	57.14%
EMD CHARLIE	94	00:03	97.87%	00:29	94.68%	06:09	46.81%	06:39	64.89%
EMD CHARLIE WITH LAW	3	00:20	66.67%	00:48	66.67%	08:37	0.00%	09:45	0.00%
EMD DELTA	119	00:01	98.32%	00:27	91.60%	06:27	43.70%	06:55	68.07%
EMD DELTA WITH LAW	2	00:00	100.00%	00:16	100.00%	08:02	0.00%	08:18	50.00%
EMD ECHO	3	00:00	100.00%	00:32	100.00%	06:21	33.33%	06:39	33.33%
EMD OMEGA	4	00:00	100.00%	01:00	75.00%	00:00	100.00%	00:00	100.00%
EMD PREALERT	126	00:00	100.00%	00:32	89.68%	02:45	73.81%	02:59	83.33%
FIRE BRUSH TREE	2	00:22	100.00%	00:09	100.00%	03:31	50.00%	04:02	50.00%
FIRE OUTSIDE SMALL	7	00:40	85.71%	00:22	85.71%	05:03	42.86%	05:49	57.14%
FIRE STRUCTURAL	28	00:29	92.86%	00:28	92.86%	05:06	60.71%	06:00	82.14%
FIRE TEST	8	00:09	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
FUEL SPILL	2	00:23	100.00%	00:32	100.00%	06:11	50.00%	07:06	50.00%
GAS LEAK INSIDE STRUCTURE	6	00:32	83.33%	00:29	100.00%	05:11	66.67%	06:12	83.33%
GAS LEAK OUTSIDE STRUCTURE	11	00:39	90.91%	00:21	90.91%	06:41	36.36%	07:38	54.55%
HIT AND RUN ACCIDENT W INJURY	5	00:00	100.00%	00:32	80.00%	04:45	40.00%	05:11	60.00%
INVALID ASSIST	19	00:28	89.47%	00:21	100.00%	08:30	36.84%	09:20	52.63%
KNOX BOX ASSIST	2	00:14	100.00%	00:06	100.00%	02:19	100.00%	02:32	100.00%
MEDICAL RESPONSE 2 FD EMS	1	00:00	100.00%	00:34	100.00%	00:00	100.00%	00:00	100.00%
MESSAGE FOR FIRE	26	00:37	80.77%	29:54	96.15%	00:00	100.00%	00:00	100.00%
MUTUAL AID GIVEN	30	00:00	100.00%	00:00	100.00%	05:06	66.67%	05:06	76.67%
ODOR INVESTIGATION	4	00:21	100.00%	00:11	100.00%	06:19	25.00%	06:52	50.00%
PERSON HIT BY AUTO W INJURY	4	00:00	100.00%	00:46	50.00%	04:01	50.00%	04:42	75.00%
PERSON STUCK IN ELEVATOR	11	00:29	100.00%	00:23	100.00%	06:53	27.27%	07:31	45.45%
SERVICE CALL	45	00:26	86.67%	00:38	82.22%	06:49	44.44%	07:38	46.67%
SMOKE INVESTIGATION OUTSIDE	4	00:27	75.00%	00:17	100.00%	07:38	25.00%	08:23	50.00%
SUICIDE ATTEMPT	3	00:00	100.00%	00:11	100.00%	00:00	100.00%	00:00	100.00%
TRANSFORMER PROBLEM	1	00:43	100.00%	00:25	100.00%	08:38	0.00%	09:46	0.00%
TREE DOWN OBSTRUCTING ROADWAY	7	00:24	100.00%	00:22	85.71%	04:10	57.14%	04:41	71.43%
VEHICLE FIRE	5	00:23	100.00%	00:21	100.00%	05:17	60.00%	05:53	80.00%
WATER MAIN BREAK	1	00:20	100.00%	00:23	100.00%	00:00	100.00%	00:00	100.00%
WIRES DOWN OR ARCING	7	00:27	85.71%	00:14	100.00%	06:46	42.86%	07:19	57.14%
<b>Sandy Springs Fire Rescue</b>	<b>1047</b>	<b>00:11</b>	<b>95.99%</b>	<b>01:12</b>	<b>90.83%</b>	<b>04:41</b>	<b>58.45%</b>	<b>05:08</b>	<b>71.82%</b>

# **RMA - Sandy Springs**

<u>Nature Code</u>	<u>Call</u>	<u>Processing Time</u>		<u>Dispatch Time</u>		<u>Response Time</u>		<u>Reaction Time</u>	
	<u>Count</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 6 Min</u>	<u>Average</u>	<u>&lt; 8 Min</u>
ACCIDENT NEGATIVE INJURIES	1	00:57	100.00%						
ACCIDENT UNKNOWN INJURIES	29	00:30	93.10%						
ACCIDENT W ENTRAPMENT	3	00:19	100.00%						
ACCIDENT W INJURIES	78	00:15	93.59%						
ALARM MEDICAL	29	00:00	100.00%						
EMD ALPHA	112	00:37	81.25%						
EMD ALPHA WITH LAW	10	00:17	90.00%						
EMD BRAVO	73	00:33	87.67%						
EMD BRAVO WITH LAW	27	00:13	92.59%						
EMD CHARLIE	102	00:34	89.22%						
EMD CHARLIE WITH LAW	14	00:27	92.86%						
EMD DELTA	118	00:33	87.29%						
EMD DELTA WITH LAW	13	00:16	92.31%						
EMD ECHO	1	00:37	100.00%						
EMD ECHO WITH LAW	5	00:18	100.00%						
EMD OMEGA	8	00:29	100.00%						
EMD PREALERT	68	00:20	89.71%						
EXPLOSION	1	00:00	100.00%						
FIRE STRUCTURAL	27	00:00	100.00%						
HIT AND RUN ACCIDENT W INJURY	3	00:04	100.00%						
MEDICAL RESPONSE 2 FD EMS	1	00:00	100.00%						
PERSON HIT BY AUTO W INJURY	1	00:18	100.00%						
PERSON STABBED	1	00:00	100.00%						
SERVICE CALL	3	00:24	100.00%						
SUICIDE ATTEMPT	2	00:21	100.00%						
<b>RMA - Sandy Springs</b>	<b>730</b>	<b>00:26</b>	<b>89.73%</b>						

# Johns Creek Police Department

Nature Code	Call	Processing Time		Dispatch Time		Response Time		Reaction Time	
	Count	Average	< 1 Min	Average	< 1 Min	Average	< 6 Min	Average	< 8 Min
911 HANG UP	87	00:10	98.85%	00:44	80.46%	01:44	86.21%	02:24	82.76%
ABANDONED VEHICLE	7	00:21	100.00%	07:31	14.29%	06:58	71.43%	14:51	42.86%
ACCIDENT NEGATIVE INJURIES	195	00:33	87.18%	03:09	36.92%	08:38	41.54%	12:16	37.44%
ACCIDENT PRIVATE PROP NEG INJ	32	00:36	90.63%	05:18	25.00%	07:38	40.63%	13:06	34.38%
ACCIDENT UNKNOWN INJURIES	6	00:14	83.33%	01:06	33.33%	06:10	50.00%	07:18	66.67%
ACCIDENT W INJURIES	23	00:23	82.61%	01:44	26.09%	05:14	69.57%	07:23	52.17%
ALARM COMMERCIAL	101	00:27	96.04%	02:06	52.48%	04:37	64.36%	06:53	66.34%
ALARM DURESS OR PANIC	28	00:27	92.86%	01:57	46.43%	04:43	60.71%	06:24	60.71%
ALARM HOLDUP	5	00:21	100.00%	01:50	60.00%	00:47	100.00%	01:28	100.00%
ALARM RESIDENTIAL	189	00:25	95.77%	01:55	49.74%	07:23	44.44%	09:15	45.50%
ALARM SILENT OR AUDIBLE	40	00:29	97.50%	01:26	57.50%	07:30	42.50%	09:16	45.00%
ALARM VEHICLE AUDIBLE	3	00:50	66.67%	00:58	33.33%	04:29	66.67%	05:48	66.67%
ANIMAL ATTACK	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
ANIMAL CALL	15	00:39	80.00%	03:05	26.67%	07:07	46.67%	09:28	40.00%
ARMED PERSON	3	00:34	66.67%	00:45	100.00%	01:03	100.00%	02:04	100.00%
ASSAULT OR BATTERY	4	00:13	100.00%	00:56	50.00%	04:45	75.00%	05:52	75.00%
ASSIST CITIZEN FLAGDOWN	7	00:00	100.00%	00:00	100.00%	00:18	100.00%	00:18	100.00%
ASSIST OTHER AGENCY	1	00:48	100.00%	03:37	0.00%	07:28	0.00%	11:53	0.00%
BURGLARY	5	00:42	60.00%	01:00	60.00%	07:30	40.00%	08:58	40.00%
BURGLARY IN PROGRESS	1	00:21	100.00%	00:28	100.00%	00:50	100.00%	01:39	100.00%
BURGLARY JUST OCCURRED	1	00:38	100.00%	00:37	100.00%	07:32	0.00%	08:47	0.00%
BUSINESS CHECK	1974	00:00	100.00%	00:00	99.90%	00:00	99.95%	00:01	99.95%
CHILD ABUSE OR NEGLECT	2	00:21	100.00%	01:49	0.00%	08:52	50.00%	11:02	50.00%
CIVIL DISPUTE 1 PARTY	20	00:34	80.00%	02:54	40.00%	10:15	30.00%	13:37	30.00%
CIVIL DISPUTE 2 OR MORE PARTIE	16	00:32	93.75%	03:31	37.50%	09:27	31.25%	13:22	25.00%
DAMAGE TO PROPERTY	18	00:36	94.44%	02:25	44.44%	08:10	44.44%	11:12	44.44%
DEATH INVESTIGATION	2	00:00	100.00%	00:36	100.00%	03:25	100.00%	04:01	100.00%
DEMENTED PERSON	8	00:46	87.50%	02:23	12.50%	09:09	50.00%	12:18	50.00%
DIRECTED PATROL	383	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
DISCHARGING FIREARMS	3	00:17	100.00%	01:14	66.67%	02:02	66.67%	02:22	100.00%
DISORDERLY JUVENILE	18	00:41	66.67%	02:37	33.33%	09:04	50.00%	12:19	38.89%
DISORDERLY PERSON	10	00:38	90.00%	00:44	70.00%	03:42	80.00%	04:57	70.00%
DOMESTIC DISPUTE	28	00:33	82.14%	02:06	32.14%	06:50	39.29%	09:25	35.71%
EMD ALPHA WITH LAW	6	00:00	100.00%	01:10	66.67%	02:35	83.33%	03:05	83.33%
EMD BRAVO WITH LAW	1	00:50	100.00%	01:05	0.00%	03:56	100.00%	05:51	100.00%
EMD CHARLIE WITH LAW	4	00:00	100.00%	01:42	25.00%	04:08	75.00%	05:50	75.00%
EMD DELTA WITH LAW	4	00:00	100.00%	00:49	75.00%	00:37	100.00%	01:27	100.00%
EMD ECHO WITH LAW	6	00:00	100.00%	01:06	50.00%	04:04	66.67%	04:46	83.33%
EMD PREALERT	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
ENTERING AUTO	19	00:30	78.95%	03:24	42.11%	07:49	47.37%	11:44	31.58%
FIGHT	1	00:37	100.00%	00:34	100.00%	14:03	0.00%	15:14	0.00%
FIRE OUTSIDE LARGE	1	00:00	100.00%	00:46	100.00%	01:40	100.00%	02:26	100.00%
FIRE OUTSIDE SMALL	6	00:00	100.00%	01:10	50.00%	05:31	33.33%	06:28	33.33%
FIRE STRUCTURAL	5	00:00	100.00%	01:13	60.00%	04:11	80.00%	05:24	80.00%
FIRE TEST	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
FOUND PROPERTY	6	00:21	100.00%	02:36	16.67%	09:10	33.33%	12:00	16.67%
FRAUD	30	00:26	90.00%	03:32	60.00%	06:40	46.67%	10:38	46.67%
FRAUD - ILLEGAL USE OF CREDIT	2	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
FRAUD - IMPERSONATION	2	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
GAMBLING	1	01:26	0.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
GAS LEAK INSIDE STRUCTURE	5	00:00	100.00%	01:30	40.00%	01:57	80.00%	03:07	80.00%
GAS LEAK OUTSIDE STRUCTURE	4	00:00	100.00%	01:05	50.00%	02:57	75.00%	03:13	75.00%
HARASSMENT	10	00:29	90.00%	02:00	20.00%	08:13	40.00%	10:43	40.00%
HIT AND RUN ACCIDENT	28	00:33	78.57%	01:32	46.43%	08:50	35.71%	10:50	32.14%
ILLEGAL DRUGS	5	00:33	80.00%	01:38	60.00%	08:21	40.00%	09:37	40.00%
ILLEGAL PARKING	9	00:13	100.00%	03:19	66.67%	00:15	100.00%	00:52	100.00%
IMPAIRED DRIVER	4	01:10	50.00%	03:22	0.00%	09:51	0.00%	14:24	0.00%
INFORMATION FOR OFFICER	133	00:18	89.47%	02:19	72.18%	04:03	75.94%	05:57	71.43%
LARCENY	27	00:23	96.30%	02:56	44.44%	10:05	29.63%	13:24	25.93%
LARCENY - FROM BUILDING	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%

CAM #17-0390

Exhibit 1

LARCENY - FROM VEHICLE	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
LARCENY - FROM YARDS	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
LARCENY JUST OCCURRED	1	00:11	100.00%	00:12	100.00%	03:34	100.00%	03:58	100.00%
LITTERING ILLEGAL DUMPING	1	01:13	0.00%	00:06	100.00%	12:12	0.00%	13:31	0.00%
LOCKOUT W CHILD OR PET	1	00:00	100.00%	01:46	0.00%	00:00	100.00%	00:00	100.00%
LOITERING	2	01:39	50.00%	01:11	0.00%	05:41	100.00%	08:32	50.00%
LOST PROPERTY	20	00:33	85.00%	03:37	40.00%	08:23	45.00%	12:33	45.00%
MEDICAL RESPONSE 1 FD PD EMS	1	00:00	100.00%	00:13	100.00%	00:00	100.00%	00:00	100.00%
MISSING ADULT OR CHILD	11	00:38	90.91%	02:08	18.18%	07:27	27.27%	09:44	36.36%
MISSING OR RUNAWAY LOCATED	3	00:30	66.67%	02:21	33.33%	05:07	66.67%	07:59	33.33%
NOISE COMPLAINT	21	00:32	90.48%	07:57	33.33%	10:13	42.86%	18:30	33.33%
ODOR INVESTIGATION	5	00:00	100.00%	01:36	40.00%	03:07	60.00%	03:57	60.00%
ORDINANCE VIOLATION	3	00:47	66.67%	01:55	0.00%	05:01	66.67%	06:52	66.67%
PANHANDLING	13	00:43	92.31%	02:44	38.46%	05:26	61.54%	08:31	46.15%
PERSON DRUNK	6	00:25	100.00%	01:13	50.00%	04:41	50.00%	06:08	50.00%
PERSON HIT BY AUTO W INJURY	1	00:00	100.00%	01:23	0.00%	03:58	100.00%	05:21	100.00%
PRISONER TRANSPORT	9	00:02	100.00%	00:03	100.00%	07:56	66.67%	08:02	66.67%
RECKLESS DRIVING TRAFFIC VIOLA	53	00:33	84.91%	00:55	77.36%	01:06	90.57%	02:08	88.68%
REPO ENTRY ONLY	12	00:20	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
RESIDENTIAL CHECK	1421	00:00	99.93%	00:01	99.58%	00:05	99.51%	00:08	99.44%
ROBBERY	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
ROBBERY JUST OCCURRED	1	00:25	100.00%	00:37	100.00%	02:42	100.00%	03:44	100.00%
RUNAWAY JUVENILE	4	00:23	100.00%	00:26	100.00%	04:01	50.00%	04:48	50.00%
SEXUAL ASSAULT	2	00:28	100.00%	02:46	0.00%	07:15	50.00%	10:29	50.00%
SHOPLIFTING ALREADY OCCURRED	3	00:18	100.00%	05:21	66.67%	08:20	33.33%	14:00	33.33%
SHOPLIFTING IN PROGRESS	1	00:48	100.00%	00:38	100.00%	07:17	0.00%	08:43	0.00%
SOLICITATIONS	5	00:10	100.00%	01:59	20.00%	07:22	60.00%	09:33	60.00%
STALKING	2	01:02	50.00%	03:40	0.00%	07:25	50.00%	12:07	0.00%
STRANDED MOTORIST	48	00:07	95.83%	00:18	89.58%	01:43	89.58%	02:01	89.58%
SUICIDE ATTEMPT	1	00:00	100.00%	00:51	100.00%	02:58	100.00%	03:49	100.00%
SUICIDE THREAT	5	00:22	100.00%	01:17	40.00%	07:06	60.00%	08:46	60.00%
SUSPICIOUS ACTIVITY	26	00:40	84.62%	01:13	34.62%	06:06	65.38%	07:47	65.38%
SUSPICIOUS PACKAGE NO SYMPTOMS	2	01:06	50.00%	09:26	0.00%	03:11	50.00%	04:59	50.00%
SUSPICIOUS PERSON	18	00:30	94.44%	02:05	44.44%	07:26	50.00%	10:02	50.00%
SUSPICIOUS VEHICLE	57	00:24	82.46%	01:38	59.65%	04:36	70.18%	06:14	64.91%
THREATS	12	00:24	91.67%	01:36	41.67%	10:55	33.33%	12:47	41.67%
TRAFFIC HAZARD	46	00:20	95.65%	01:47	58.70%	04:41	67.39%	06:39	58.70%
TRAFFIC STOP	897	00:00	100.00%	00:00	99.89%	00:00	100.00%	00:00	100.00%
TRAFFIC STOP W SUSP ACTIVITY	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
TREE DOWN OBSTRUCTING ROADWAY	5	00:00	100.00%	02:22	40.00%	06:06	40.00%	08:28	40.00%
TROUBLE UNKOWN	1	00:35	100.00%	00:22	100.00%	00:00	100.00%	00:00	100.00%
VEHICLE FIRE	1	00:00	100.00%	01:12	0.00%	03:32	100.00%	04:44	100.00%
VEHICLE STOLEN	2	00:36	100.00%	08:59	50.00%	09:37	0.00%	19:12	0.00%
WANTED PERSON	21	00:18	90.48%	01:38	85.71%	03:35	85.71%	05:31	85.71%
WELFARE CHECK	52	00:27	84.62%	02:30	32.69%	06:14	50.00%	08:58	48.08%
WIRES DOWN OR ARCING	1	00:00	100.00%	05:07	0.00%	06:04	0.00%	11:11	0.00%
WORK TRAFFIC	90	00:09	97.78%	00:36	84.44%	00:52	95.56%	01:16	93.33%
<b>Johns Creek Police Department</b>	<b>6449</b>	<b>00:07</b>	<b>97.49%</b>	<b>00:35</b>	<b>87.19%</b>	<b>01:34</b>	<b>88.93%</b>	<b>02:12</b>	<b>88.22%</b>

# Johns Creek Fire Department

Nature Code	Call	Processing Time		Dispatch Time		Response Time		Reaction Time	
	Count	Average	< 1 Min	Average	< 1 Min	Average	< 6 Min	Average	< 8 Min
ACCIDENT UNKNOWN INJURIES	4	00:00	100.00%	00:38	100.00%	03:22	75.00%	04:01	100.00%
ACCIDENT W INJURIES	27	00:00	100.00%	00:35	77.78%	04:29	70.37%	05:02	81.48%
ALARM CARBON MONOXID NONSYMPT	1	00:16	100.00%	01:05	0.00%	07:27	0.00%	08:48	0.00%
ALARM FIRE COMMERCIAL BUILDING	37	00:26	94.59%	00:35	81.08%	04:09	62.16%	04:47	67.57%
ALARM FIRE NON COMMERCIAL	21	00:23	100.00%	00:41	85.71%	04:34	52.38%	05:19	66.67%
ALARM MEDICAL	1	01:03	0.00%	01:05	0.00%	04:54	100.00%	07:02	100.00%
EMD ALPHA	45	00:06	95.56%	00:51	73.33%	05:56	44.44%	06:53	66.67%
EMD ALPHA WITH LAW	2	00:00	100.00%	00:08	100.00%	00:00	100.00%	00:00	100.00%
EMD BRAVO	38	00:10	94.74%	00:40	84.21%	05:32	57.89%	06:12	65.79%
EMD BRAVO WITH LAW	2	00:00	100.00%	00:20	100.00%	08:32	0.00%	08:52	50.00%
EMD CHARLIE	39	00:00	100.00%	00:41	74.36%	06:51	35.90%	07:32	61.54%
EMD DELTA	50	00:00	100.00%	00:44	80.00%	06:15	40.00%	06:55	58.00%
EMD ECHO	4	00:00	100.00%	00:39	75.00%	07:36	25.00%	08:15	75.00%
EMD PREALERT	44	00:00	100.00%	00:32	90.91%	06:07	50.00%	06:36	65.91%
FIRE BRUSH TREE	1	00:24	100.00%	00:38	100.00%	09:22	0.00%	10:24	0.00%
FIRE OUTSIDE LARGE	1	00:19	100.00%	00:23	100.00%	03:49	100.00%	04:31	100.00%
FIRE OUTSIDE SMALL	6	00:31	83.33%	00:24	83.33%	05:05	33.33%	05:49	50.00%
FIRE STRUCTURAL	5	00:25	100.00%	00:38	80.00%	04:45	60.00%	05:49	100.00%
FIRE TEST	28	00:37	78.57%	00:00	100.00%	00:00	100.00%	00:00	100.00%
FUEL SPILL	1	01:43	0.00%	00:39	100.00%	06:50	0.00%	09:12	0.00%
GAS LEAK INSIDE STRUCTURE	6	00:35	100.00%	01:15	50.00%	07:54	0.00%	09:45	16.67%
GAS LEAK OUTSIDE STRUCTURE	4	00:52	25.00%	00:47	75.00%	06:48	50.00%	08:27	50.00%
ILLEGAL BURN	1	00:11	100.00%	01:26	0.00%	10:59	0.00%	12:36	0.00%
INVALID ASSIST	8	00:35	87.50%	00:28	87.50%	07:48	0.00%	08:52	37.50%
MESSAGE FOR FIRE	13	00:33	92.31%	00:00	100.00%	00:00	100.00%	00:00	100.00%
MUTUAL AID GIVEN	4	00:04	100.00%	00:49	75.00%	00:45	100.00%	00:46	100.00%
ODOR INVESTIGATION	2	00:36	100.00%	01:14	0.00%	05:04	50.00%	06:12	50.00%
PERSON HIT BY AUTO W INJURY	1	00:00	100.00%	00:22	100.00%	00:00	100.00%	00:00	100.00%
PERSON STUCK IN ELEVATOR	2	00:37	100.00%	00:35	100.00%	03:55	50.00%	04:34	50.00%
SERVICE CALL	15	00:21	93.33%	00:36	73.33%	06:30	33.33%	07:29	46.67%
SMOKE INVESTIGATION OUTSIDE	1	00:38	100.00%	00:12	100.00%	03:46	100.00%	04:36	100.00%
SUICIDE ATTEMPT	2	00:00	100.00%	00:42	100.00%	07:40	0.00%	08:22	50.00%
SUSPICIOUS PACKAGE NO SYMPTOMS	2	00:16	100.00%	01:40	0.00%	07:35	0.00%	09:31	0.00%
TRANSFER CALL	6	00:00	100.00%	03:03	16.67%	06:08	33.33%	07:56	33.33%
TREE DOWN OBSTRUCTING ROADWAY	6	00:35	100.00%	00:40	83.33%	06:24	16.67%	07:32	50.00%
VEHICLE FIRE	1	00:11	100.00%	00:26	100.00%	04:26	100.00%	05:03	100.00%
WATERCRAFT IN DISTRESS	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
WIRES DOWN OR ARCING	1	00:30	100.00%	00:45	100.00%	04:15	100.00%	05:30	100.00%
<b>Johns Creek Fire Department</b>	<b>433</b>	<b>00:13</b>	<b>95.15%</b>	<b>00:38</b>	<b>80.60%</b>	<b>05:09</b>	<b>52.19%</b>	<b>05:50</b>	<b>66.74%</b>

# RMA - Johns Creek

<u>Nature Code</u>	<u>Call</u>	<u>Processing Time</u>		<u>Dispatch Time</u>		<u>Response Time</u>		<u>Reaction Time</u>	
	<u>Count</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 6 Min</u>	<u>Average</u>	<u>&lt; 8 Min</u>
ACCIDENT UNKNOWN INJURIES	6	00:23	83.33%						
ACCIDENT W INJURIES	27	00:21	92.59%						
ALARM MEDICAL	5	00:00	100.00%						
EMD ALPHA	44	00:34	79.55%						
EMD ALPHA WITH LAW	8	00:26	87.50%						
EMD BRAVO	32	00:31	84.38%						
EMD BRAVO WITH LAW	5	00:06	100.00%						
EMD CHARLIE	47	00:33	89.36%						
EMD CHARLIE WITH LAW	3	00:26	100.00%						
EMD DELTA	49	00:34	89.80%						
EMD DELTA WITH LAW	5	00:42	80.00%						
EMD ECHO WITH LAW	6	00:36	100.00%						
EMD OMEGA	1	00:06	100.00%						
EMD PREALERT	15	00:09	100.00%						
FIRE STRUCTURAL	5	00:00	100.00%						
SERVICE CALL	3	00:34	66.67%						
SUICIDE ATTEMPT	1	00:00	100.00%						
<b>RMA - Johns Creek</b>	<b>262</b>	<b>00:28</b>	<b>88.55%</b>						

# Dunwoody Police Department

Nature Code	Call	Processing Time		Dispatch Time		Response Time		Reaction Time	
	Count	Average	< 1 Min	Average	< 1 Min	Average	< 6 Min	Average	< 8 Min
911 HANG UP	119	00:14	94.96%	00:40	89.08%	01:23	90.76%	02:05	88.24%
ABANDONED VEHICLE	20	00:10	95.00%	01:51	75.00%	05:11	75.00%	07:13	70.00%
ACCIDENT NEGATIVE INJURIES	240	00:27	90.00%	03:06	42.08%	08:16	47.08%	11:24	43.75%
ACCIDENT PRIVATE PROP NEG INJ	40	00:27	95.00%	05:49	32.50%	07:28	50.00%	13:33	37.50%
ACCIDENT UNKNOWN INJURIES	3	00:05	100.00%	01:50	33.33%	01:47	100.00%	03:42	100.00%
ACCIDENT W INJURIES	21	00:09	100.00%	02:06	57.14%	03:31	80.95%	05:42	66.67%
ALARM COMMERCIAL	87	00:26	97.70%	01:51	51.72%	03:36	74.71%	05:29	75.86%
ALARM DURESS OR PANIC	25	00:32	92.00%	01:58	28.00%	04:13	76.00%	05:58	72.00%
ALARM FIRE COMMERCIAL BUILDING	3	00:00	100.00%	01:04	66.67%	07:15	33.33%	08:19	33.33%
ALARM HOLDUP	11	00:29	100.00%	01:30	45.45%	02:55	90.91%	04:41	90.91%
ALARM RESIDENTIAL	143	00:25	98.60%	02:40	40.56%	06:19	55.24%	08:43	55.24%
ALARM SILENT OR AUDIBLE	20	00:38	85.00%	01:15	45.00%	04:54	60.00%	06:18	55.00%
ALARM VEHICLE AUDIBLE	2	00:24	100.00%	05:12	50.00%	03:57	50.00%	09:18	50.00%
ANIMAL ATTACK	1	00:00	100.00%	00:21	100.00%	00:20	100.00%	00:41	100.00%
ANIMAL CALL	10	00:47	70.00%	02:24	60.00%	06:57	50.00%	09:53	50.00%
ARMED PERSON	6	00:22	83.33%	04:42	66.67%	04:27	66.67%	09:25	50.00%
ASSAULT OR BATTERY	13	00:36	76.92%	01:10	61.54%	03:04	84.62%	04:51	84.62%
ASSIST CITIZEN FLAGDOWN	9	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
ASSIST OTHER AGENCY	6	00:32	83.33%	01:02	66.67%	07:35	50.00%	08:27	50.00%
BE ON THE LOOKOUT	2	00:29	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
BOMB THREAT	1	00:00	100.00%	01:02	0.00%	04:49	100.00%	05:51	100.00%
BURGLARY	10	00:31	90.00%	02:59	50.00%	08:23	20.00%	11:54	30.00%
BURGLARY IN PROGRESS	3	00:17	100.00%	00:39	66.67%	01:46	100.00%	02:43	100.00%
BURGLARY JUST OCCURRED	1	00:39	100.00%	00:30	100.00%	06:21	0.00%	07:30	100.00%
BUSINESS CHECK	1379	00:00	100.00%	00:00	99.78%	00:02	99.78%	00:03	99.78%
CHILD ABUSE OR NEGLECT	2	00:18	100.00%	04:13	50.00%	00:00	100.00%	04:31	50.00%
CIVIL DISPUTE 1 PARTY	6	00:36	66.67%	01:07	50.00%	03:58	66.67%	05:39	50.00%
CIVIL DISPUTE 2 OR MORE PARTIE	51	00:39	82.35%	02:08	39.22%	06:48	52.94%	09:30	50.98%
DAMAGE TO PROPERTY	22	00:41	77.27%	03:04	31.82%	10:56	27.27%	14:42	22.73%
DEMENTED PERSON	9	00:49	44.44%	02:05	55.56%	05:32	55.56%	07:59	55.56%
DISCHARGING FIREARMS	5	00:26	100.00%	01:25	40.00%	04:42	80.00%	06:27	80.00%
DISORDERLY JUVENILE	13	00:22	92.31%	01:39	46.15%	06:47	53.85%	08:46	38.46%
DISORDERLY PERSON	14	00:32	85.71%	00:56	64.29%	03:27	78.57%	04:45	92.86%
DOMESTIC DISPUTE	48	00:34	87.50%	01:58	52.08%	06:10	52.08%	08:39	54.17%
EMD ALPHA	10	00:00	100.00%	00:26	80.00%	01:26	80.00%	01:37	90.00%
EMD ALPHA WITH LAW	3	00:00	100.00%	00:05	100.00%	05:32	66.67%	05:37	66.67%
EMD BRAVO	5	00:00	100.00%	00:04	100.00%	01:31	80.00%	01:35	100.00%
EMD BRAVO WITH LAW	4	00:00	100.00%	00:43	50.00%	02:04	75.00%	02:20	75.00%
EMD CHARLIE	2	00:00	100.00%	00:04	100.00%	01:00	100.00%	01:04	100.00%
EMD CHARLIE WITH LAW	5	00:00	100.00%	02:20	40.00%	05:12	60.00%	07:32	40.00%
EMD DELTA	19	00:00	100.00%	01:40	68.42%	05:00	57.89%	05:38	68.42%
EMD DELTA WITH LAW	3	00:00	100.00%	03:09	33.33%	01:57	100.00%	03:45	100.00%
EMD ECHO WITH LAW	2	00:00	100.00%	00:33	50.00%	02:36	100.00%	03:09	100.00%
EMD OMEGA	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
ENTERING AUTO	43	01:54	93.02%	04:05	44.19%	05:40	60.47%	11:35	48.84%
ENTERING AUTO JUST OCCURRED	2	00:30	100.00%	00:24	100.00%	02:50	100.00%	03:44	100.00%
FIGHT	3	00:46	100.00%	01:23	66.67%	02:24	100.00%	04:34	100.00%
FIRE DUMPSTER TRASH	1	00:00	100.00%	01:37	0.00%	04:53	100.00%	06:30	100.00%
FIRE STRUCTURAL	6	00:06	100.00%	01:38	33.33%	04:11	50.00%	05:56	50.00%
FOUND PROPERTY	6	00:11	100.00%	00:23	83.33%	01:15	83.33%	01:49	83.33%
FRAUD	50	00:19	92.00%	04:03	42.00%	07:37	52.00%	11:46	46.00%
FRAUD IN PROGRESS	2	00:34	100.00%	03:41	50.00%	14:55	50.00%	19:11	50.00%
GAS LEAK OUTSIDE STRUCTURE	4	00:00	100.00%	02:11	50.00%	03:51	75.00%	06:02	75.00%
HARASSMENT	5	00:26	100.00%	06:50	0.00%	07:05	40.00%	14:22	20.00%
HIT AND RUN ACCIDENT	64	00:35	82.81%	05:16	28.13%	09:32	42.19%	15:15	34.38%
ILLEGAL DRUGS	6	00:23	100.00%	01:15	66.67%	05:32	50.00%	07:11	50.00%
ILLEGAL PARKING	16	00:14	100.00%	01:27	75.00%	04:04	62.50%	05:45	56.25%
IMPAIRED DRIVER	3	00:09	100.00%	00:04	100.00%	01:17	100.00%	01:31	100.00%
INFORMATION FOR OFFICER	240	00:20	89.58%	03:17	72.92%	03:32	79.17%	06:34	77.08%
INVALID ASSIST	2	00:00	100.00%	03:46	50.00%	07:44	50.00%	09:30	50.00%

CAM #17-0893

Exhibit 1

LARCENY	43	00:30	86.05%	05:13	34.88%	05:51	58.14%	10:36	48.84%
LARCENY JUST OCCURRED	1	01:58	0.00%	03:11	0.00%	02:52	100.00%	08:01	0.00%
LITTERING ILLEGAL DUMPING	2	00:47	50.00%	15:59	0.00%	00:07	100.00%	16:54	50.00%
LOCKOUT W CHILD OR PET	7	00:00	100.00%	02:02	14.29%	12:08	28.57%	14:11	28.57%
LOITERING	8	00:27	100.00%	01:07	62.50%	02:50	87.50%	04:25	100.00%
LOST CHILD	2	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
LOST PROPERTY	16	00:15	100.00%	00:55	37.50%	03:17	75.00%	04:21	68.75%
MEDICAL RESPONSE 1 FD PD EMS	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
MEDICAL RESPONSE DEKALB	76	00:01	98.68%	00:51	73.68%	03:49	69.74%	04:36	76.32%
MISSING ADULT OR CHILD	5	00:38	80.00%	01:06	60.00%	02:08	80.00%	02:56	80.00%
MISSING OR RUNAWAY LOCATED	1	00:37	100.00%	02:32	0.00%	11:06	0.00%	14:15	0.00%
NOISE COMPLAINT	29	00:24	89.66%	00:53	55.17%	08:01	41.38%	09:15	48.28%
ODOR INVESTIGATION	1	00:00	100.00%	00:51	100.00%	05:32	100.00%	06:23	100.00%
PANHANDLING	6	00:32	83.33%	01:18	66.67%	03:39	83.33%	05:24	83.33%
PERSON DRUNK	5	00:29	80.00%	00:54	60.00%	03:29	80.00%	04:53	100.00%
PERSON HIT BY AUTO W INJURY	5	00:10	100.00%	01:02	80.00%	03:55	60.00%	05:08	60.00%
PERSON SCREAMING	2	00:16	100.00%	08:53	0.00%	01:46	100.00%	10:56	50.00%
PERSON STABBED	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
PRISONER TRANSPORT	14	00:01	100.00%	00:00	100.00%	18:00	57.14%	18:02	57.14%
PURSUIT FOOT OR VEHICLE	1	00:39	100.00%	00:28	100.00%	02:10	100.00%	03:17	100.00%
RECKLESS DRIVING TRAFFIC VIOLA	59	00:25	94.92%	01:47	83.05%	00:47	91.53%	02:33	88.14%
REPO ENTRY ONLY	3	00:16	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
RESIDENTIAL CHECK	245	00:03	98.37%	00:07	97.14%	00:11	99.18%	00:21	98.37%
ROBBERY	1	00:57	100.00%	08:45	0.00%	00:00	100.00%	09:42	0.00%
RUNAWAY JUVENILE	3	00:23	100.00%	01:51	33.33%	04:16	66.67%	06:31	66.67%
SERVICE CALL	4	00:01	100.00%	02:10	75.00%	00:00	100.00%	00:00	100.00%
SEXUAL ASSAULT	1	00:24	100.00%	08:05	0.00%	07:45	0.00%	16:14	0.00%
SHOPLIFTING ALREADY OCCURRED	44	00:28	95.45%	02:46	36.36%	06:47	52.27%	10:02	45.45%
SHOPLIFTING IN PROGRESS	23	00:20	100.00%	01:15	73.91%	02:36	91.30%	04:12	86.96%
SOLICITATIONS	7	00:30	100.00%	04:27	28.57%	07:14	42.86%	12:09	28.57%
STALKING	1	00:09	100.00%	09:51	0.00%	25:17	0.00%	35:17	0.00%
STOLEN VEHICLE LOCATED	1	00:20	100.00%	14:41	0.00%	17:47	0.00%	32:48	0.00%
STRANDED MOTORIST	47	00:14	93.62%	01:04	70.21%	02:03	85.11%	02:36	85.11%
SUICIDE ATTEMPT	1	00:00	100.00%	00:16	100.00%	00:00	100.00%	00:00	100.00%
SUICIDE THREAT	2	00:45	50.00%	02:18	0.00%	07:45	50.00%	10:48	0.00%
SUSPICIOUS ACTIVITY	30	00:29	93.33%	01:55	43.33%	05:49	63.33%	07:53	56.67%
SUSPICIOUS PACKAGE NO SYMPTOMS	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
SUSPICIOUS PERSON	40	00:20	92.50%	02:53	45.00%	04:20	67.50%	07:29	67.50%
SUSPICIOUS VEHICLE	59	00:22	91.53%	01:57	62.71%	03:44	67.80%	05:54	66.10%
THREATS	14	00:28	92.86%	02:26	21.43%	04:45	64.29%	07:27	50.00%
TRAFFIC HAZARD	76	00:21	94.74%	02:21	65.79%	06:17	61.84%	08:04	56.58%
TRAFFIC STOP	647	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
TRANSFORMER PROBLEM	1	00:00	100.00%	00:20	100.00%	02:27	100.00%	02:47	100.00%
TREE DOWN OBSTRUCTING ROADWAY	2	00:00	100.00%	00:51	50.00%	08:49	50.00%	09:40	50.00%
TROUBLE UNKOWN	4	00:51	50.00%	01:07	50.00%	03:22	75.00%	04:09	75.00%
VANDALISM	1	00:16	100.00%	00:59	100.00%	00:41	100.00%	01:56	100.00%
VEHICLE FIRE	1	00:00	100.00%	00:22	100.00%	02:07	100.00%	02:29	100.00%
VEHICLE STOLEN	12	00:37	83.33%	02:32	33.33%	12:50	41.67%	15:51	33.33%
VEHICLE THEFT IN PROGRESS	1	00:27	100.00%	00:32	100.00%	05:33	100.00%	06:32	100.00%
WANTED PERSON	10	00:20	80.00%	07:40	60.00%	03:28	80.00%	10:56	80.00%
WATER MAIN BREAK	4	00:00	100.00%	01:55	50.00%	13:14	25.00%	15:10	25.00%
WELFARE CHECK	49	00:28	83.67%	01:31	44.90%	06:57	46.94%	08:40	51.02%
WIRES DOWN OR ARCING	1	00:00	100.00%	01:41	0.00%	01:03	100.00%	02:44	100.00%
WORK TRAFFIC	96	00:03	98.96%	01:09	93.75%	00:19	97.92%	01:14	96.88%
<b>Dunwoody Police Department</b>	<b>4569</b>	<b>00:12</b>	<b>96.02%</b>	<b>01:13</b>	<b>78.18%</b>	<b>02:35</b>	<b>82.91%</b>	<b>03:50</b>	<b>81.62%</b>

# Brookhaven Police Department

Nature Code	Call	Processing Time		Dispatch Time		Response Time		Reaction Time	
	Count	Average	< 1 Min	Average	< 1 Min	Average	< 6 Min	Average	< 8 Min
	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
911 HANG UP	137	00:09	99.27%	01:13	76.64%	01:48	86.13%	02:57	82.48%
ABANDONED VEHICLE	7	00:23	100.00%	01:56	42.86%	06:28	42.86%	08:48	28.57%
ACCIDENT NEGATIVE INJURIES	189	00:23	92.06%	02:43	45.50%	06:55	52.91%	09:42	47.62%
ACCIDENT PRIVATE PROP NEG INJ	47	00:28	91.49%	03:15	29.79%	11:45	31.91%	15:23	25.53%
ACCIDENT UNKNOWN INJURIES	3	00:00	100.00%	00:45	66.67%	04:49	66.67%	05:34	66.67%
ACCIDENT W INJURIES	18	00:19	94.44%	01:06	50.00%	03:15	77.78%	04:41	77.78%
ALARM CARBON MONOXID NONSYMPT	1	00:00	100.00%	04:41	0.00%	07:53	0.00%	12:34	0.00%
ALARM CARBON MONOXID SYMPTOMA	1	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
ALARM COMMERCIAL	119	00:24	99.16%	02:17	48.74%	06:29	61.34%	08:47	58.82%
ALARM DURESS OR PANIC	59	00:26	98.31%	01:37	52.54%	05:00	62.71%	06:37	64.41%
ALARM FIRE COMMERCIAL BUILDING	3	00:00	100.00%	00:49	66.67%	03:34	66.67%	03:35	66.67%
ALARM FIRE NON COMMERCIAL	4	00:07	100.00%	00:47	75.00%	05:13	50.00%	06:08	75.00%
ALARM HOLDUP	7	00:23	100.00%	01:37	28.57%	07:34	42.86%	09:02	42.86%
ALARM RESIDENTIAL	230	00:25	96.09%	02:13	43.48%	06:42	52.17%	08:50	52.61%
ALARM SILENT OR AUDIBLE	29	00:24	96.55%	02:16	48.28%	04:26	75.86%	06:45	72.41%
ALARM VEHICLE AUDIBLE	1	00:01	100.00%	00:00	100.00%	00:00	100.00%	00:01	100.00%
ANIMAL CALL	13	00:25	100.00%	05:28	30.77%	08:18	53.85%	14:11	38.46%
ARMED PERSON	8	00:35	87.50%	00:36	87.50%	03:03	75.00%	04:04	75.00%
ASSAULT IN PROGRESS	4	00:11	100.00%	01:23	50.00%	04:25	75.00%	06:01	75.00%
ASSAULT OR BATTERY	14	00:33	78.57%	01:47	28.57%	07:52	28.57%	10:11	21.43%
ASSIST CITIZEN FLAGDOWN	19	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
ASSIST OTHER AGENCY	12	00:14	83.33%	02:04	75.00%	02:41	83.33%	04:24	83.33%
BE ON THE LOOKOUT	1	00:58	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
BURGLARY	27	00:35	85.19%	02:21	37.04%	09:23	40.74%	12:19	25.93%
BURGLARY JUST OCCURRED	2	00:27	100.00%	00:10	100.00%	01:10	100.00%	01:48	100.00%
BUSINESS CHECK	1367	00:00	99.78%	00:05	99.49%	00:03	99.49%	00:09	99.56%
CIVIL DISPUTE 1 PARTY	14	00:36	85.71%	02:13	35.71%	05:15	57.14%	07:14	57.14%
CIVIL DISPUTE 2 OR MORE PARTIE	45	00:38	80.00%	01:15	51.11%	05:12	71.11%	06:53	66.67%
DAMAGE TO PROPERTY	41	00:31	87.80%	05:44	39.02%	08:54	43.90%	15:03	36.59%
DELIVER EMERGENCY MESSAGE	1	00:22	100.00%	04:54	0.00%	10:43	0.00%	15:59	0.00%
DEMENTED PERSON	4	00:27	100.00%	07:49	0.00%	06:44	50.00%	13:22	50.00%
DIRECTED PATROL	5	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
DISCHARGING FIREARMS	14	00:19	100.00%	00:32	78.57%	01:59	92.86%	02:46	92.86%
DISORDERLY JUVENILE	15	00:23	100.00%	04:21	26.67%	02:55	86.67%	05:25	80.00%
DISORDERLY PERSON	47	00:27	91.49%	01:59	55.32%	03:46	82.98%	06:07	78.72%
DOMESTIC DISPUTE	62	00:36	82.26%	02:19	45.16%	04:37	66.13%	07:07	69.35%
ENTERING AUTO	42	01:00	71.43%	02:04	42.86%	09:22	47.62%	11:59	38.10%
ENTERING AUTO IN PROGRESS	7	00:39	71.43%	00:23	100.00%	01:36	100.00%	02:38	100.00%
ENTERING AUTO JUST OCCURRED	2	00:18	100.00%	01:11	50.00%	05:00	50.00%	06:30	50.00%
FIGHT	12	00:27	83.33%	00:47	75.00%	02:41	83.33%	03:56	83.33%
FIRE DUMPSTER TRASH	1	00:00	100.00%	01:01	0.00%	02:10	100.00%	03:11	100.00%
FIRE OUTSIDE SMALL	2	00:31	50.00%	01:50	0.00%	05:05	50.00%	07:27	50.00%
FIRE STRUCTURAL	5	00:00	100.00%	00:45	60.00%	02:33	100.00%	03:19	100.00%
FOUND PROPERTY	6	00:55	50.00%	07:37	66.67%	04:04	66.67%	12:38	50.00%
FRAUD	47	00:31	85.11%	02:06	44.68%	10:31	46.81%	13:03	44.68%
FRAUD IN PROGRESS	5	00:29	80.00%	01:21	80.00%	06:11	40.00%	08:01	40.00%
GAS LEAK INSIDE STRUCTURE	1	00:00	100.00%	01:47	0.00%	07:13	0.00%	09:00	0.00%
GAS LEAK OUTSIDE STRUCTURE	1	00:00	100.00%	00:43	100.00%	07:16	0.00%	07:59	100.00%
HARASSMENT	18	00:32	77.78%	01:42	55.56%	06:26	44.44%	08:40	44.44%
HIT AND RUN ACCIDENT	52	00:27	92.31%	03:19	28.85%	06:47	59.62%	09:48	51.92%
ILLEGAL DRUGS	17	00:39	82.35%	02:57	29.41%	08:56	35.29%	12:33	17.65%
ILLEGAL PARKING	38	00:14	97.37%	02:41	60.53%	04:56	60.53%	07:44	63.16%
IMPAIRED DRIVER	5	00:33	80.00%	00:39	80.00%	02:51	80.00%	03:39	80.00%
INFORMATION FOR OFFICER	304	00:16	92.76%	03:22	64.47%	03:11	79.61%	06:39	75.00%
INVALID ASSIST	2	00:00	100.00%	00:07	100.00%	10:34	0.00%	10:41	50.00%
LARCENY	36	00:37	86.11%	03:30	47.22%	10:17	36.11%	14:15	30.56%
LARCENY IN PROGRESS	3	00:38	66.67%	00:28	100.00%	03:46	100.00%	04:53	100.00%
LARCENY JUST OCCURRED	2	00:49	50.00%	01:28	0.00%	02:14	100.00%	04:32	100.00%
LITTERING ILLEGAL DUMPING	3	01:02	66.67%	03:42	0.00%	08:35	0.00%	03:23	0.00%

©AM #17-0393

Exhibit 1

LOCKOUT W CHILD OR PET	2	00:00	100.00%	02:58	0.00%	13:05	0.00%	16:04	0.00%
LOITERING	11	00:23	90.91%	03:05	45.45%	07:42	63.64%	10:42	63.64%
LOST PROPERTY	15	00:19	93.33%	02:04	60.00%	04:05	66.67%	06:29	60.00%
MEDICAL RESPONSE DEKALB	176	00:32	86.93%	02:06	50.57%	04:51	62.50%	06:35	61.36%
MEDICAL RESPONSE EMS ONLY	1	00:00	100.00%	00:17	100.00%	02:49	100.00%	03:06	100.00%
MISSING ADULT OR CHILD	15	00:29	93.33%	04:08	13.33%	09:10	53.33%	12:45	33.33%
MISSING OR RUNAWAY LOCATED	4	00:31	75.00%	04:11	75.00%	01:34	100.00%	02:31	100.00%
NOISE COMPLAINT	60	00:33	86.67%	01:55	38.33%	07:21	40.00%	09:41	38.33%
ORDINANCE VIOLATION	4	00:18	100.00%	00:57	75.00%	13:45	25.00%	15:01	25.00%
PANHANDLING	20	00:24	100.00%	03:20	25.00%	04:15	80.00%	07:18	70.00%
PERSON DRUNK	14	00:18	100.00%	01:14	42.86%	02:30	92.86%	03:55	85.71%
PERSON HIT BY AUTO W INJURY	2	00:02	100.00%	01:38	0.00%	05:41	50.00%	07:22	100.00%
PERSON SCREAMING	6	00:17	100.00%	01:10	50.00%	03:36	66.67%	05:03	66.67%
PERSON STUCK IN ELEVATOR	1	00:00	100.00%	01:15	0.00%	06:19	0.00%	07:34	100.00%
PRISONER TRANSPORT	18	00:00	100.00%	00:00	100.00%	03:31	88.89%	03:31	88.89%
PUBLIC INDECENCY	1	00:15	100.00%	00:52	100.00%	03:38	100.00%	04:46	100.00%
RECKLESS DRIVING TRAFFIC VIOLA	32	00:34	84.38%	00:17	87.50%	00:21	96.88%	00:33	96.88%
REPO ENTRY ONLY	6	00:15	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
RESIDENTIAL CHECK	718	00:01	99.30%	00:05	98.33%	00:06	99.30%	00:11	99.03%
ROBBERY	6	00:20	100.00%	00:38	83.33%	01:32	83.33%	02:31	83.33%
ROBBERY IN PROGRESS	1	00:52	100.00%	00:24	100.00%	03:11	100.00%	04:27	100.00%
ROBBERY JUST OCCURRED	2	00:36	100.00%	01:02	50.00%	03:31	100.00%	05:09	100.00%
RUNAWAY JUVENILE	2	00:24	100.00%	01:41	0.00%	03:03	50.00%	05:09	100.00%
SERVICE CALL	3	00:00	100.00%	00:19	100.00%	04:49	66.67%	04:52	66.67%
SHOPLIFTING ALREADY OCCURRED	3	00:24	100.00%	01:32	33.33%	06:01	66.67%	07:57	33.33%
SHOPLIFTING IN PROGRESS	4	00:37	75.00%	00:59	50.00%	02:18	100.00%	03:55	100.00%
SOLICITATIONS	4	00:05	100.00%	01:00	50.00%	07:31	50.00%	08:36	50.00%
STALKING	1	01:19	0.00%	02:47	0.00%	00:00	100.00%	00:00	100.00%
STOLEN VEHICLE LOCATED	4	01:00	75.00%	45:41	25.00%	03:16	75.00%	04:57	75.00%
STRANDED MOTORIST	29	00:12	86.21%	00:26	86.21%	00:40	96.55%	01:18	93.10%
SUICIDE ATTEMPT	5	00:00	100.00%	00:44	60.00%	04:03	80.00%	04:47	80.00%
SUICIDE THREAT	8	00:29	100.00%	01:44	37.50%	05:33	62.50%	07:47	62.50%
SUSPICIOUS ACTIVITY	30	00:44	80.00%	01:51	43.33%	06:49	63.33%	09:15	56.67%
SUSPICIOUS PACKAGE NO SYMPTOMS	2	00:00	100.00%	05:39	0.00%	10:24	0.00%	16:03	0.00%
SUSPICIOUS PERSON	97	00:17	92.78%	01:03	61.86%	02:59	80.41%	04:18	78.35%
SUSPICIOUS VEHICLE	102	00:12	99.02%	01:21	74.51%	01:43	91.18%	03:00	87.25%
THREATS	14	01:07	57.14%	01:58	28.57%	07:53	42.86%	10:59	28.57%
TRAFFIC HAZARD	38	00:24	97.37%	03:40	50.00%	04:37	65.79%	07:19	65.79%
TRAFFIC STOP	457	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
TREE DOWN OBSTRUCTING ROADWAY	4	00:00	100.00%	06:07	0.00%	09:50	50.00%	15:57	50.00%
TROUBLE UNKOWN	3	00:18	100.00%	04:04	0.00%	04:28	66.67%	08:51	33.33%
VANDALISM	3	00:26	66.67%	00:54	66.67%	04:31	66.67%	05:52	66.67%
VEHICLE FIRE	2	00:00	100.00%	01:48	0.00%	01:44	100.00%	03:32	100.00%
VEHICLE STOLEN	24	00:48	87.50%	05:04	29.17%	07:51	54.17%	13:06	45.83%
VEHICLE THEFT IN PROGRESS	1	00:19	100.00%	00:24	100.00%	01:37	100.00%	02:20	100.00%
WANTED PERSON	16	00:01	100.00%	00:11	93.75%	03:22	75.00%	03:35	81.25%
WATER MAIN BREAK	4	00:12	100.00%	12:28	50.00%	05:03	50.00%	05:33	50.00%
WELFARE CHECK	56	00:38	83.93%	02:51	33.93%	07:15	51.79%	10:39	50.00%
WIRES DOWN OR ARCING	7	00:03	100.00%	05:41	0.00%	05:35	57.14%	09:54	57.14%
WORK TRAFFIC	21	00:39	80.95%	04:41	47.62%	02:26	76.19%	04:48	66.67%
<b>Brookhaven Police Department</b>	<b>5241</b>	<b>00:13</b>	<b>95.46%</b>	<b>01:16</b>	<b>75.39%</b>	<b>02:42</b>	<b>82.08%</b>	<b>03:57</b>	<b>80.48%</b>

Processing Time is calculated from the time the incident is created in the CAD until the incident is sent to the Dispatch Queue .

Dispatch Time is calculated from the time the incident is sent to the Dispatch Queue until the first unit is dispatched to the incident .

Response Time is calculated from the time the first unit is dispatched to the call until the first unit arrives on scene .

Reaction Time is calculated from the time the incident is created in the CAD until the first unit arrives on scene .

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# Dispatched Incident Times Per Agency

February 1, 2016 - February 29, 2016

## High Priority Calls

	<u>Call</u>	<u>Processing Time</u>		<u>Dispatch Time</u>		<u>Response Time</u>		<u>Reaction Time</u>	
	<u>Count</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 6 Min</u>	<u>Average</u>	<u>&lt; 8 Min</u>
Sandy Springs Police Department	64	00:09	98.44%	01:23	60.94%	03:53	79.69%	05:20	85.94%
Sandy Springs Fire Rescue	223	00:01	100.00%	00:28	90.13%	05:25	50.67%	05:50	70.40%
RMA - Sandy Springs	75	00:10	94.67%	00:05	98.67%	00:28	97.33%	00:34	97.33%
Johns Creek Police Department	21	00:07	100.00%	01:16	42.86%	04:16	71.43%	05:33	76.19%
Johns Creek Fire Department	97	00:03	98.97%	00:40	81.44%	05:36	46.39%	06:15	65.98%
RMA - Johns Creek	25	00:08	100.00%						
Dunwoody Police Department	63	00:11	100.00%	01:28	68.25%	04:06	76.19%	05:26	77.78%
Brookhaven Police Department	33	00:31	81.82%	01:04	57.58%	04:17	75.76%	05:52	78.79%

## Low Priority Calls

	<u>Call</u>	<u>Processing Time</u>		<u>Dispatch Time</u>		<u>Response Time</u>		<u>Reaction Time</u>	
	<u>Count</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 6 Min</u>	<u>Average</u>	<u>&lt; 8 Min</u>
Sandy Springs Police Department	4315	00:29	90.59%	03:50	48.02%	07:14	53.09%	11:11	50.03%
Sandy Springs Fire Rescue	767	00:14	94.52%	01:30	90.61%	04:34	59.32%	05:04	71.45%
RMA - Sandy Springs	642	00:28	88.94%	00:00	100.00%	00:00	100.00%	00:00	100.00%
Johns Creek Police Department	1466	00:30	88.95%	02:34	44.47%	06:40	52.80%	09:22	49.52%
Johns Creek Fire Department	325	00:16	93.85%	00:39	80.31%	05:08	52.62%	05:50	65.85%
RMA - Johns Creek	232	00:31	87.07%						
Dunwoody Police Department	1803	00:28	89.96%	03:03	45.87%	06:03	58.96%	09:09	55.46%
Brookhaven Police Department	2161	00:31	89.31%	03:03	41.00%	06:14	58.31%	09:15	54.10%

## All Calls

	<u>Call</u>	<u>Processing Time</u>		<u>Dispatch Time</u>		<u>Response Time</u>		<u>Reaction Time</u>	
	<u>Count</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 6 Min</u>	<u>Average</u>	<u>&lt; 8 Min</u>
Sandy Springs Police Department	4379	00:28	90.71%	03:48	48.21%	07:11	53.48%	11:06	50.56%
Sandy Springs Fire Rescue	990	00:11	95.76%	01:16	90.51%	04:46	57.37%	05:14	71.21%
RMA - Sandy Springs	717	00:26	89.54%	00:00	99.86%	00:02	99.72%	00:03	99.72%
Johns Creek Police Department	1487	00:29	89.11%	02:33	44.45%	06:38	53.06%	09:19	49.90%
Johns Creek Fire Department	422	00:13	95.02%	00:39	80.57%	05:14	51.18%	05:56	65.88%
RMA - Johns Creek	257	00:29	88.33%						
Dunwoody Police Department	1866	00:28	90.30%	03:00	46.62%	05:59	59.54%	09:01	56.22%
Brookhaven Police Department	2194	00:31	89.20%	03:01	41.25%	06:13	58.57%	09:12	54.47%

Processing Time is calculated from the time the incident is created in the CAD until the incident is sent to the Dispatch Queue .  
 Dispatch Time is calculated from the time the incident is sent to the Dispatch Queue until the first unit is dispatched to the incident .  
 Response Time is calculated from the time the first unit is dispatched to the call until the first unit arrives on scene .  
 Reaction Time is calculated from the time the incident is created in the CAD until the first unit arrives on scene .

CAM #17-0393  
 Exhibit 1

# Officer-Initiated Incident Times Per Agency

February 1, 2016 - February 29, 2016

## High Priority Calls

	<u>Call</u>	<u>Processing Time</u>		<u>Dispatch Time</u>		<u>Response Time</u>		<u>Reaction Time</u>	
	<u>Count</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 6 Min</u>	<u>Average</u>	<u>&lt; 8 Min</u>
Sandy Springs Police Department	3	00:00	100.00%	01:09	66.67%	00:28	100.00%	01:37	100.00%
Sandy Springs Fire Rescue	7	00:00	100.00%	00:23	85.71%	03:02	71.43%	03:18	71.43%
RMA - Sandy Springs	5	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
Johns Creek Fire Department	2	00:00	100.00%	00:33	50.00%	02:00	100.00%	02:34	100.00%
RMA - Johns Creek	1	00:00	100.00%						
Dunwoody Police Department	6	00:00	100.00%	00:08	100.00%	00:00	100.00%	00:08	100.00%
Brookhaven Police Department	8	00:00	100.00%	00:00	100.00%	00:01	100.00%	00:02	100.00%

## Low Priority Calls

	<u>Call</u>	<u>Processing Time</u>		<u>Dispatch Time</u>		<u>Response Time</u>		<u>Reaction Time</u>	
	<u>Count</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 6 Min</u>	<u>Average</u>	<u>&lt; 8 Min</u>
Sandy Springs Police Department	5677	00:00	99.98%	00:00	99.88%	00:12	99.24%	00:13	99.35%
Sandy Springs Fire Rescue	50	00:00	100.00%	00:06	98.00%	03:20	78.00%	03:24	84.00%
RMA - Sandy Springs	8	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
Johns Creek Police Department	4962	00:00	100.00%	00:00	100.00%	00:03	99.68%	00:03	99.70%
Johns Creek Fire Department	9	00:00	100.00%	00:08	88.89%	01:40	88.89%	01:49	100.00%
RMA - Johns Creek	4	00:00	100.00%						
Dunwoody Police Department	2697	00:01	99.96%	00:00	99.96%	00:14	99.04%	00:15	99.15%
Brookhaven Police Department	3039	00:00	99.97%	00:00	99.97%	00:10	99.01%	00:11	99.21%

## All Calls

	<u>Call</u>	<u>Processing Time</u>		<u>Dispatch Time</u>		<u>Response Time</u>		<u>Reaction Time</u>	
	<u>Count</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 6 Min</u>	<u>Average</u>	<u>&lt; 8 Min</u>
Sandy Springs Police Department	5680	00:00	99.98%	00:00	99.86%	00:12	99.24%	00:13	99.35%
Sandy Springs Fire Rescue	57	00:00	100.00%	00:08	96.49%	03:17	77.19%	03:24	82.46%
RMA - Sandy Springs	13	00:00	100.00%	00:00	100.00%	00:00	100.00%	00:00	100.00%
Johns Creek Police Department	4962	00:00	100.00%	00:00	100.00%	00:03	99.68%	00:03	99.70%
Johns Creek Fire Department	11	00:00	100.00%	00:13	81.82%	01:43	90.91%	01:57	100.00%
RMA - Johns Creek	5	00:00	100.00%						
Dunwoody Police Department	2703	00:01	99.96%	00:00	99.96%	00:14	99.04%	00:15	99.15%
Brookhaven Police Department	3047	00:00	99.97%	00:00	99.97%	00:10	99.02%	00:11	99.21%

Processing Time is calculated from the time the incident is created in the CAD until the incident is sent to the Dispatch Queue .  
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 Response Time is calculated from the time the first unit is dispatched to the call until the first unit arrives on scene .  
 Reaction Time is calculated from the time the incident is created in the CAD until the first unit arrives on scene .

CAM #17-0393  
 Exhibit 1

# Total Incident Times Per Agency

February 1, 2016 - February 29, 2016

## High Priority Calls

	<u>Call</u>	<u>Processing Time</u>		<u>Dispatch Time</u>		<u>Response Time</u>		<u>Reaction Time</u>	
	<u>Count</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 6 Min</u>	<u>Average</u>	<u>&lt; 8 Min</u>
Sandy Springs Police Department	67	00:09	98.51%	01:22	61.19%	03:44	80.60%	05:10	86.57%
Sandy Springs Fire Rescue	230	00:01	100.00%	00:28	90.00%	05:21	51.30%	05:46	70.43%
RMA - Sandy Springs	80	00:10	95.00%	00:04	98.75%	00:26	97.50%	00:31	97.50%
Johns Creek Police Department	21	00:07	100.00%	01:16	42.86%	04:16	71.43%	05:33	76.19%
Johns Creek Fire Department	99	00:03	98.99%	00:40	80.81%	05:32	47.47%	06:11	66.67%
RMA - Johns Creek	26	00:08	100.00%						
Dunwoody Police Department	69	00:10	100.00%	01:21	71.01%	03:44	78.26%	04:59	79.71%
Brookhaven Police Department	41	00:25	85.37%	00:51	65.85%	03:27	80.49%	04:44	82.93%

## Low Priority Calls

	<u>Call</u>	<u>Processing Time</u>		<u>Dispatch Time</u>		<u>Response Time</u>		<u>Reaction Time</u>	
	<u>Count</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 6 Min</u>	<u>Average</u>	<u>&lt; 8 Min</u>
Sandy Springs Police Department	9992	00:12	95.93%	01:39	77.48%	03:14	79.31%	04:57	78.05%
Sandy Springs Fire Rescue	817	00:14	94.86%	01:25	91.06%	04:30	60.47%	04:58	72.22%
RMA - Sandy Springs	650	00:28	89.08%	00:00	100.00%	00:00	100.00%	00:00	100.00%
Johns Creek Police Department	6428	00:07	97.48%	00:35	87.34%	01:34	88.99%	02:11	88.25%
Johns Creek Fire Department	334	00:16	94.01%	00:38	80.54%	05:02	53.59%	05:44	66.77%
RMA - Johns Creek	236	00:30	87.29%						
Dunwoody Police Department	4500	00:12	95.96%	01:13	78.29%	02:34	82.98%	03:49	81.64%
Brookhaven Police Department	5200	00:13	95.54%	01:16	75.46%	02:42	82.10%	03:57	80.46%

## All Calls

	<u>Call</u>	<u>Processing Time</u>		<u>Dispatch Time</u>		<u>Response Time</u>		<u>Reaction Time</u>	
	<u>Count</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 1 Min</u>	<u>Average</u>	<u>&lt; 6 Min</u>	<u>Average</u>	<u>&lt; 8 Min</u>
Sandy Springs Police Department	10059	00:12	95.94%	01:39	77.37%	03:15	79.32%	04:57	78.11%
Sandy Springs Fire Rescue	1047	00:11	95.99%	01:12	90.83%	04:41	58.45%	05:08	71.82%
RMA - Sandy Springs	730	00:26	89.73%	00:00	99.86%	00:02	99.73%	00:03	99.73%
Johns Creek Police Department	6449	00:07	97.49%	00:35	87.19%	01:34	88.93%	02:12	88.22%
Johns Creek Fire Department	433	00:13	95.15%	00:38	80.60%	05:09	52.19%	05:50	66.74%
RMA - Johns Creek	262	00:28	88.55%						
Dunwoody Police Department	4569	00:12	96.02%	01:13	78.18%	02:35	82.91%	03:50	81.62%
Brookhaven Police Department	5241	00:13	95.46%	01:16	75.39%	02:42	82.08%	03:57	80.48%

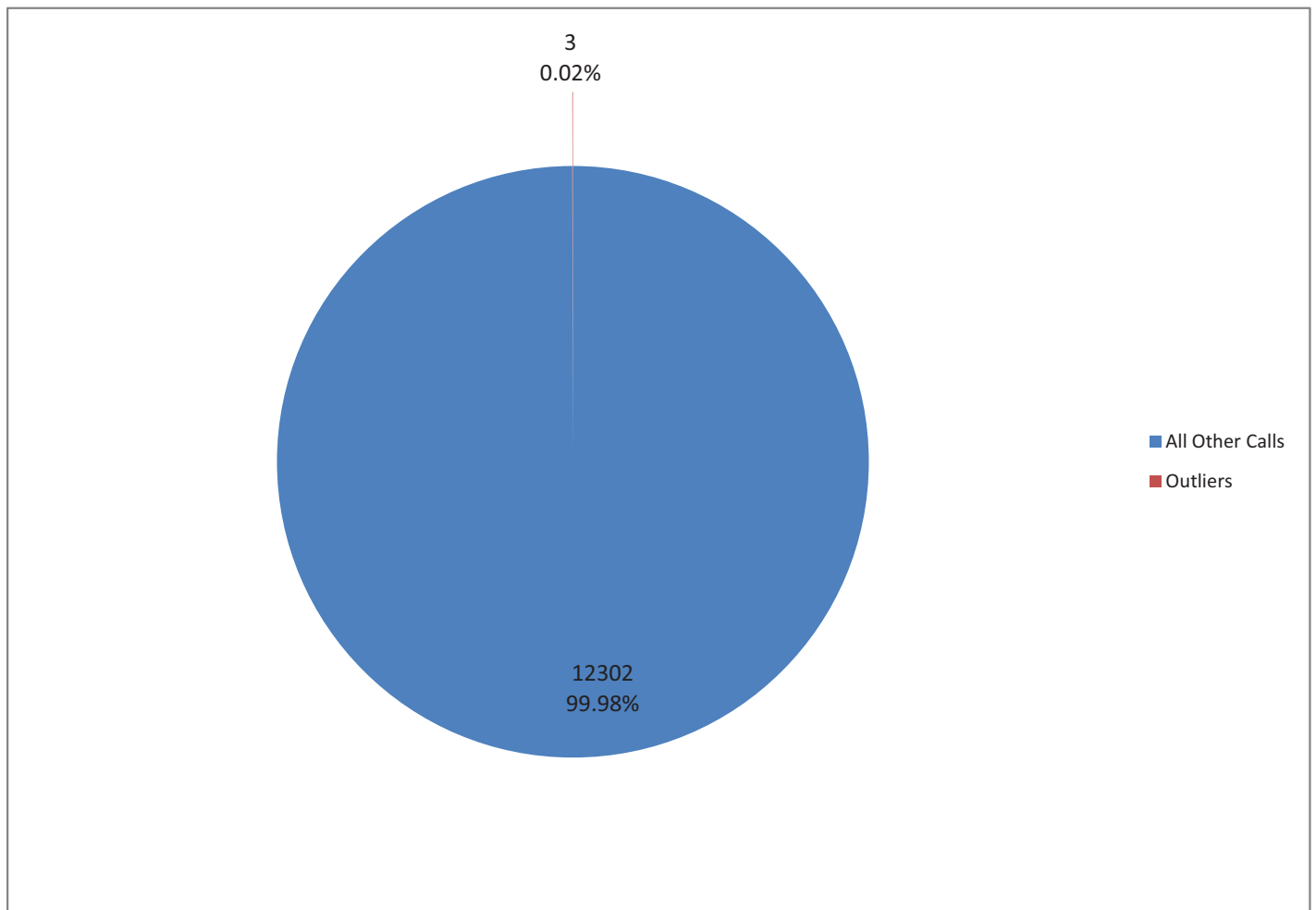
Processing Time is calculated from the time the incident is created in the CAD until the incident is sent to the Dispatch Queue .  
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 Reaction Time is calculated from the time the incident is created in the CAD until the first unit arrives on scene .

CAM #17-0393  
 Exhibit 1

# Call Processing Time Outliers

February 1, 2016 - February 29, 2016

<u>Incident #</u>	<u>Case #</u>	<u>Call Time</u>	<u>Agency</u>	<u>Nature Code</u>	<u>Processing Time</u>
2016041990	16000873	02/06/2016 16:13:28	DPD	ENTERING AUTO	03:15
2016053858	16001116	02/17/2016 07:14:59	BPD	ENTERING AUTO	11:37
2016060334	2016002355	02/22/2016 20:13:36	SSPD	HIT AND RUN ACCIDENT	08:08



Call Processing Outliers are any calls for service where processing time is over seven minutes, 30 seconds.

# Total Phone Calls Per Day

February 1, 2016 - February 29, 2016

	In. 911 Calls	Ab. 911 Calls	In. Admin Calls	Out. Admin Calls	Total
02/01/2016	398	37	237	258	930
02/02/2016	442	44	235	335	1056
02/03/2016	477	42	322	373	1214
02/04/2016	404	42	308	300	1054
02/05/2016	433	29	285	368	1115
02/06/2016	390	35	196	253	874
02/07/2016	356	40	158	232	786
02/08/2016	351	44	275	313	983
02/09/2016	364	36	266	301	967
02/10/2016	425	112	263	256	1056
02/11/2016	481	71	314	338	1204
02/12/2016	405	45	298	307	1055
02/13/2016	362	32	232	244	870
02/14/2016	381	22	183	252	838
02/15/2016	477	28	258	272	1035
02/16/2016	485	35	271	310	1101
02/17/2016	437	42	273	333	1085
02/18/2016	469	47	294	371	1181
02/19/2016	444	39	273	329	1085
02/20/2016	410	25	185	269	889
02/21/2016	313	45	173	219	750
02/22/2016	405	49	249	320	1023
02/23/2016	412	50	242	319	1023
02/24/2016	428	46	351	352	1177
02/25/2016	397	37	314	333	1081
02/26/2016	503	37	280	331	1151
02/27/2016	420	38	185	290	933
02/28/2016	375	40	177	267	859
02/29/2016	430	35	241	347	1053
<b>Total</b>	<b>12074</b>	<b>1224</b>	<b>7338</b>	<b>8792</b>	<b>29428</b>

In. 911 Calls are 911 calls received by Chatcomm and answered by a Calltaker.

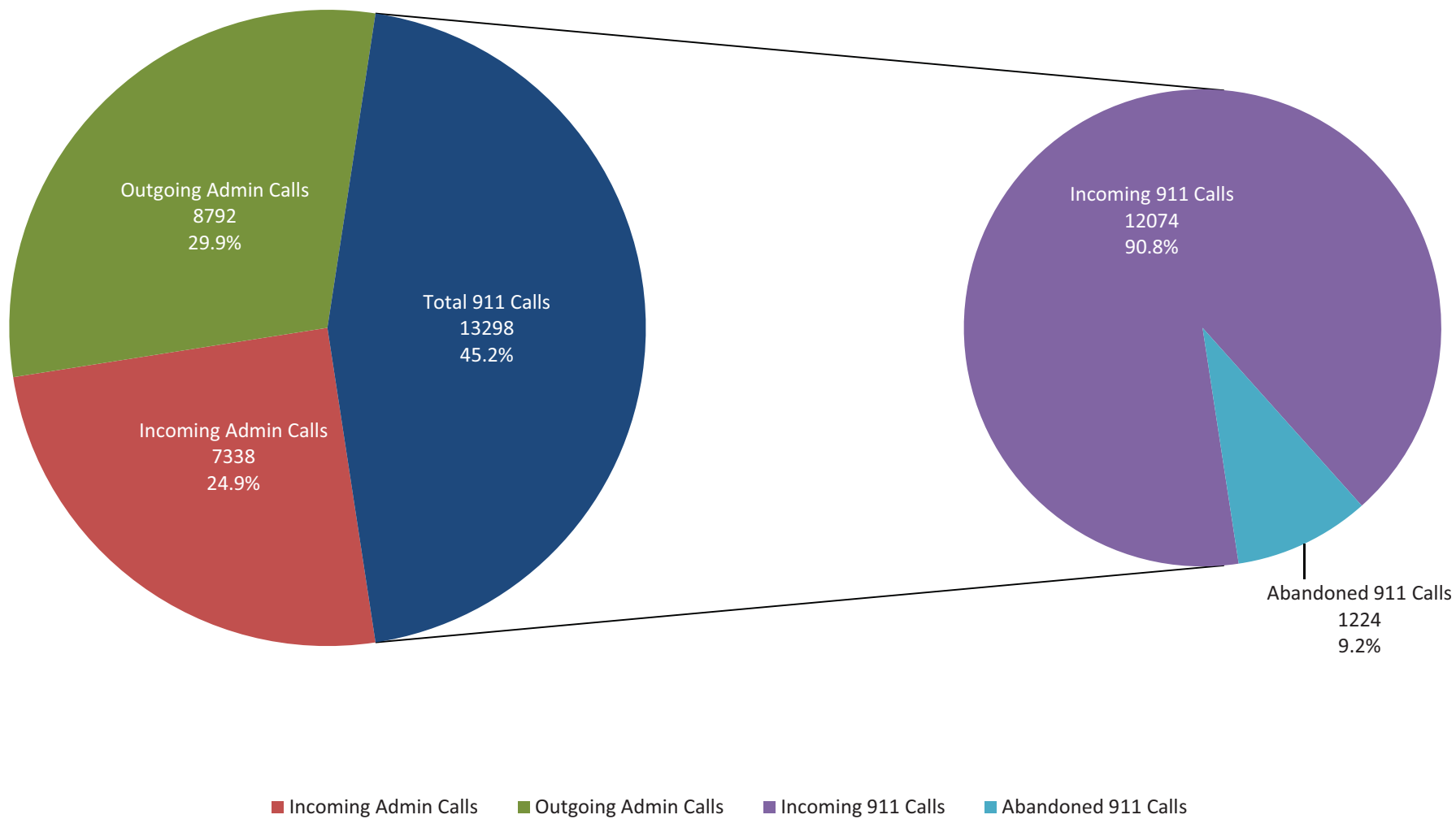
Ab. 911 Calls are 911 calls where the Caller disconnects the line before speaking with a Calltaker.

In. Admin Calls are all calls that are received by Chatcomm on an Administrative Phone Line.

Out. Admin Calls are all calls placed by Chatcomm to an outside phone line.

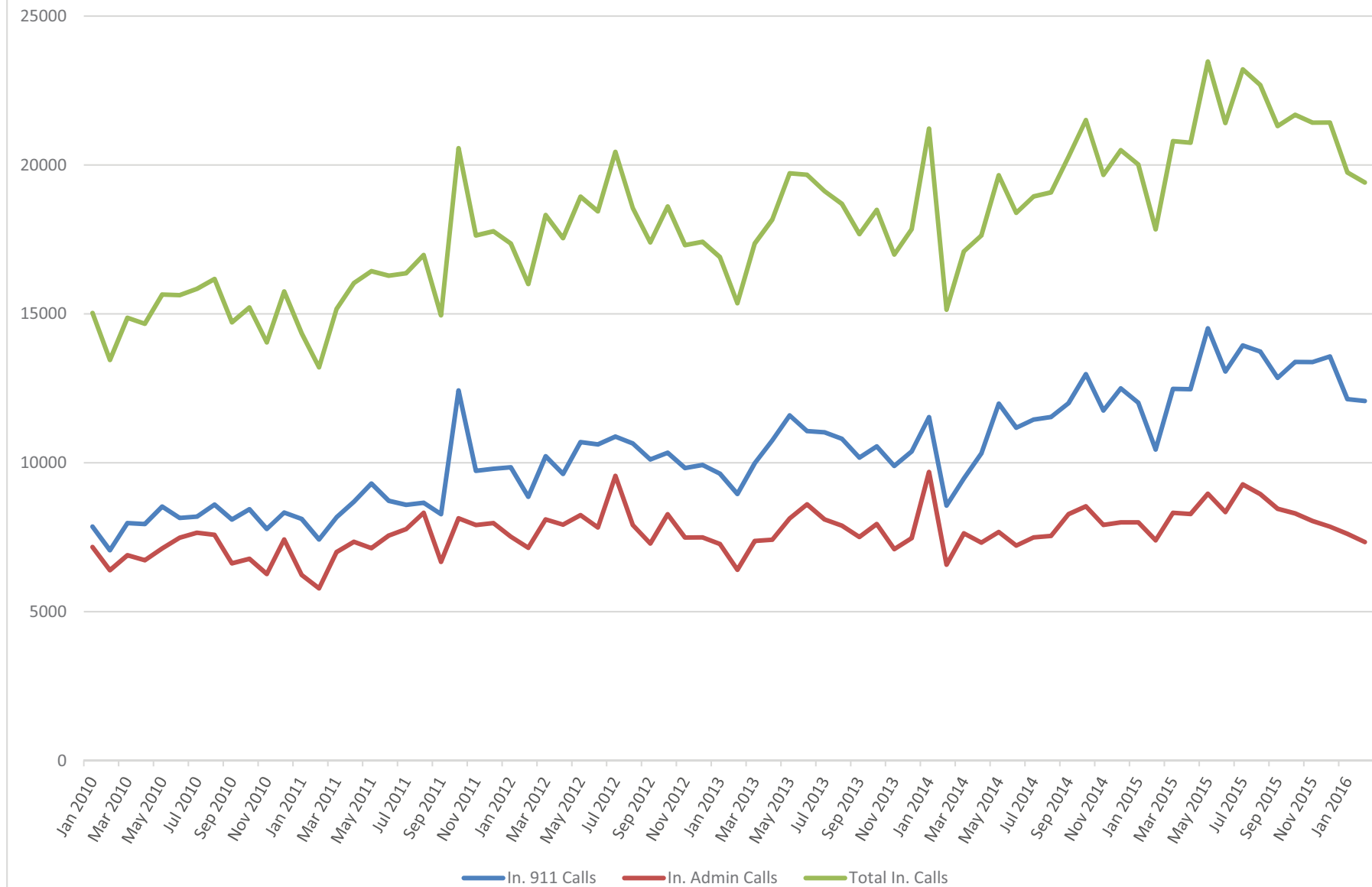
## Total Phone Calls Per Day

February 1, 2016 - February 29, 2016



# Phone Call Volume Per Month

February 1, 2016 - February 29, 2016



## Average Phone Calls Per Day Of The Week

February 1, 2016 - February 29, 2016

	In. 911 Calls	Ab. 911 Calls	In. Admin Calls	Out. Admin Calls	Total
Monday	412.2	38.6	252.0	302.0	1004.8
Tuesday	425.8	41.3	253.5	316.3	1036.8
Wednesday	441.8	60.5	302.3	328.5	1133.0
Thursday	437.8	49.3	307.5	335.5	1130.0
Friday	446.3	37.5	284.0	333.8	1101.5
Saturday	395.5	32.5	199.5	264.0	891.5
Sunday	356.3	36.8	172.8	242.5	808.3
Per Week	2915.5	296.4	1771.5	2122.5	7105.8

## Average Phone Calls Per Hour Of The Day

February 1, 2016 - February 29, 2016

	In. 911 Calls	Ab. 911 Calls	In. Admin Calls	Out. Admin Calls	Total
0000 - 0100	10.2	1.5	5.2	7.9	24.8
0100 - 0200	7.3	1.2	5.1	7.2	20.7
0200 - 0300	5.4	0.6	4.3	6.4	16.9
0300 - 0400	5.9	0.2	3.8	3.8	13.6
0400 - 0500	4.2	0.3	3.7	5.5	13.7
0500 - 0600	4.2	0.2	4.9	3.8	13.1
0600 - 0700	8.7	0.3	7.1	8.3	24.4
0700 - 0800	14.0	0.7	9.4	9.8	33.9
0800 - 0900	18.7	1.6	13.8	13.9	47.9
0900 - 1000	18.7	1.7	14.7	12.9	48.0
1000 - 1100	21.1	3.0	15.4	16.0	55.6
1100 - 1200	23.3	2.3	16.2	16.3	58.1
1200 - 1300	24.1	2.3	14.7	15.9	57.0
1300 - 1400	27.0	2.4	17.2	17.1	63.7
1400 - 1500	25.7	2.9	16.6	18.3	63.5
1500 - 1600	26.9	3.0	16.7	17.1	63.6
1600 - 1700	27.0	2.6	15.8	20.2	65.5
1700 - 1800	28.6	2.7	13.1	19.7	64.0
1800 - 1900	25.7	2.7	12.3	18.6	59.2
1900 - 2000	23.1	1.8	11.7	16.6	53.1
2000 - 2100	20.9	1.9	9.8	16.4	49.0
2100 - 2200	16.9	1.5	7.9	12.4	38.8
2200 - 2300	16.9	3.8	7.2	9.6	37.5
2300 - 2400	12.0	1.1	6.5	9.5	29.1
Per Day	416.3	42.2	253.0	303.2	1014.8

In. 911 Calls are 911 calls received by Chatcomm and answered by a Calltaker.

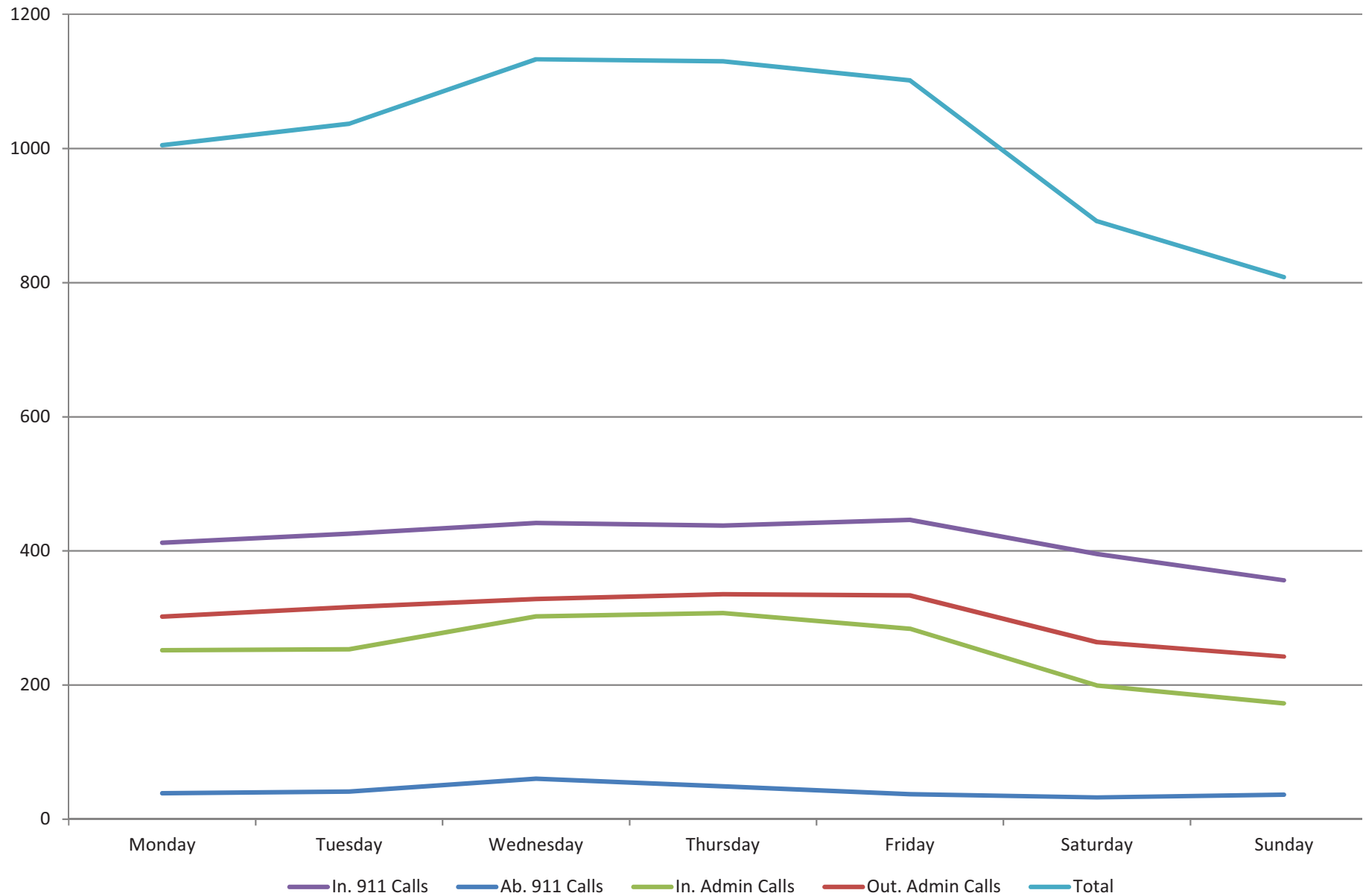
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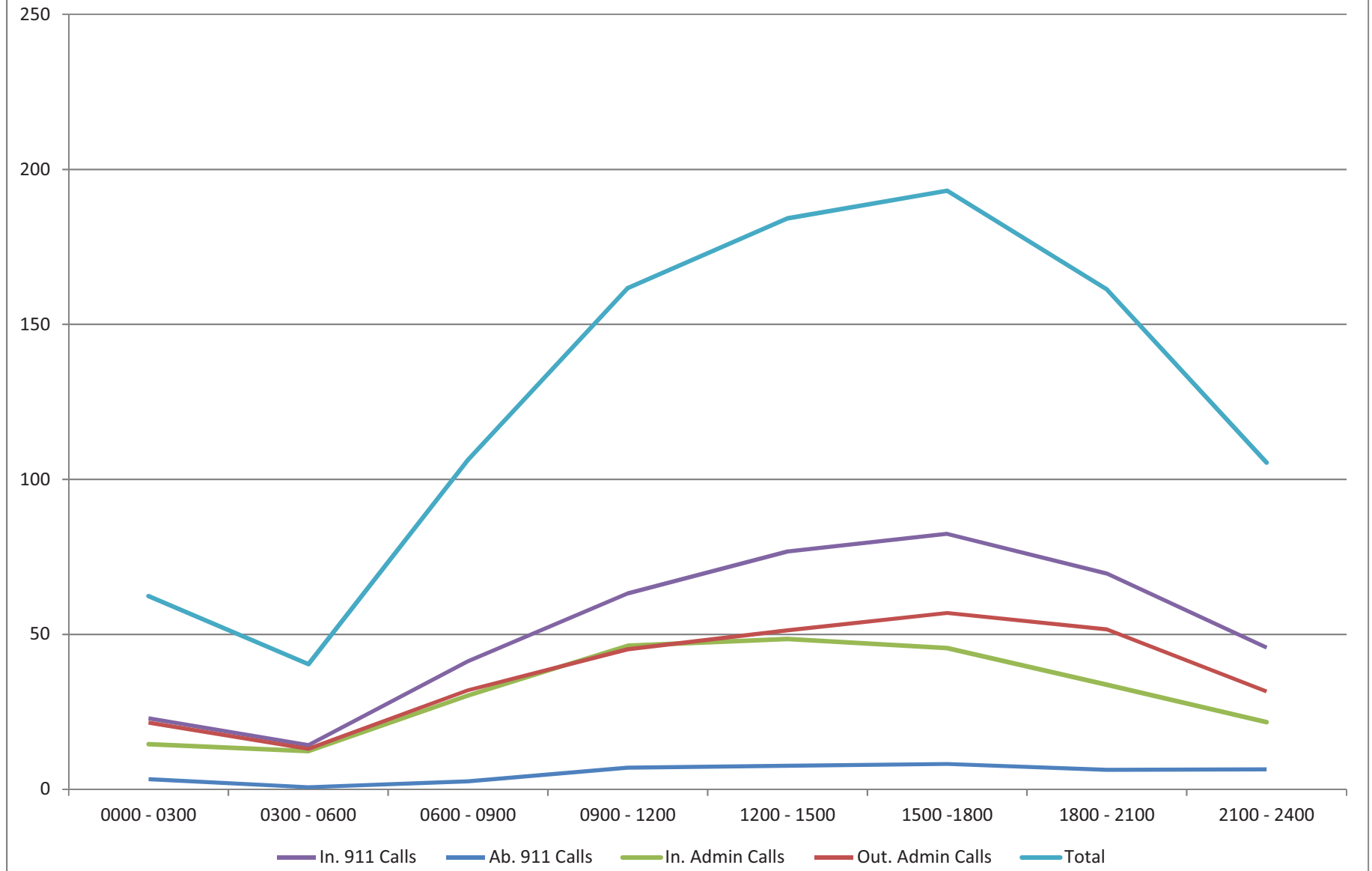
## Average Phone Calls Per Day Of The Week

February 1, 2016 - February 29, 2016



## Average Phone Calls Per Hour Of The Day

February 1, 2016 - February 29, 2016



# Incident Count Per Agency

February 1, 2016 - February 29, 2016

	SSPD		JCPD	
	Call Count	% of Total	Call Count	% of Total
Dispatched Incidents	4379	43.5%	1487	23.1%
Officer-Initiated Incidents	5680	56.5%	4962	76.9%
Total Incidents	10059	100.0%	6449	100.0%

	DPD		BPD	
	Call Count	% of Total	Call Count	% of Total
Dispatched Incidents	1866	40.8%	2194	41.9%
Officer-Initiated Incidents	2703	59.2%	3047	58.1%
Total Incidents	4569	100.0%	5241	100.0%

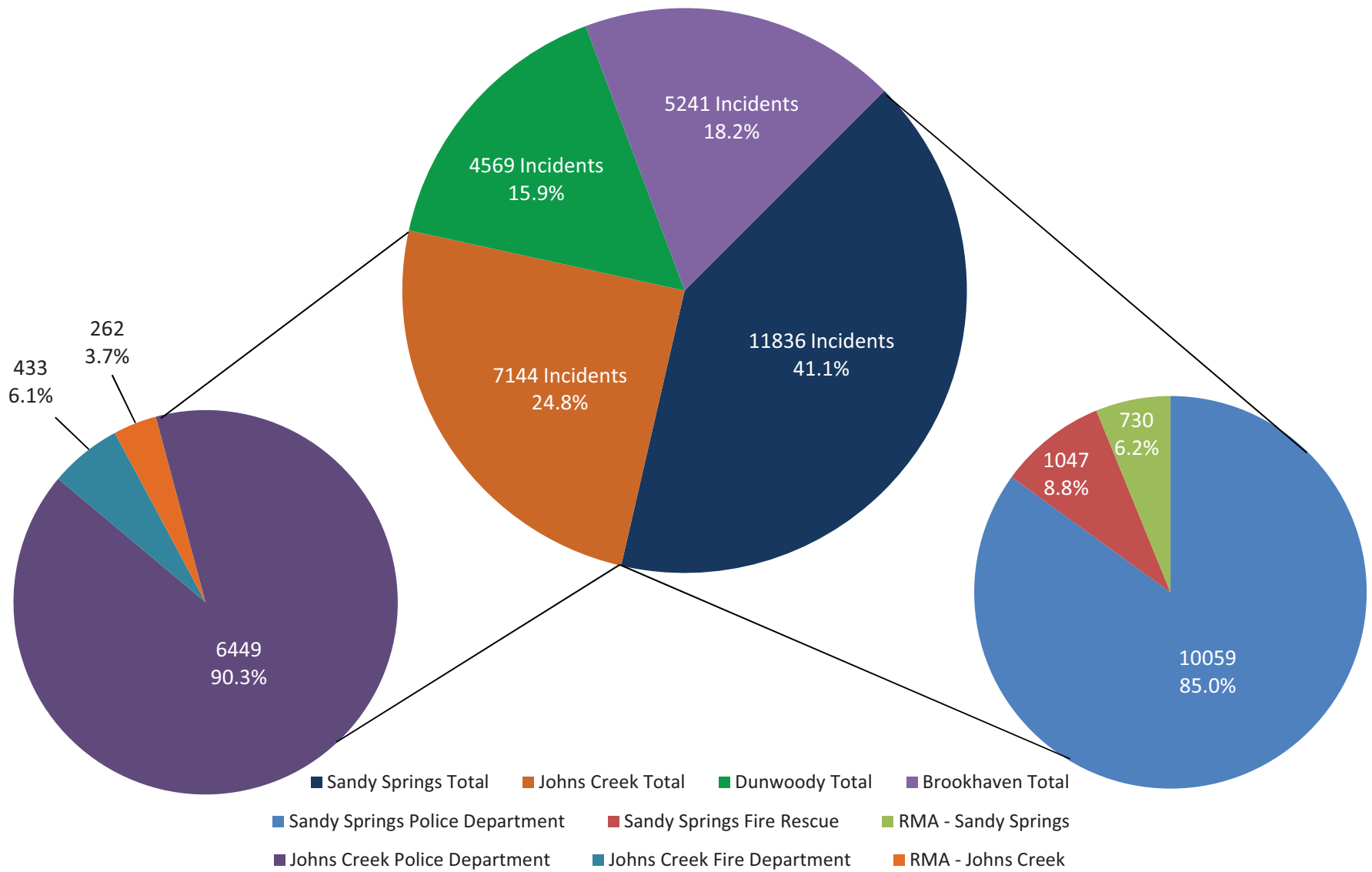
	SSFR		JCFD	
	Call Count	% of Total	Call Count	% of Total
Fire Incidents	339	32.4%	147	33.9%
Fire Alarm Incidents	137	13.1%	59	13.6%
Medical Incidents	571	54.5%	227	52.4%
Total Incidents	1047	100.0%	433	100.0%

	RMA - Sandy Springs		RMA - Johns Creek	
	Call Count	% of Total	Call Count	% of Total
High Priority Incidents	377	51.6%	104	39.7%
Low Priority Incidents	353	48.4%	158	60.3%
Total Incidents	730	100.0%	262	100.0%

	Call Count	% of City's Total	% of Grand Total
Sandy Springs Police Department	10059	85.0%	34.9%
Sandy Springs Fire Rescue	1047	8.8%	3.6%
RMA - Sandy Springs	730	6.2%	2.5%
All Sandy Springs Calls	11836	100.0%	41.1%
Johns Creek Police Department	6449	90.3%	22.4%
Johns Creek Fire Department	433	6.1%	1.5%
RMA - Johns Creek	262	3.7%	0.9%
All Johns Creek Calls	7144	100.0%	24.8%
Dunwoody Police Department	4569	100.0%	15.9%
Brookhaven Police Department	5241	100.0%	18.2%
Total	28790	N/A	100.0%

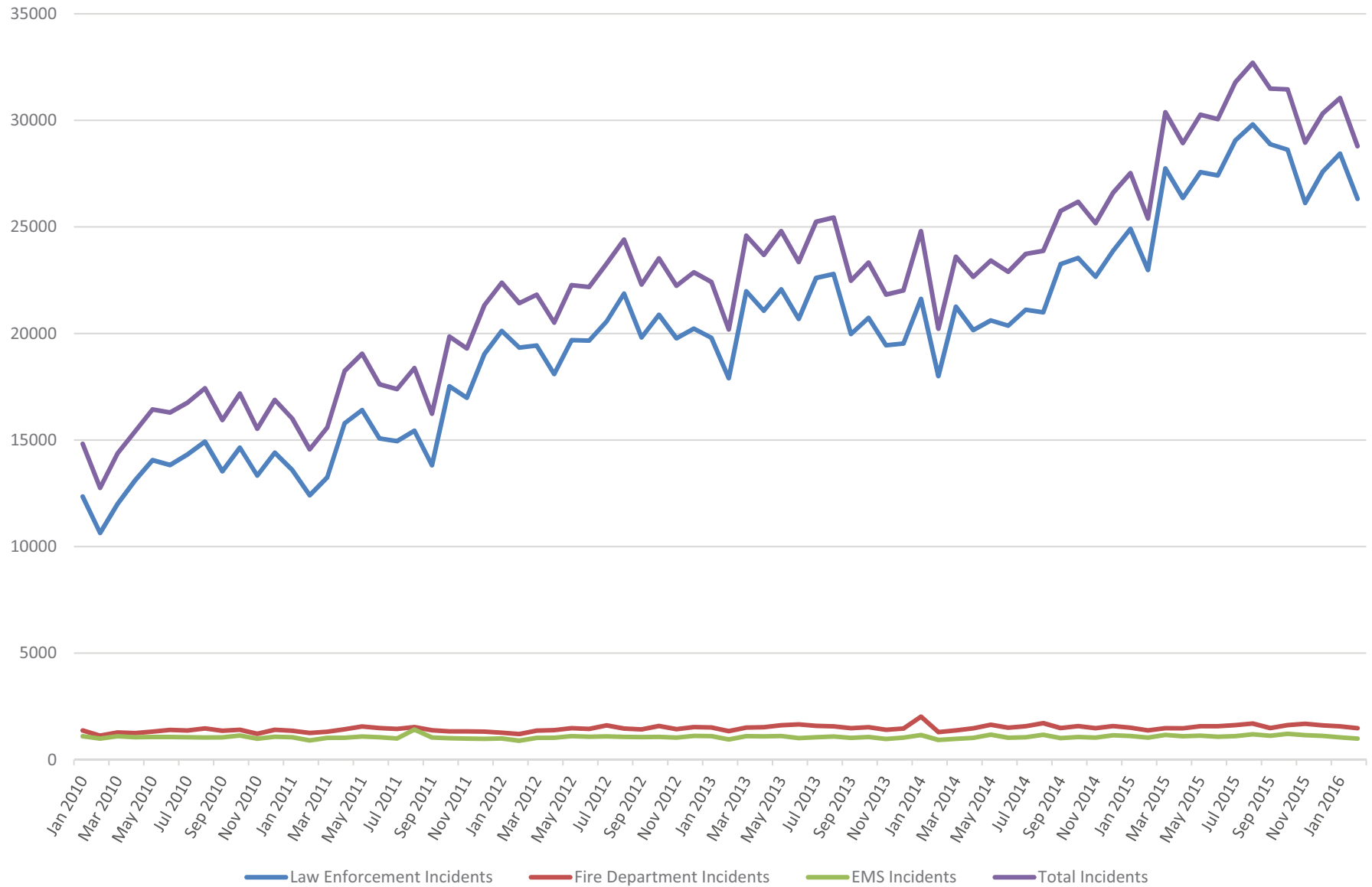
The agency totals are a reflection of all CAD incidents for each agency.

# Incident Count Per Agency February 1, 2016 - February 29, 2016



# CAD Incident Volume Per Month

February 1, 2016 - February 29, 2016



## Average Incidents Per Day Of The Week

February 1, 2016 - February 29, 2016

	SSPD	SSFR	RMA - SS	JCPD	JCFD	RMA - JC	DPD	BPD	All Calls
Monday	358.2	34.8	23.8	205.4	12.6	8.4	149.4	181.4	974.0
Tuesday	370.0	40.5	28.8	226.3	14.5	9.0	160.0	171.3	1020.3
Wednesday	377.0	41.3	28.5	245.8	15.3	9.8	154.5	179.0	1051.0
Thursday	353.3	38.8	25.8	252.3	16.5	10.3	174.8	182.5	1054.0
Friday	374.3	42.3	29.0	246.5	18.5	9.5	187.0	190.0	1097.0
Saturday	303.8	27.5	21.3	212.8	13.8	8.0	154.5	178.3	919.8
Sunday	288.8	28.0	19.5	172.0	14.0	8.5	124.8	182.5	838.0
Per Week	2425.2	253.1	176.6	1560.9	105.1	63.4	1104.9	1264.9	6954.0

## Average Incidents Per Hour Of The Day

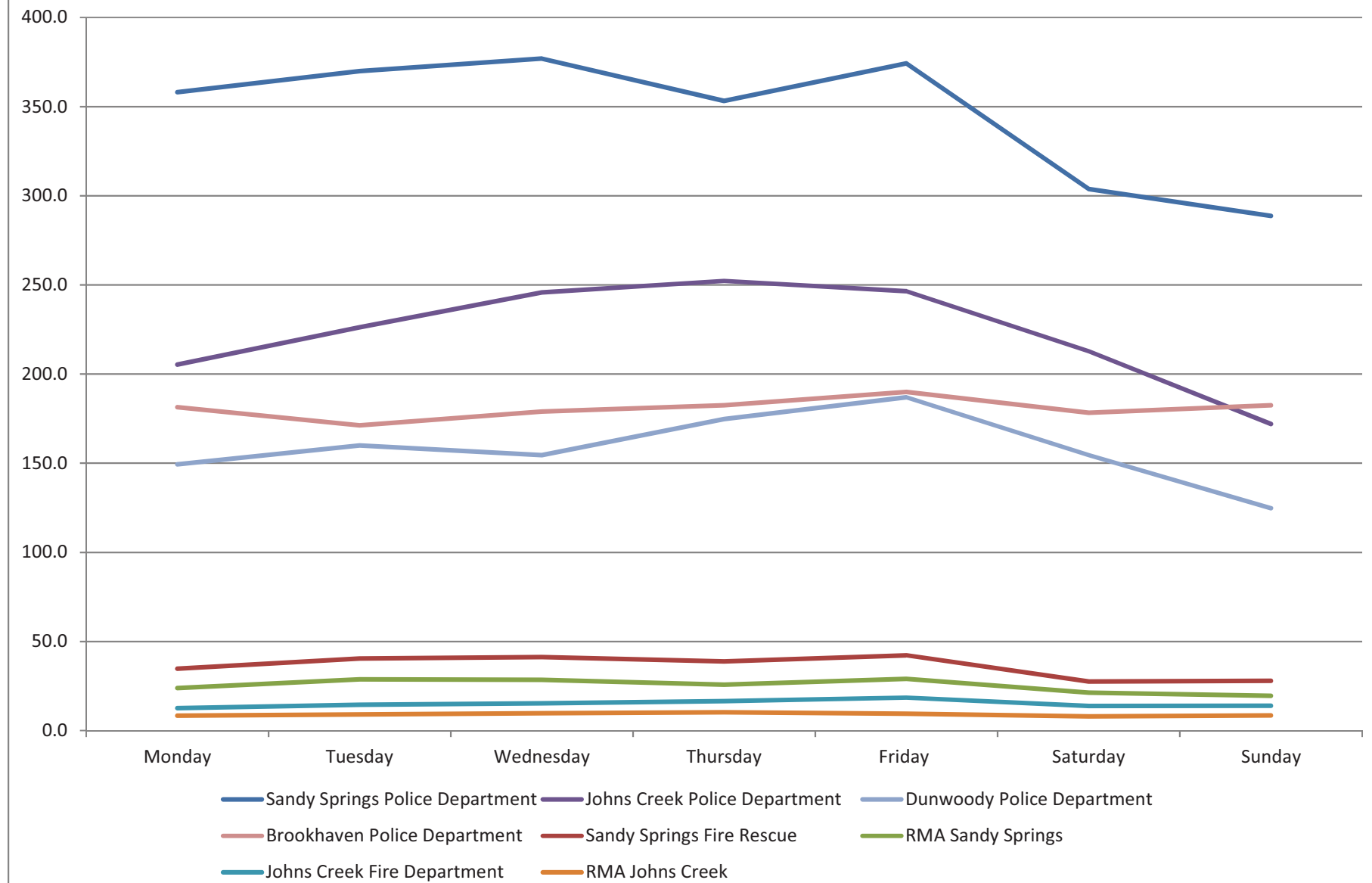
February 1, 2016 - February 29, 2016

	SSPD	SSFR	RMA - SS	JCPD	JCFD	RMA - JC	DPD	BPD	All Calls
0000 - 0100	11.4	0.8	0.7	9.9	0.3	0.2	5.5	8.5	37.2
0100 - 0200	10.3	0.9	0.8	7.8	0.2	0.1	4.8	7.5	32.3
0200 - 0300	8.2	0.6	0.5	6.3	0.2	0.1	4.0	6.9	26.7
0300 - 0400	6.5	0.8	0.4	3.3	0.1	0.1	3.0	6.7	21.0
0400 - 0500	4.3	0.6	0.5	2.0	0.3	0.2	1.7	6.3	16.0
0500 - 0600	6.0	0.8	0.7	2.1	0.7	0.1	1.7	3.4	15.5
0600 - 0700	12.3	1.1	0.7	2.9	1.0	0.3	5.2	3.3	26.8
0700 - 0800	15.2	1.2	0.7	6.9	0.6	0.4	7.1	6.2	38.4
0800 - 0900	18.7	1.4	1.0	10.3	0.6	0.4	7.1	7.1	46.6
0900 - 1000	20.6	1.4	0.9	12.9	1.0	0.6	7.9	7.6	52.8
1000 - 1100	19.2	2.4	1.4	11.6	0.9	0.3	8.6	8.7	53.1
1100 - 1200	17.6	2.2	1.6	11.9	0.7	0.4	6.9	9.4	50.7
1200 - 1300	21.3	2.0	1.3	10.2	1.1	0.8	9.0	7.9	53.6
1300 - 1400	20.0	2.6	1.8	12.1	1.0	0.6	8.3	7.0	53.3
1400 - 1500	18.5	2.2	1.5	10.9	0.7	0.5	9.1	7.4	51.0
1500 - 1600	18.2	2.0	1.2	9.5	0.7	0.5	7.6	7.1	46.8
1600 - 1700	16.0	1.7	1.4	7.8	0.7	0.6	6.6	7.5	42.4
1700 - 1800	17.2	2.1	1.6	7.8	0.4	0.2	6.7	6.5	42.6
1800 - 1900	15.0	1.8	1.3	14.4	1.1	0.8	9.6	7.4	51.4
1900 - 2000	15.7	2.0	1.6	14.7	0.8	0.6	8.7	10.1	54.2
2000 - 2100	12.9	1.9	1.3	13.2	0.7	0.4	7.6	9.4	47.3
2100 - 2200	14.0	1.4	0.9	11.3	0.5	0.4	6.9	9.8	45.2
2200 - 2300	14.0	1.0	0.8	11.0	0.3	0.2	7.8	9.4	44.5
2300 - 2400	13.6	1.0	0.7	11.6	0.6	0.4	6.2	9.6	43.6
Per Day	346.9	36.1	25.2	222.4	14.9	9.0	157.6	180.7	992.8

Incidents are all calls for service created in the CAD for each agency.

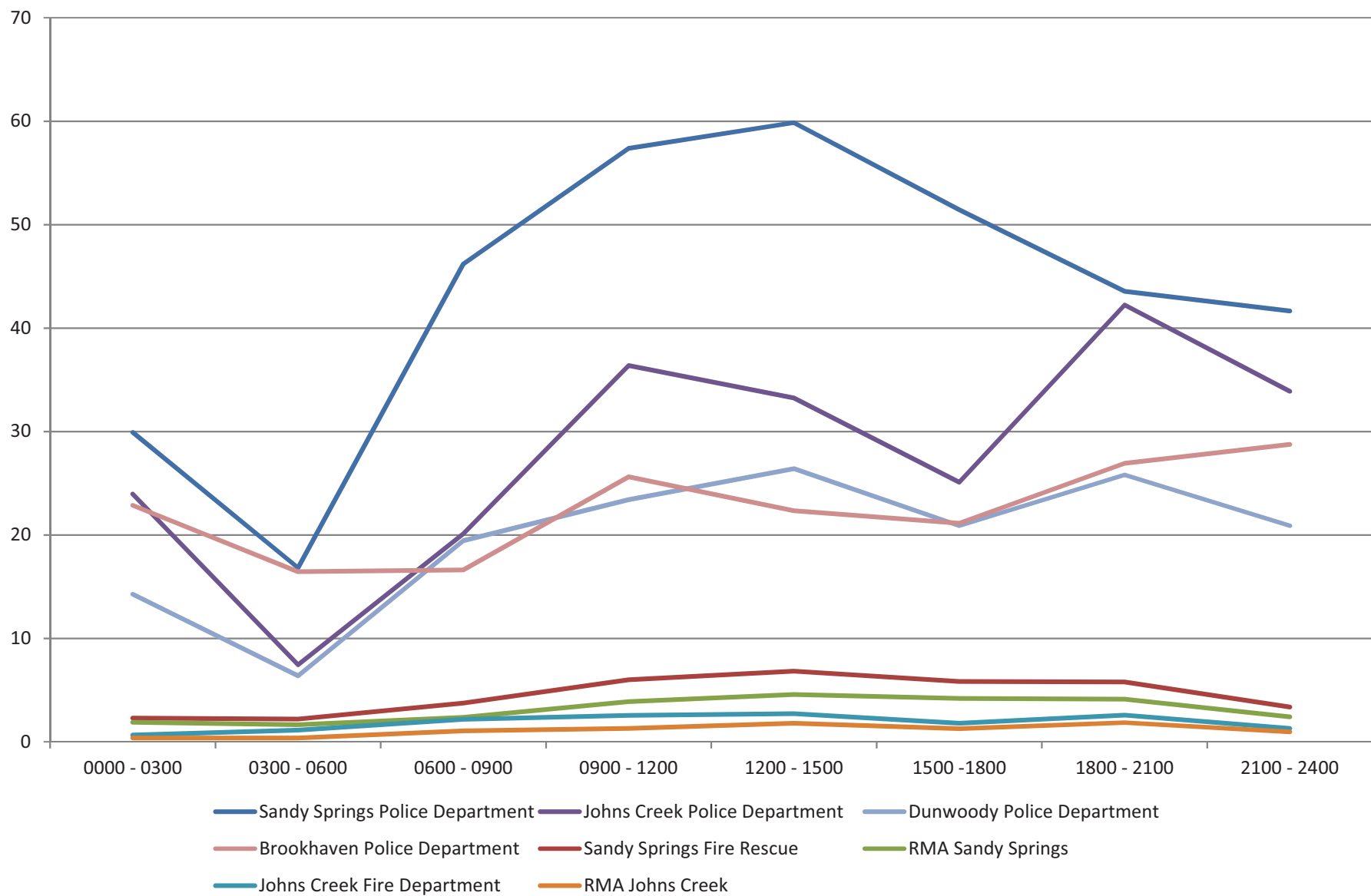
## Average Incidents Per Day Of The Week

February 1, 2016 - February 29, 2016



# Average Incidents Per Hour Of The Day

February 1, 2016 - February 29, 2016



# Dispatched Incidents With "SUPV" Timestamp

February 1, 2016 - February 29, 2016

	SSPD	JCPD	DPD	BPD	Total
911 HANG UP	17	3	14	15	49
ABANDONED VEHICLE	0	3	1	0	4
ACCIDENT NEGATIVE INJURIES	80	30	32	31	173
ACCIDENT PRIVATE PROP NEG INJ	8	8	10	10	36
ACCIDENT UNKNOWN INJURIES	11	2	1	0	14
ACCIDENT W ENTRAPMENT	1	0	0	0	1
ACCIDENT W INJURIES	23	9	7	2	41
ALARM CARBON MONOXID NONSYMPT	0	0	0	1	1
ALARM CARBON MONOXID SYMPTOMAT	0	0	0	1	1
ALARM COMMERCIAL	21	11	10	7	49
ALARM DURESS OR PANIC	8	2	3	8	21
ALARM FIRE COMMERCIAL BUILDING	0	0	1	1	2
ALARM FIRE NON COMMERCIAL	0	0	0	1	1
ALARM HOLDUP	0	1	3	1	5
ALARM RESIDENTIAL	31	22	22	48	123
ALARM SILENT OR AUDIBLE	5	2	4	5	16
ALARM VEHICLE AUDIBLE	0	0	1	0	1
ANIMAL CALL	5	2	2	5	14
ARMED PERSON	1	1	1	6	9
ASSAULT IN PROGRESS	0	0	0	3	3
ASSAULT OR BATTERY	0	1	2	6	9
ASSIST CITIZEN FLAGDOWN	0	1	0	0	1
ASSIST OTHER AGENCY	2	0	2	3	7
BOMB THREAT	0	0	1	0	1
BURGLARY	6	2	2	14	24
BURGLARY IN PROGRESS	2	1	1	0	4
BURGLARY JUST OCCURRED	1	0	1	1	3
BUSINESS CHECK	1	0	0	4	5
CIVIL DISPUTE 1 PARTY	8	1	0	3	12
CIVIL DISPUTE 2 OR MORE PARTIE	7	3	9	9	28
DAMAGE TO PROPERTY	8	3	0	11	22
DEATH INVESTIGATION	0	2	0	0	2

CAM #17-0393

Exhibit 1

	SSPD	JCPD	DPD	BPD	Total
DELIVER EMERGENCY MESSAGE	0	0	0	1	1
DEMENTED PERSON	1	2	3	2	8
DISCHARGING FIREARMS	7	0	0	5	12
DISORDERLY JUVENILE	2	3	2	5	12
DISORDERLY PERSON	4	1	0	10	15
DOMESTIC DISPUTE	17	2	10	18	47
EMD ALPHA	0	0	5	0	5
EMD ALPHA WITH LAW	1	2	1	0	4
EMD BRAVO	0	0	3	0	3
EMD BRAVO WITH LAW	7	0	2	0	9
EMD CHARLIE WITH LAW	4	1	3	0	8
EMD DELTA	0	0	4	0	4
EMD DELTA WITH LAW	8	1	1	0	10
EMD ECHO WITH LAW	1	1	0	0	2
ENTERING AUTO	4	2	8	11	25
ENTERING AUTO IN PROGRESS	0	0	0	1	1
ENTERING AUTO JUST OCCURRED	0	0	0	1	1
FIGHT	2	0	1	2	5
FIRE DUMPSTER TRASH	0	0	0	1	1
FIRE OUTSIDE SMALL	2	2	0	0	4
FIRE STRUCTURAL	17	1	2	2	22
FOUND PROPERTY	1	2	0	1	4
FRAUD	10	2	11	7	30
FRAUD IN PROGRESS	0	0	1	0	1
FUEL SPILL	2	0	0	0	2
GAS LEAK INSIDE STRUCTURE	1	2	0	0	3
GAS LEAK OUTSIDE STRUCTURE	5	1	0	1	7
HARASSMENT	5	2	2	1	10
HIT AND RUN ACCIDENT	26	2	11	6	45
HIT AND RUN ACCIDENT W INJURY	3	0	0	0	3
ILLEGAL DRUGS	3	1	1	3	8
ILLEGAL PARKING	3	1	2	4	10
IMPAIRED DRIVER	1	1	0	1	3
INFORMATION FOR OFFICER	20	9	29	35	93

CAM #17-0393

	SSPD	JCPD	DPD	BPD	Total
INVALID ASSIST	0	0	1	0	1
KIDNAPPING	1	0	0	0	1
LARCENY	16	1	13	4	34
LARCENY IN PROGRESS	0	0	0	1	1
LARCENY JUST OCCURRED	0	0	0	1	1
LITTERING ILLEGAL DUMPING	0	0	1	1	2
LOCKOUT W CHILD OR PET	0	0	0	1	1
LOITERING	2	0	0	2	4
LOST PROPERTY	2	2	0	2	6
MEDICAL RESPONSE DEKALB	1	0	38	85	124
MISSING ADULT OR CHILD	5	3	2	7	17
MISSING OR RUNAWAY LOCATED	0	0	0	3	3
MOLESTATION	2	0	0	0	2
NOISE COMPLAINT	6	4	1	3	14
ODOR INVESTIGATION	3	1	0	0	4
ORDINANCE VIOLATION	2	0	0	0	2
PANHANDLING	2	1	0	5	8
PERSON DRUNK	1	2	0	4	7
PERSON HIT BY AUTO W INJURY	1	1	3	2	7
PERSON SCREAMING	1	0	1	2	4
PERSON STABBED	1	0	0	0	1
PERSON STUCK IN ELEVATOR	0	0	0	1	1
PRISONER TRANSPORT	21	0	0	0	21
PUBLIC INDECENCY	1	0	0	0	1
RECKLESS DRIVING TRAFFIC VIOLA	3	2	3	1	9
RESIDENTIAL CHECK	2	1	2	4	9
ROBBERY	1	0	1	3	5
ROBBERY JUST OCCURRED	2	1	0	2	5
RUNAWAY JUVENILE	0	0	1	0	1
SERVICE CALL	0	0	1	1	2
SEXUAL ASSAULT	0	1	0	0	1
SHOPLIFTING ALREADY OCCURRED	1	1	8	1	11
SHOPLIFTING IN PROGRESS	0	1	10	1	12
SOLICITATIONS	6	1	2	0	9

CAM #17-0393

Exhibit 1

	SSPD	JCPD	DPD	BPD	Total
STALKING	0	0	1	0	1
STOLEN VEHICLE LOCATED	0	0	1	2	3
STRANDED MOTORIST	8	0	0	1	9
SUICIDE ATTEMPT	1	0	0	1	2
SUICIDE THREAT	5	3	1	3	12
SUSPICIOUS ACTIVITY	7	3	2	7	19
SUSPICIOUS PACKAGE NO SYMPTOMS	0	2	0	1	3
SUSPICIOUS PERSON	13	2	5	13	33
SUSPICIOUS VEHICLE	5	4	4	12	25
THREATS	2	1	3	0	6
TRAFFIC HAZARD	9	4	4	7	24
TRAFFIC STOP	2	0	1	1	4
TREE DOWN OBSTRUCTING ROADWAY	1	1	0	2	4
TROUBLE UNKOWN	2	0	1	0	3
VEHICLE FIRE	2	0	0	1	3
VEHICLE STOLEN	3	1	1	5	10
WANTED PERSON	4	2	1	1	8
WATER MAIN BREAK	1	0	1	1	3
WELFARE CHECK	24	6	6	16	52
WIRES DOWN OR ARCING	0	0	0	2	2
WORK TRAFFIC	3	5	1	6	15
<b>Total</b>	<b>578</b>	<b>208</b>	<b>353</b>	<b>533</b>	<b>1672</b>

"SUPV" Timestamp is used when a call is in the dispatch queue and a unit is not available to dispatch .  
The road supervisor is notified of the pending call and the timestamp is entered into CAD at that time.

# Incident Response Time Per Agency

## February 1, 2016 - February 29, 2016

### Sandy Springs Police Department

	P	1	2	3	Total	% Of Calls	Cumulative %
0 - 6 Minutes	51	1248	1018	25	2342	53.5%	53.5%
6 - 10 Minutes	9	459	368	11	847	19.3%	72.8%
10 - 20 Minutes	3	486	429	10	928	21.2%	94.0%
Over 20 Minutes	1	101	160	0	262	6.0%	100.0%
Total	64	2294	1975	46	4379	100.0%	N/A

### Sandy Springs Fire Rescue

	P	1	2	3	Total	% Of Calls	Cumulative %
0 - 6 Minutes	118	327	81	86	698	60.7%	60.7%
6 - 10 Minutes	97	149	34	61	339	29.5%	90.2%
10 - 20 Minutes	15	36	10	26	109	9.5%	99.7%
Over 20 Minutes	0	6	1	0	4	0.3%	100.0%
Total	269	602	148	131	1150	100.0%	N/A

### Johns Creek Police Department

	P	1	2	3	Total	% Of Calls	Cumulative %
0 - 6 Minutes	15	457	308	9	789	53.1%	53.1%
6 - 10 Minutes	5	172	131	2	310	20.8%	73.9%
10 - 20 Minutes	1	183	130	3	317	21.3%	95.2%
Over 20 Minutes	0	34	37	0	71	4.8%	100.0%
Total	21	846	606	14	1487	100.0%	N/A

### Johns Creek Fire Department

	P	1	2	3	Total	% Of Calls	Cumulative %
0 - 6 Minutes	47	93	40	46	226	52.2%	52.2%
6 - 10 Minutes	47	80	22	31	180	41.6%	93.8%
10 - 20 Minutes	5	8	1	12	26	6.0%	99.8%
Over 20 Minutes	0	1	0	0	1	0.2%	100.0%
Total	99	182	63	89	433	100.0%	N/A

### Dunwoody Police Department

	P	1	2	3	Total	% Of Calls	Cumulative %
0 - 6 Minutes	48	567	484	12	1111	59.5%	59.5%
6 - 10 Minutes	10	174	156	0	340	18.2%	77.8%
10 - 20 Minutes	4	159	164	4	331	17.7%	95.5%
Over 20 Minutes	1	34	49	0	84	4.5%	100.0%
Total	63	934	853	16	1866	100.0%	N/A

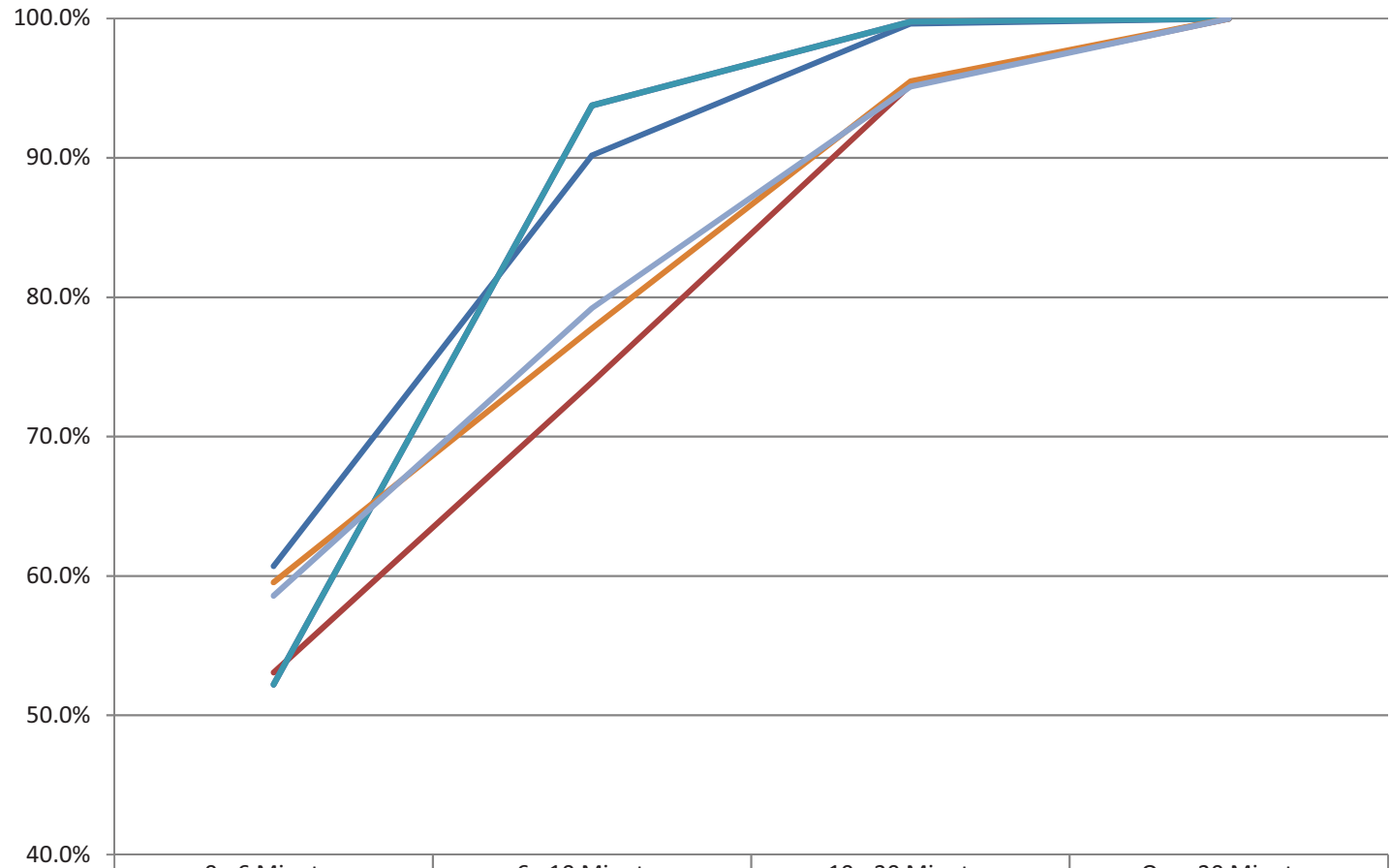
### Brookhaven Police Department

	P	1	2	3	Total	% Of Calls	Cumulative %
0 - 6 Minutes	25	671	575	14	1285	58.6%	58.6%
6 - 10 Minutes	6	225	221	1	453	20.6%	79.2%
10 - 20 Minutes	2	162	184	1	349	15.9%	95.1%
Over 20 Minutes	0	36	70	1	107	4.9%	100.0%
Total	33	1094	1050	17	2194	100.0%	N/A

Response Time is calculated from the time a unit is dispatched to an incident until a unit arrives on scene.  
 Response Time reflects the response time for incidents received and dispatched by Chatcomm 911 for LE.  
 Response Time reflects the response time for all incidents for Fire & EMS.

## Incident Response Time Per Agency

February 1, 2016 - February 29, 2016

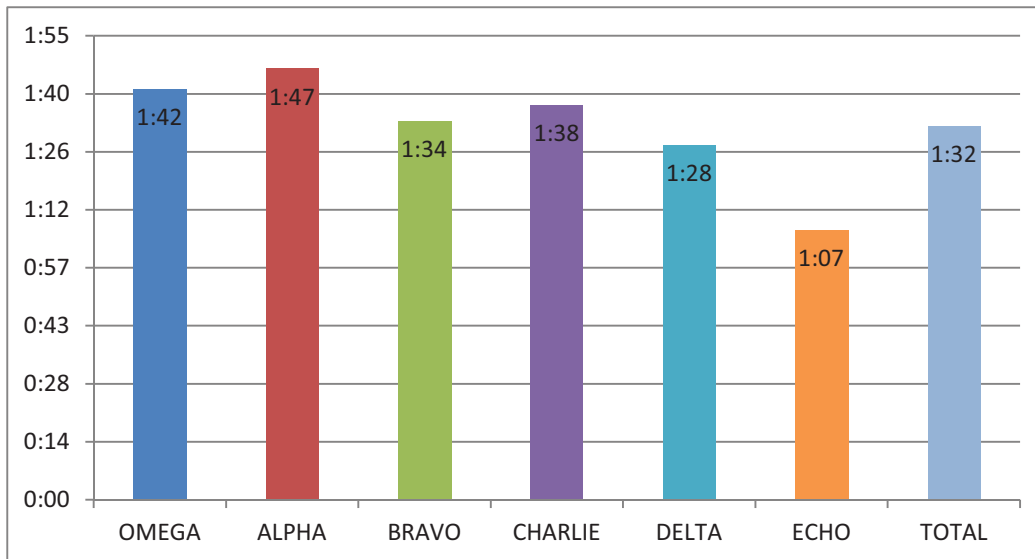


	0 - 6 Minutes	6 - 10 Minutes	10 - 20 Minutes	Over 20 Minutes
Sandy Springs Police Department	60.7%	90.2%	99.7%	100.0%
Sandy Springs Fire Rescue	53.1%	73.9%	95.2%	100.0%
Johns Creek Police Department	52.2%	93.8%	99.8%	100.0%
Johns Creek Fire Department	52.2%	93.8%	99.8%	100.0%
Dunwoody Police Department	59.5%	77.8%	95.5%	100.0%
Brookhaven Police Department	58.6%	79.2%	95.1%	100.0%

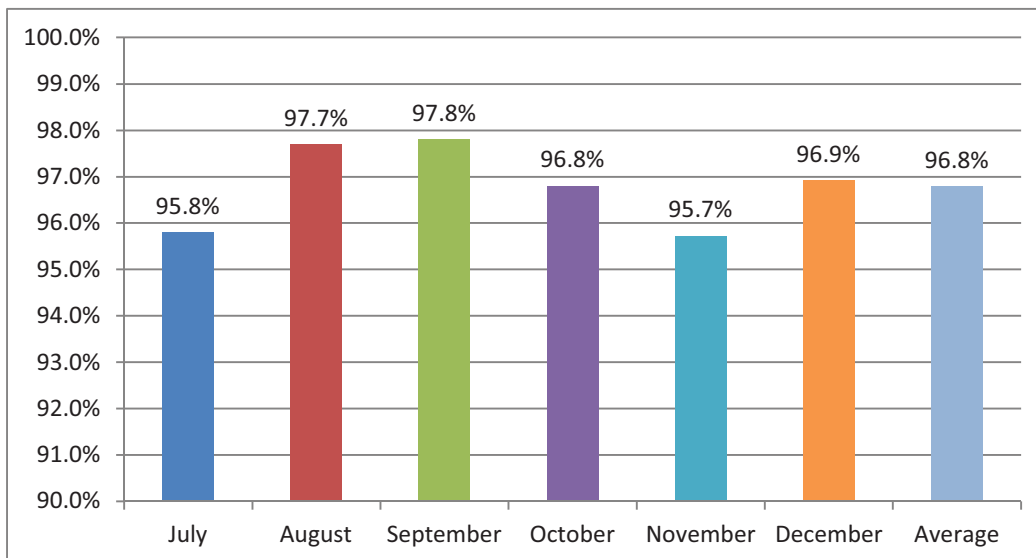
# EMD Times & Compliance

February 1, 2016 - February 29, 2016

	OMEGA	ALPHA	BRAVO	CHARLIE	DELTA	ECHO	TOTAL
Number of Cases	14	282	255	211	274	17	1053
Percent Of Total	1.3%	26.8%	24.2%	20.0%	26.0%	1.6%	100.0%
Avg Time To Queue	1:42	1:47	1:34	1:38	1:28	1:07	1:32



	September 2015	October 2015	November 2015	December 2015	January 2016	February 2016	Longterm Average
Compliance Percentage	95.8%	97.7%	97.8%	96.8%	95.7%	96.9%	96.8%

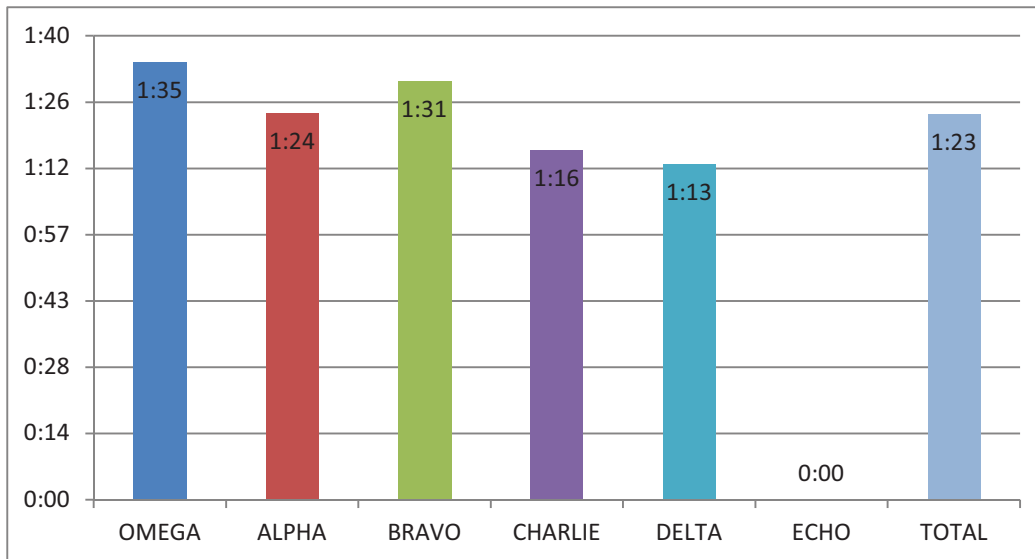


Time To Queue is calculated from the time the Calltaker starts EMD until a Determinant Code is given.  
The Compliance Percentage is determined by averaging all QIs processed for the month.

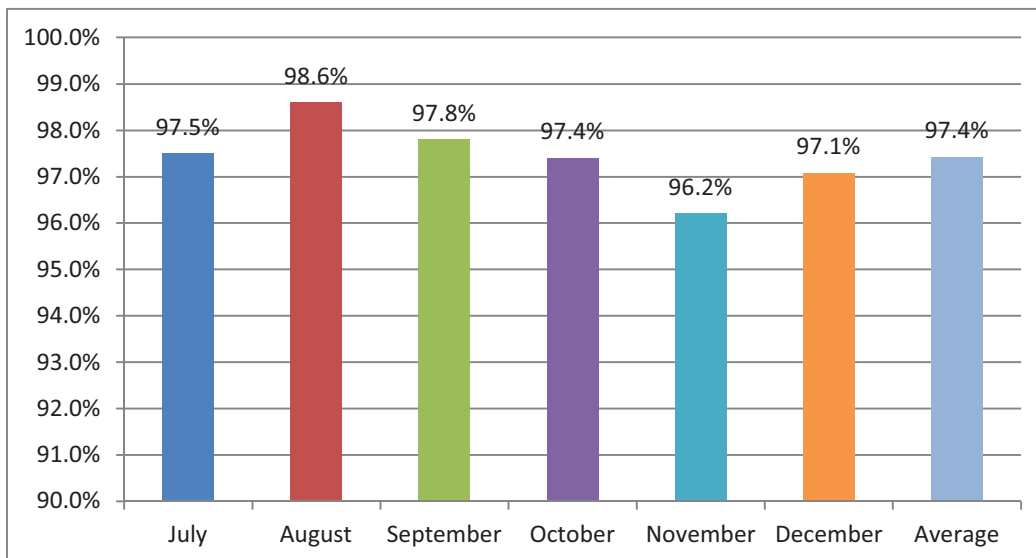
# EFD Times & Compliance

February 1, 2016 - February 29, 2016

	OMEGA	ALPHA	BRAVO	CHARLIE	DELTA	ECHO	TOTAL
Number of Cases	12	88	148	130	50	0	428
Percent Of Total	2.8%	20.6%	34.6%	30.4%	11.7%	0.0%	100.0%
Avg Time To Queue	1:35	1:24	1:31	1:16	1:13	N/A	1:23



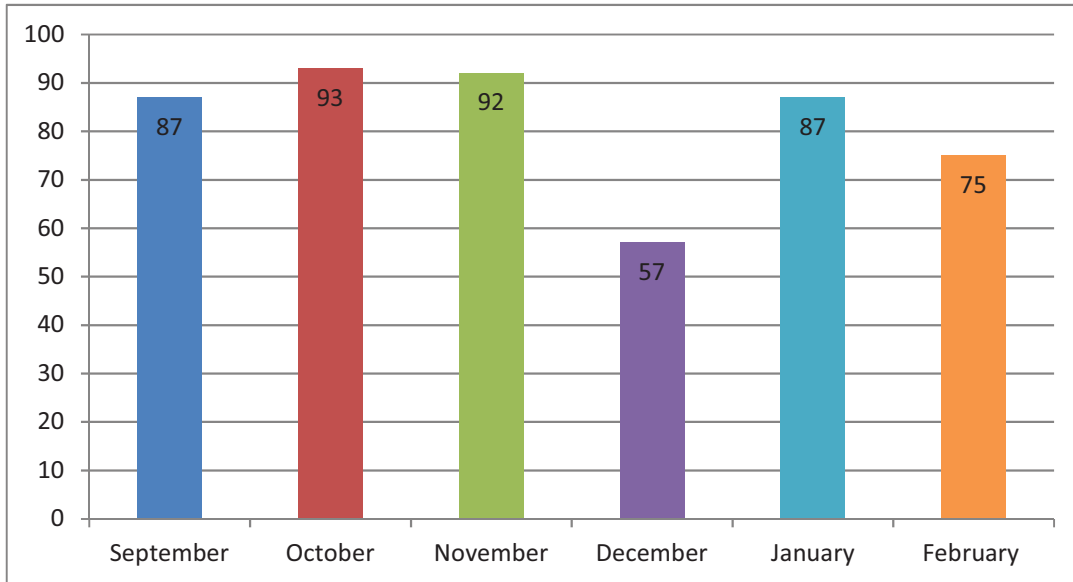
	September 2015	October 2015	November 2015	December 2015	January 2016	February 2016	Longterm Average
Compliance Percentage	97.5%	98.6%	97.8%	97.4%	96.2%	97.1%	97.4%



Time To Queue is calculated from the time the Calltaker starts EFD until a Determinant Code is given.  
The Compliance Percentage is determined by averaging all QIs processed for the month.

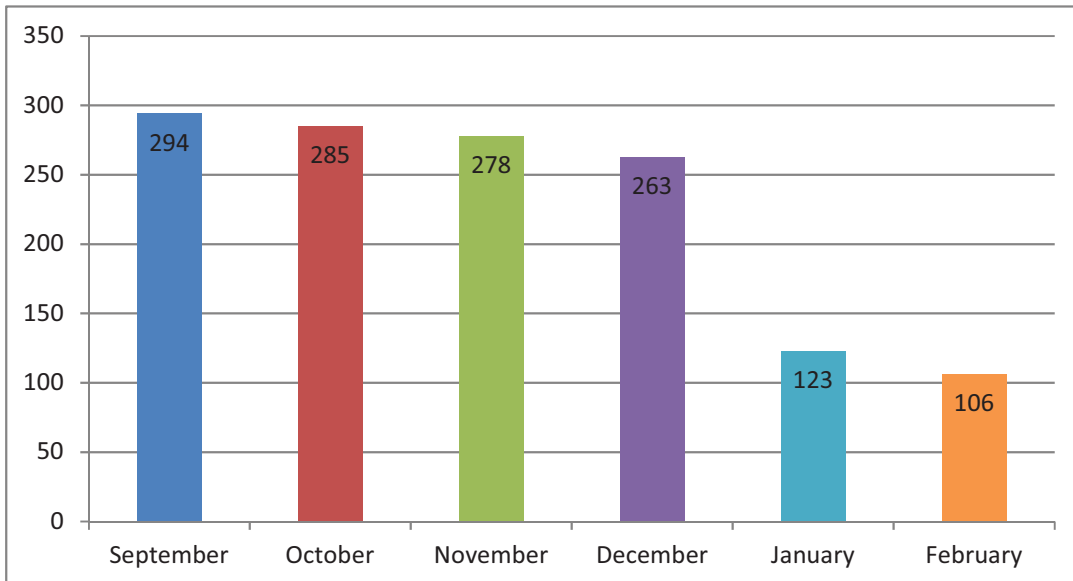
## GCIC Confirmations Per Month

	September 2015	October 2015	November 2015	December 2015	January 2016	February 2016	Total
<b>GCIC Confirmations</b>	87	93	92	57	87	75	491



## Record Requests Per Month

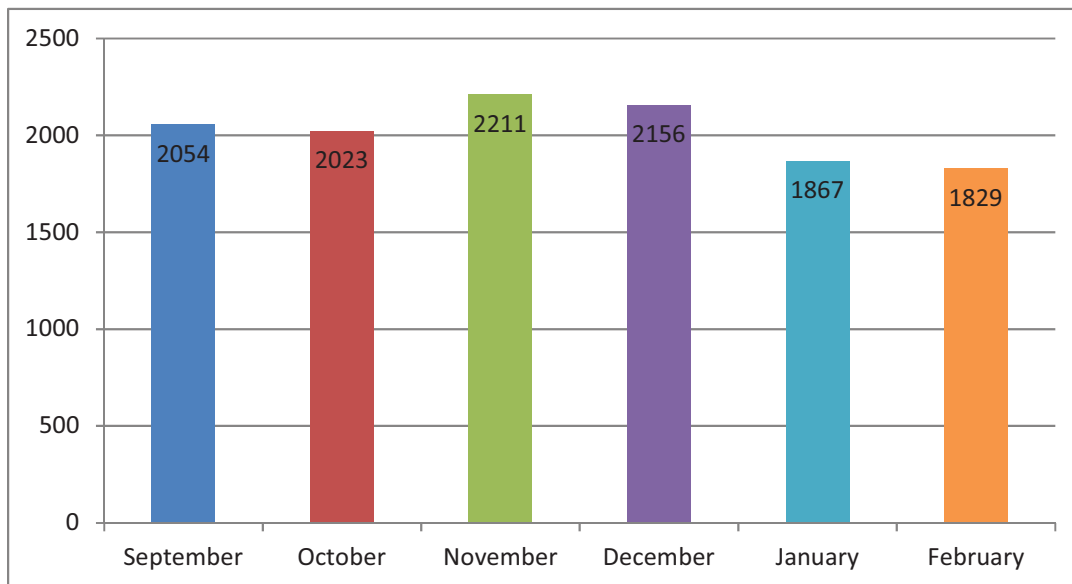
	September 2015	October 2015	November 2015	December 2015	January 2016	February 2016	Total
<b>Record Requests</b>	294	285	278	263	123	106	1349



GCIC confirmations totals are for all agencies.  
Record request totals are for all agencies & outside requestors.

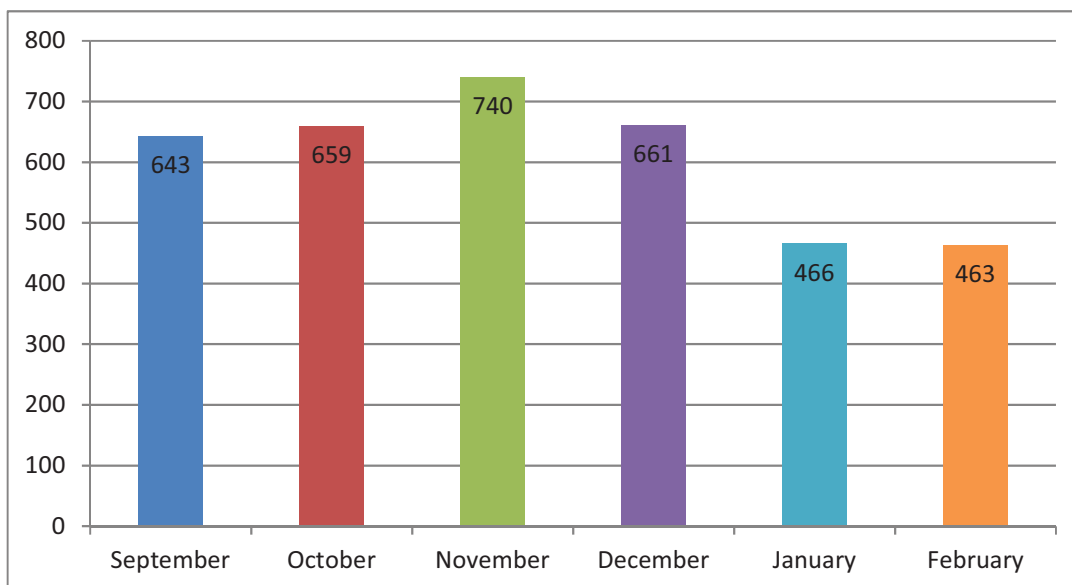
## Call Transfers Per Month

	September	October	November	December	January	February	Total
	2015	2015	2015	2015	2016	2016	
Call Transfers	2054	2023	2211	2156	1867	1829	12140



## Dekalb Call Transfers Per Month

	September	October	November	December	January	February	Total
	2015	2015	2015	2015	2016	2016	
Call Transfers	643	659	740	661	466	463	3632



Call Transfers are calls received by Chatcomm 911 that have to be transferred to another agency.

## APPENDIX D – PROPOSED IMPLEMENTATION PLAN

Task Name	Duration	Start	Finish
<b>Fort Lauderdale Implementation Plan</b>	<b>136 days</b>	<b>Wed 3/1/17</b>	<b>Fri 9/8/17</b>
Notice To Proceed	1 day	Wed 3/1/17	Wed 3/1/17
Kick-off Meeting with Stakeholders	1 day	Mon 3/6/17	Mon 3/6/17
<b>Governance</b>	<b>126 days</b>	<b>Mon 3/6/17</b>	<b>Tue 8/29/17</b>
Establish Stakeholder Board (SB)	1 day	Mon 3/6/17	Mon 3/6/17
Conduct Monthly Status Meetings with SB	25 wks	Tue 3/7/17	Tue 8/29/17
Establish Operations Advisory Committee (OAC)	1 day	Mon 3/6/17	Mon 3/6/17
Conduct Monthly Meetings with OAC	25 wks	Tue 3/7/17	Tue 8/29/17
Establish Technical Advisory Committee (TAC)	1 day	Mon 3/6/17	Mon 3/6/17
Conduct Monthly Meetings with TAC	25 wks	Tue 3/7/17	Tue 8/29/17
<b>Operations</b>	<b>126 days</b>	<b>Fri 3/10/17</b>	<b>Tue 9/5/17</b>
<b>Administrative Staff Hiring Process (Dir, DD Ops, SysAdmin, QA, Training Supv)</b>	<b>77 days</b>	<b>Fri 3/10/17</b>	<b>Mon 6/26/17</b>
Create position descriptions within IXP Personnel structure	2 days	Fri 3/10/17	Mon 3/13/17
Develop Job Ads	3 days	Fri 3/17/17	Tue 3/21/17
Advertise/Publish jobs (Management/Administration)	2 days	Wed 3/22/17	Thu 3/23/17
Pre-interview & collect job applicant information	10 days	Fri 4/7/17	Thu 4/20/17
Meet & Interview Job Applicants	10 days	Fri 4/21/17	Thu 5/4/17
Background/Criminal checks on Job Applicants	10 days	Fri 4/28/17	Thu 5/11/17
Hire Director	1 day	Fri 5/12/17	Fri 5/12/17
Hire System Administrators	1 day	Fri 5/12/17	Fri 5/12/17
Hire Deputy Director-Ops	1 day	Thu 5/11/17	Fri 5/12/17
Hire Training Supervisor	1 day	Thu 6/22/17	Fri 6/23/17
Hire QA Supervisor	0.5 days	Thu 6/22/17	Fri 6/23/17
expr On Boarding - New Hire Training	1 day	Mon 5/15/17	Mon 5/15/17
expr On Boarding - New Hire Training	1 day	Mon 6/26/17	Mon 6/26/17
<b>Development of SOPs</b>	<b>35 days</b>	<b>Mon 3/27/17</b>	<b>Fri 5/12/17</b>
Develop Framework for Standard Operating Procedures and Develop SOPs within that Framework	10 days	Mon 3/27/17	Fri 4/7/17
Meet with Agencies to finalize wording of SOPs	20 days	Mon 4/10/17	Fri 5/5/17
Approve SOPs	5 days	Fri 5/5/17	Fri 5/12/17
<b>Operational Staff Hiring (Admin Asst, Shift Supv, Telecommunicators)</b>	<b>71 days</b>	<b>Tue 3/14/17</b>	<b>Tue 6/20/17</b>
Create position descriptions within IXP personnel structure	2 days	Tue 3/14/17	Wed 3/15/17
Develop Job Ads	2 days	Wed 3/22/17	Thu 3/23/17
Advertise/Publish jobs (Operations)	3 days	Fri 3/24/17	Tue 3/28/17
Pre-hire testing and application screening	20 days	Wed 4/12/17	Tue 5/9/17
Interview Job Applicants	10 days	Wed 4/26/17	Tue 5/9/17
Background/Criminal checks on Job Applicants	20 days	Wed 5/3/17	Tue 5/30/17
Extend offers to Job Applicants	10 days	Wed 5/31/17	Tue 6/13/17
expr On Boarding - New Hire Training	5 days	Wed 6/14/17	Tue 6/20/17
<b>Training</b>	<b>50 days</b>	<b>Mon 6/26/17</b>	<b>Tue 9/5/17</b>
Develop Training Program	10 days	Mon 6/26/17	Mon 7/10/17
911 Telecommunicator Training & Certification (5 Day)	40 days	Tue 7/11/17	Tue 9/5/17
Emergency Medical Dispatch Training & Certification (3 Day)	40 days	Tue 7/11/17	Tue 9/5/17
CPR Training & Certification (.5 Day)	40 days	Tue 7/11/17	Tue 9/5/17

Task Name	Duration	Start	Finish
Active Shooter: FEMA online course (.5 Day)	40 days	Tue 7/11/17	Tue 9/5/17
CJIS training (.5 Day)	40 days	Tue 7/11/17	Tue 9/5/17
CJIS Security & Integrity (.5 Day)	40 days	Tue 7/11/17	Tue 9/5/17
NIMS Certification (FEMA) - (I.S. 100b, 100LE, 200b, 700a, 800b, 907) (2 Day)	40 days	Tue 7/11/17	Tue 9/5/17
<b>Computer Aided Dispatch</b>	<b>40 days</b>	<b>Tue 7/11/17</b>	<b>Tue 9/5/17</b>
CAD Class 1 (15 people) (5 Day)	40 days	Tue 7/11/17	Tue 9/5/17
CAD Class 2 (15 people) (5 Day)	40 days	Tue 7/11/17	Tue 9/5/17
CAD Class 3 (15 people) (5 Day)	40 days	Tue 7/11/17	Tue 9/5/17
<b>Design and acquire Uniforms</b>	<b>32.5 days</b>	<b>Mon 5/15/17</b>	<b>Wed 6/28/17</b>
Design Uniforms	10 days	Mon 5/15/17	Fri 5/26/17
Develop Specification for Uniforms & Cleaning Service	5 days	Wed 6/21/17	Tue 6/27/17
Select Vendor and Order Uniforms	0.5 days	Wed 6/28/17	Wed 6/28/17
<b>Technology</b>	<b>128 days</b>	<b>Tue 3/7/17</b>	<b>Fri 9/1/17</b>
<b>Functional Specification Review &amp; Design Approvals</b>	<b>9 days</b>	<b>Tue 3/7/17</b>	<b>Fri 3/17/17</b>
Computer Aided Dispatch Hardware (Phase 1)	3 days	Tue 3/7/17	Thu 3/9/17
911 Telephony & Back up (Phase 1)	2 days	Tue 3/7/17	Wed 3/8/17
Administrative Telephony (Phase 1)	1 day	Thu 3/9/17	Thu 3/9/17
Administrative Computer Hardware (Comm Center & offices) (Phase 1)	2 days	Fri 3/10/17	Mon 3/13/17
Logging/Recording (Phase 1)	1 day	Fri 3/10/17	Fri 3/10/17
Network(s) (Phase 1)	3 days	Mon 3/13/17	Wed 3/15/17
Radio Console & CEB (Phase 1)	1.5 days	Tue 3/7/17	Wed 3/8/17
Back up Radio Equipment (Phase 1)	1.5 days	Wed 3/8/17	Thu 3/9/17
Fire Station Alerting (Phase 1)	3 days	Fri 3/10/17	Tue 3/14/17
Large Screen Displays (Phase 1 - M&E, cabling, wall supports)	2 days	Wed 3/15/17	Thu 3/16/17
Preliminary Design Dispatch Console Furniture	2 days	Wed 3/15/17	Thu 3/16/17
Functional Spec Review	1 day	Fri 3/17/17	Fri 3/17/17
<b>Develop Purchase specifications (Phase 1 decisions)</b>	<b>6.5 days</b>	<b>Mon 3/20/17</b>	<b>Tue 3/28/17</b>
Emergency Telephony (911, ACD, mapping)	3 days	Mon 3/20/17	Wed 3/22/17
Administrative Telephony	1 day	Mon 3/20/17	Mon 3/20/17
Computer Aided Dispatch (hardware)	3 days	Mon 3/20/17	Wed 3/22/17
Administrative Computer Hardware (Comm Center & offices) (Phase 1)	0.5 days	Thu 3/23/17	Thu 3/23/17
Time Synchronization	0.5 days	Thu 3/23/17	Thu 3/23/17
Network	2 days	Tue 3/21/17	Wed 3/22/17
Radio Console (CEB & Back up Radios)	0.5 days	Mon 3/20/17	Mon 3/20/17
Logging/Recording	0.5 days	Mon 3/20/17	Mon 3/20/17
Fire Station Alerting (Phase 1)	2 days	Tue 3/21/17	Wed 3/22/17
Large Screen Displays (Phase 1 - M&E, cabling, wall supports)	0.5 days	Thu 3/23/17	Thu 3/23/17
Dispatch Console Furniture	2 days	Thu 3/23/17	Mon 3/27/17
Purchase Specs Review	1 day	Mon 3/27/17	Tue 3/28/17
<b>Negotiate Contracts/generate POs for purchase (Phase 1)</b>	<b>10 days</b>	<b>Tue 3/28/17</b>	<b>Tue 4/11/17</b>
<b>Develop specifications (Phase 2 purchases)</b>	<b>5.5 days</b>	<b>Fri 3/31/17</b>	<b>Fri 4/7/17</b>
Headsets (Phase 2)	2 days	Mon 4/3/17	Wed 4/5/17
Equipment Data Cabinets (Phase 2)	2 days	Fri 3/31/17	Mon 4/3/17
Administrative office furniture (Phase 2)	4 days	Mon 4/3/17	Fri 4/7/17
KVM Switches (Phase 2)	2 days	Fri 3/31/17	Mon 4/3/17
<b>Negotiate Contracts/POs for Phase 2 purchases</b>	<b>1 day</b>	<b>Fri 4/7/17</b>	<b>Mon 4/10/17</b>

Task Name	Duration	Start	Finish
<b>Implementation/Systems Integration</b>	<b>107.5 days</b>	<b>Tue 4/4/17</b>	<b>Fri 9/1/17</b>
Establish Inventory Control System and Receive, inventory & store equipment	4 days	Thu 5/11/17	Wed 5/17/17
<b>AT&amp;T 911</b>	<b>66 days</b>	<b>Tue 4/11/17</b>	<b>Thu 7/13/17</b>
Meet & Finalize 911 design with ATT	2 days	Tue 4/11/17	Thu 4/13/17
Receive final 911 pricing & evaluate	2 days	Thu 4/20/17	Mon 4/24/17
Place order with ATT (911 Trunks)	1 day	Mon 5/1/17	Tue 5/2/17
ATT build out 911 infrastructure to building (external)	30 days	Tue 5/23/17	Wed 7/5/17
Order Telco lines (admin, GCIC, Network connectivity to Ft Lauderdale PD and Fire Stations)	3 days	Tue 5/2/17	Fri 5/5/17
ATT Install Connectivity lines	15 days	Wed 6/21/17	Thu 7/13/17
ATT Install point to point lines to Fire Stations	0.5 days	Wed 6/21/17	Thu 6/22/17
<b>NCIC</b>	<b>57.5 days</b>	<b>Wed 5/3/17</b>	<b>Mon 7/24/17</b>
Negotiate - secure NCIC terminal & access - permission	5 days	Wed 5/3/17	Wed 5/10/17
Arrange for access/installation of local equipment via State	2 days	Fri 6/9/17	Tue 6/13/17
NCIC equipment installation	4 days	Tue 7/18/17	Mon 7/24/17
<b>Admin Telephony</b>	<b>10 days</b>	<b>Wed 4/26/17</b>	<b>Wed 5/10/17</b>
Admin Telephony server and phone configuration and installation	10 days	Wed 4/26/17	Wed 5/10/17
<b>CAD System</b>	<b>95 days</b>	<b>Fri 4/21/17</b>	<b>Fri 9/1/17</b>
Set up temporary work space for CAD and Mapping file building	5 days	Fri 4/21/17	Thu 4/27/17
CAD System administration/code building training	3 days	Fri 6/23/17	Wed 6/28/17
Develop CAD Data code collection forms	2 days	Wed 6/28/17	Fri 6/30/17
Collect CAD data for entry (supervise & meeting with agencies)	20 days	Fri 6/30/17	Mon 7/31/17
Build CAD Master Files (see also Operations - SOPs)	25 days	Mon 7/24/17	Mon 8/28/17
Vendors extract ESRI map data (telephony & CAD - AVL) & import into base systems	3 days	Tue 5/2/17	Thu 5/4/17
Mapping Administration training	2 days	Fri 5/19/17	Mon 5/22/17
ESRI Map data enhancement work	20 days	Tue 5/23/17	Mon 6/19/17
Test CAD to RMS connectivity - Ft. Lauderdale PD RMS	1.5 days	Thu 8/31/17	Fri 9/1/17
Test CAD to RMS connectivity - Ft. Lauderdale FD RMS	1.5 days	Thu 8/31/17	Fri 9/1/17
<b>GIS</b>	<b>100 days</b>	<b>Tue 4/4/17</b>	<b>Wed 8/23/17</b>
Vendor Oversight	20 wks	Tue 4/4/17	Wed 8/23/17
Develop tracking process for testing and corrections	3 days	Tue 4/4/17	Fri 4/7/17
Coordination with City to define geographic areas to test	20 days	Fri 4/7/17	Fri 5/5/17
GIS testing cycle 1	5 days	Fri 5/5/17	Fri 5/12/17
GeoComm makes revisions	20 days	Fri 5/12/17	Fri 6/9/17
GIS testing cycle 2	5 days	Fri 6/9/17	Fri 6/16/17
GeoComm makes revisions	20 days	Fri 6/16/17	Mon 7/17/17
GIS testing cycle 3	5 days	Mon 7/17/17	Mon 7/24/17
GeoComm makes revisions	20 days	Mon 7/24/17	Mon 8/21/17
<b>Server Room</b>	<b>12 days</b>	<b>Thu 7/13/17</b>	<b>Fri 7/28/17</b>
Install Data Cabinets	3 days	Thu 7/13/17	Mon 7/17/17
Rack and Stack Network(s) equipment	2 days	Tue 7/18/17	Wed 7/19/17
Rack and Stack Servers and Storage Servers	2 days	Thu 7/20/17	Fri 7/21/17
Install Netclock, antennas	1 day	Mon 7/24/17	Mon 7/24/17
Domain Setup and Workstation Config	3 days	Tue 7/25/17	Thu 7/27/17
Network and IP Schema	5 days	Thu 7/13/17	Wed 7/19/17

Task Name	Duration	Start	Finish
Configure Networks	2 days	Mon 7/24/17	Wed 7/26/17
Data, Internet, PRI and PTP Circuit activation	2 days	Wed 7/26/17	Fri 7/28/17
Fire Station Alerting installation (Comm Center & Remote Sites)	10 days	Thu 7/27/17	Wed 8/9/17
<b>Communications Room</b>	<b>14 days</b>	<b>Tue 7/18/17</b>	<b>Fri 8/4/17</b>
Install Center desktop gear in console furniture	7 days	Thu 7/27/17	Fri 8/4/17
Install & Test large screen displays	1.5 days	Tue 7/18/17	Thu 7/20/17
<b>Center Integration Testing</b>	<b>3 days</b>	<b>Mon 8/28/17</b>	<b>Thu 8/31/17</b>
Staging & Testing (includes some 911 test calls)	3 days	Mon 8/28/17	Thu 8/31/17
Assemble & develop training materials for Com Center Systems	10 days	Tue 4/11/17	Mon 5/1/17
Schedule 3rd party vendor training sessions	2 days	Fri 6/30/17	Wed 7/5/17
Technology System Administrator Training	7 days	Mon 8/7/17	Tue 8/15/17
Logging/Recording Scenario Replay Training	1 day	Wed 8/16/17	Wed 8/16/17
CAD MIS Training (Reporting)	1 day	Thu 8/17/17	Thu 8/17/17
Telephony MIS Training	1 day	Fri 8/18/17	Fri 8/18/17
CAD QA Training	1 day	Mon 8/21/17	Mon 8/21/17
<b>MDC Mobile Software Implementation</b>	<b>16.5 days</b>	<b>Thu 8/10/17</b>	<b>Fri 9/1/17</b>
Set up local installation workplace for Mobile installs	4 days	Thu 8/10/17	Thu 8/17/17
Develop Image for MDCs	5 days	Thu 8/10/17	Thu 8/17/17
Schedule vehicles for MDC installation	1.5 days	Thu 8/10/17	Fri 8/11/17
Manage schedule/changes	15 days	Mon 8/14/17	Fri 9/1/17
Install MDC Image to entire fleet (275 PD vehicles)	15 days	Mon 8/14/17	Fri 9/1/17
Intergraph delivers Mobile TTT	3 days	Mon 8/21/17	Wed 8/23/17
<b>Radio System Implementation (Motorola)</b>	<b>30 days</b>	<b>Fri 6/30/17</b>	<b>Fri 8/11/17</b>
Vendor Oversight	30 days	Fri 6/30/17	Fri 8/11/17
<b>Facility</b>	<b>105 days</b>	<b>Tue 3/7/17</b>	<b>Tue 8/1/17</b>
<b>Site Selection and Lease Completion</b>	<b>30 days</b>	<b>Tue 3/7/17</b>	<b>Mon 4/17/17</b>
Investigate Potential Sites	10 days	Tue 3/7/17	Mon 3/20/17
Prepare Options Summary	2 days	Tue 3/21/17	Wed 3/22/17
Present to Stakeholders	1 day	Thu 3/23/17	Thu 3/23/17
Stakeholders Site Selection Decision	10 days	Fri 3/24/17	Thu 4/6/17
Negotiate/Sign Lease for Communications Center	5 days	Thu 4/6/17	Thu 4/13/17
Negotiate with Building owner secure storage space (equipment receipt & storage)	2 days	Fri 4/14/17	Mon 4/17/17
Develop Facility requirements/functional specifications and general Space Plan	5 days	Fri 4/7/17	Thu 4/13/17
<b>Retain A&amp;E and General Contractor Services</b>	<b>21 days</b>	<b>Fri 3/10/17</b>	<b>Fri 4/7/17</b>
Interview and consider possible A&E firms	4 days	Fri 3/10/17	Wed 3/15/17
Select Architect and Execute Contract	3 days	Wed 3/15/17	Mon 3/20/17
Negotiate and Execute Contract for MEP work	3 days	Wed 3/15/17	Mon 3/20/17
Develop specifications for General Contractor Selection	4 days	Mon 3/20/17	Fri 3/24/17
Interview prospective General Contractors	4 days	Fri 3/24/17	Thu 3/30/17
Evaluate & Select General Contractor	2 days	Thu 3/30/17	Mon 4/3/17
General Contractor Contract Execution	4 days	Mon 4/3/17	Fri 4/7/17
<b>Develop Specifications for Building Systems (RE: Facility related)</b>	<b>85 days</b>	<b>Mon 3/20/17</b>	<b>Tue 7/18/17</b>
Develop Technical Area Program for use by MEP and A&E	5 days	Tue 3/21/17	Mon 3/27/17
Develop Low Voltage Cable Pull Schedule	3 days	Tue 3/28/17	Thu 3/30/17
Back up Emergency Generator - For GC procurement	7 days	Mon 3/20/17	Wed 3/29/17

Task Name	Duration	Start	Finish
UPS - For GC procurement	6 days	Mon 3/20/17	Tue 3/28/17
HVAC - For GC procurement	6 days	Mon 3/20/17	Tue 3/28/17
FM200 - For GC procurement	6 days	Mon 3/20/17	Tue 3/28/17
Data Cabling - For GC Procurement	6 days	Mon 3/20/17	Tue 3/28/17
Building Security System(s) - For Procurement	7 days	Mon 3/20/17	Wed 3/29/17
Develop Preliminary Design for Facility	10 days	Mon 3/27/17	Mon 4/10/17
Construction Control Documents and Permitting	20 days	Mon 4/10/17	Mon 5/8/17
Construction	10 wks	Mon 5/8/17	Tue 7/18/17
<b>Issue POs/Negotiate Contracts for Facility supporting equipment/services</b>	<b>78 days</b>	<b>Thu 4/13/17</b>	<b>Tue 8/1/17</b>
Building Security System(s)	3 days	Thu 4/13/17	Mon 4/17/17
Demarc room ready for 911 trunks (backboard, power, etc.)	1 day	Tue 6/20/17	Wed 6/21/17
Weekly Construction Meetings	12 wks	Tue 5/9/17	Tue 8/1/17
Contract Cable/Satellite TV provider	3 days	Wed 7/5/17	Fri 7/7/17
Install and test cable and sat TV services	2 days	Thu 7/20/17	Mon 7/24/17
Install and test Facility Security Systems	5 days	Wed 7/5/17	Tue 7/11/17
Site walkthrough develop punch list	1 day	Wed 7/12/17	Wed 7/12/17
Training on Facility System Admin and Alarms	2 days	Wed 7/12/17	Thu 7/13/17
Remediate punch list items	5 days	Wed 7/12/17	Wed 7/19/17
White space turned over (CO or TCO issued - no more construction in data center)	0 days	Wed 7/12/17	Wed 7/12/17
<b>Console and Office Furniture</b>	<b>12 days</b>	<b>Wed 6/28/17</b>	<b>Fri 7/14/17</b>
Receive & Inventory Console Furniture	4 days	Wed 6/28/17	Mon 7/3/17
Install Console Furniture	8 days	Wed 7/5/17	Fri 7/14/17
Install Admin Furniture	2 days	Thu 7/13/17	Fri 7/14/17
<b>Calculated and Actual Go-Live Dates</b>	<b>3 days</b>	<b>Tue 9/5/17</b>	<b>Fri 9/8/17</b>
Earliest Possible Go-Live Date (driven by schedule)	0 days	Tue 9/5/17	Tue 9/5/17
Established Go-Live Date	0 days	Tue 9/5/17	Tue 9/5/17
Live Operations Support	3 days	Wed 9/6/17	Fri 9/8/17
<b>Project Management</b>	<b>129.5 days</b>	<b>Tue 3/7/17</b>	<b>Wed 9/6/17</b>
<b>Master Project Plan</b>	<b>12 days</b>	<b>Fri 3/24/17</b>	<b>Mon 4/10/17</b>
Develop Draft of Project Plan	4 days	Fri 3/24/17	Wed 3/29/17
Internal Team Review	0.5 days	Thu 3/30/17	Thu 3/30/17
Incorporate edits from review	2 days	Thu 3/30/17	Mon 4/3/17
Review with Project Stakeholders	0.5 days	Mon 4/10/17	Mon 4/10/17
<b>Project Schedule</b>	<b>5 days</b>	<b>Tue 3/7/17</b>	<b>Mon 3/13/17</b>
Develop Detailed Project Schedule	4 days	Tue 3/7/17	Fri 3/10/17
Review with project team	1 day	Mon 3/13/17	Mon 3/13/17
Manage and Maintain Project Schedule	25 wks	Mon 3/13/17	Tue 9/5/17
Manage and Maintain Project Plan	22 wks	Mon 4/3/17	Wed 9/6/17