

FIRE AND AVIATION MANAGEMENT OPERATIONS BRANCH



Computer Aided Dispatch (CAD) System Request for Information SN-2012-12



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June 26, 2012

Melinda G. Draper
Contracting Officer
U.S. Forest Service
Owyhee Building - MS 1100
3833 S. Development Avenue
Boise, Idaho 83705-5354

Re: SN-2012-12

Request for Information for Computer Aided Dispatch (CAD) System

Dear Ms. Draper,

Communications International, Inc. "Ci" and our subsidiary FATPOT Technologies respectfully submit this Request for Information response to the Fire and Aviation Management (FAM) Operations Branch. We welcome your thorough review of this information and look forward to a dialogue to help you determine what solution best suits your needs.

We understand your needs for a CAD system with specific capabilities for approximately 100 locations, and interoperability with surrounding jurisdictions to facilitate automatic aid in the handling of all-risk incidents. In addition, you require an interface to the Resource Ordering and Status System (ROSS) based in Kansas City when local resources are inadequate to handle an incident, and interfaces to other data collection systems as well. Your foresight in requiring this integration between systems and databases is commendable, and hits the bulls-eye for Ci's core competency.

The RFI indicated a preference for a web-based or cloud-based CAD solution. To meet this requirement, we chose the best web-based solution provider as our partner, eFORCE Software, however we are fully prepared to partner with any CAD vendor you select. Our priority is to provide you with a CAD system that meets your needs and requirements, delivered on-time and within your budget. Ci has hundreds of satisfied client references demonstrating our dedication to prior customers and we have included a sample immediately following this letter along with references from FATPOT and eFORCE.

Ci is uniquely qualified to best serve your needs for the following reasons:

- Ci has a history spanning four decades in system integration to the Public Safety radio/voice market
- FATPOT's exclusive Data-sharing/Integration Platform provides the leading Public Safety Data Interoperability technology
- FATPOT's expertise is in bringing together disparate data systems and our ability to interface with whatever CAD solution you ultimately settle on.
- eFORCE software has a proven success rate and references to prove it.

4450 US HIGHWAY 1, VERO BEACH, FL 32967

P: 772.569.5355 • F: 772.567.2292 • E: info@ask4Cii.com

WWW.ASK4CII.COM

We are proud to present a solution that addresses all of your requirements and we look forward to the opportunity of working with you. Please contact me with any questions you may have. Thank you for your kind consideration in allowing us, as a next step, to present our solutions to your team in person, on-site.

Our contact information is as follows:

Company name:

Communications International, Inc.
4450 US Highway 1
Vero Beach Florida 32967

FATPOT Technologies (a Ci Company)
655 E. Medical Drive
Bountiful, Utah 84010

The contact person for further information is:

Point of Contact: Scott LeFevre
Phone: (801) 397-3973, x5120
Email: slefevre@fatpot.com

Respectfully submitted,



Scott LeFevre
Director of Sales
FATPOT Technologies

REFERENCES

DETAILED REFERENCES

With a history spanning four decades, Communications International is privileged to serve the Public Safety and Mission Critical communications markets. We are your innovative Systems Integrator with the experience and specialized capabilities to design, implement, service and unify your critical communications. One vendor that works for you – bringing together the best technologies, proven methodologies, and the commitment and expertise from over 200 employee owners.

Ci has tackled projects large and small, simple and complex, new implementations and upgrades. From Las Vegas to Boston and from Trinidad to Tasmania, we're experts with domestic and international experience.

Here are just a few of our success stories.

PROJECT NAME: Hillsborough County Sheriff's Office Radio System

LOCATION: Hillsborough County, Florida

NAME OF CONTACT: Doug King

PHONE: 813-247-0029

E-MAIL: dmking@hcsso.tampa.fl.us

DESCRIPTION OF SERVICE: In the mid-1990s, Hillsborough County, Florida, installed two 15-channel 800-MHz simulcast systems (east and west) to provide county-wide radio coverage to police, fire, public schools, and public works agencies. Ci has been successfully providing maintenance and support on these systems for 15+ years, and the system was very reliable. Around 2007, the manufacturer put the County on notice that it could no longer support their systems due to equipment obsolescence. Because replacement parts were also becoming unavailable, the County decided to start replacing both systems with newer equipment. In 2009, the County contracted with Ci for two projects:

- Replace the 5-site west simulcast system with a newer 6-site simulcast system (successfully completed in October 2009)
- Expand the east from 7 sites to 10 sites, using parts harvested from the vintage west system

The project described reflects the expansion of the east system, which later turned into a complete system replacement once funds became available to the customer. The east system expansion required site development at three different sites. Two sites were

Hillsborough County, FL *The LARGEST 700/800 MHz Trunked Radio System in Florida*

Ci was the sole company to design, sell, and install the Hillsborough Simulcast System

The system includes:

- Two simulcast cells totaling 21 sites
- A mix of P25 and EDACS
- 10,000+ subscriber units

The primary communications system for the 2012 Republican National Convention

Has regular interoperability with Pinellas County (Motorola P25)

getting new shelters, and one site received a new shelter and tower. A complete Radio Frequency (RF) coverage design was required to add the new sites to the simulcast system, and different antenna patterns were deployed to meet coverage requirements. The expansion project was a success and exceeded customer expectations.

In October 2010, Hillsborough County contracted with Ci to replace the recently expanded east system with a new 12-site, 15-channel Harris 800-MHz Enhanced Digital Access Communications System (EDACS) Global Positioning System (GPS) simulcast system. The new system needed to be implemented while the old system remained online.

The Taylor Road site included a new shelter, ProVoice Transmitter site, Antenna System and removal and reinstall of the existing East Simulcast system site in to the new shelter. The services include system engineering, system design, coverage calculations, field engineering, installation, documentation, FRIP analysis, FCC licensing and coordination, removal of the East equipment from the existing Taylor Road site building, and reinstallation of the equipment in the new shelter with the new West system equipment.

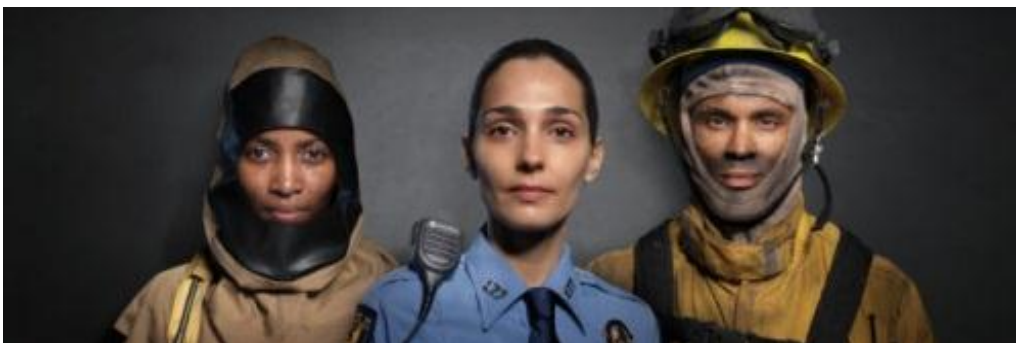
The new system was ordered November 2010 and received from the manufacturer in March 2011 at our staging facility in Brevard County, Florida. The 12-site system was staged within 8 weeks, and installation began in June 2011. Installation and testing of the system continued until September 2011 when it was successfully brought online.

During this project, Ci met or exceeded all anticipated delivery dates of the equipment. The bulk of the equipment for the project arrived at our staging facility 2 months earlier than anticipated, exceeding expectations. And all task deadlines were met on time – and in most cases earlier than promised.

“Communications International provides our office with Emergency Maintenance Service, Routine Maintenance Service and Annual Preventative Maintenance Service in support of our 800MHz Simulcast Systems and Microwave System. We rely heavily on their expertise, knowledge and performance in support of these systems.”

- Doug King

Hillsborough County Sheriff's Office



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PROJECT NAME: Brevard County Radio System

LOCATION: Brevard County, Florida

NAME OF CONTACT: Leslie Lewis

PHONE: 321-637-8670

E-MAIL: Lesley.lewis@brevardcounty.us

DESCRIPTION OF SERVICE: Ci has installed, maintained, and supported the Brevard County 800 MHz EDACS countywide Public Safety radio system since 1989. The system includes over 6000 radios and involves 11 PSAP's all maintained by Ci.

The system currently is made up of 4 full TX/RX sites along with 3 Satellite RX sites which support 67 individual agencies including all municipal and county operations.

"Ci has provided us with exceptional service and solutions. We depend on Ci and they have never let us down."

- Lesley Lewis

Brevard County, Florida

PROJECT NAME: Volusia County Sheriff's Office Radio System

LOCATION: Volusia County, Florida

NAME OF CONTACT: Glenn Lopez

PHONE: 386-248-1774

E-MAIL: glopez@so.co.volusia.fl.us

DESCRIPTION OF SERVICE: The Volusia County EDACS system had been in use since 1995. It was deployed as 2 overlapping Master III simulcast systems. The system consists of one simulcast system "A" which has 14 channels located at 6 sites providing county-wide coverage, then a second county-wide system "B" which has 16 channels at 6 sites. The system currently supports over 40 different agencies with about 9000 users.

\$11 million had been allocated to replace old towers and relocate a couple of the primary sites. This included reconfiguring the overall system into an East system and a West system. The upgrade included replacing the old modem simulcast system with a GPS, SitePro, SIM configuration at the sites.

The 2008-2009 migration strategy was to replace the EOC tower site, add the Deltona tower site, modify several other site locations and finish with the "B" system becoming the East system fully migrated to GPS, SitePro. This included the upgrade of the Mux equipment, upgrading the consoles away from the NT platform, and upgrading the CSD. The total projected value is \$10.4 million.

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The 2009-2010 migration plans are to add a site in the City of Deland and upgrade the current “A” system to GPS, SitePro. This will again require some Mux upgrades and will complete the transition of the East / West design. Projected funding for this is \$7 million and should follow closely upon the completion of the East system phase.

The planned migration for 2010 – 2014 is to begin VIDA transition by adding an EDACS gateway to one of the IMC’s and begin putting in the IP networking equipment. This will allow the upgrade of the consoles to the new IP consoles at all 3 (three) dispatch centers. Projected funding for this project is \$7 million.

By 2014 – 2016 system will be ready to transition to a fully IP network and ready for P-25 phase 2. This will require replacing the existing vintage Mastr III stations with Mastr V’s.

PROJECT NAME: City of Tampa 800 MHz Radio System

LOCATION: Tampa, Florida

NAME OF CONTACT: Terry Nehring

PHONE: 813-242-5332

E-MAIL: terry.nehring@tampagov.net

DESCRIPTION OF SERVICE: Ci provided the equipment and services to the City of Tampa to allow them to join the Hillsborough County EDACS network. The backbone equipment provided was 20 Maestro dispatch consoles with instant recall recorders, 20 backup control stations, two Communications Systems Director client computers, one trunking logging recorder that records 16 trunked channels and 24 conventional channels, fiber mux and multiplex equipment, for connectivity between the TPD/TFR Dispatch Center and the County’s Emergency Operations Center. Additional equipment included mobiles, portables, and business office base station control units.

Ci provided the engineering, planning and implementation of M/A-Com Tyco products. Ci installed backup mobile radio antennas, transmission lines, and lightning protection, secured building permits as required, removed existing Orbacom consoles and all debris from M/A-COM’s installation, and left the area in a clean state. Pertinent information was catalogued as asked for in the RFP, as well as an inventory list in printed and electronic format of all equipment returned to the City for disposal.

Ci worked with Hillsborough County to ensure that the Remote Console Electronics Controller (RCEC) was configured, installed, and brought online to allow timely installation. Ci also interfaced the RCEC Switch Manager and the Exacom logging recorder to the city-provided Netclock in order to synchronize the Maestro dispatch consoles and the logging recorder. Then Ci interfaced existing conventional channels and main/standby site conventional channels to RCEC, routed signals from the punch block in the TPD/TFR Dispatch Center equipment room to the EDOC, and interfaced existing Florida Interoperability Network (FIN) circuits to the RCEC.

PROJECT NAME: Flagler County 800MHz GPS Simulcast System

LOCATION: Flagler County, Florida

NAME OF CONTACT: Rolf Preuss – 9-1-1 Coordinator

PHONE: 386-569-2150

E-MAIL: rpreuss@fcbcc.org

DESCRIPTION OF SERVICE: Communications International installed, deployed and currently maintains the Flagler County Public Safety GPS simulcast system, which includes five (5) radio tower sites with eight (8) channels operating at each site. The Radio system also features an eight (8) channel backup site that is completely set up for redundant operation should the primary trunked system fail. The Harris EDACS radio system supported by Ci has been serving the County and its citizens well over the past 5 years. The system currently supports all of the County and City agencies.

Flagler County, FL

Ci was the sole company to design, sell, and install the Flagler County System

Flagler features a 5-site simulcast 800 MHz trunked network

PROJECT NAME: Harnett County Radio System

LOCATION: Harnett County, North Carolina

NAME OF CONTACT: Diane Raynor

PHONE: 910-893-9111

E-MAIL: draynor@harnett.org

DESCRIPTION OF SERVICE: Ci was contracted to move the Harnett County's Dispatch Center from the Sheriff's office to a brand-new Justice Center in another part of the county. The move required no interruption of vital police, fire and public safety communications and ensured a smooth transition, satisfying all agencies affected. In addition, Ci has also provided Harnett County with the coordination acquisition of all communications equipment, as well as all engineering and project management services to oversee the pre-wiring and installation of the Maestro consoles, the integrated multisite controllers and the RF radios, delivering a comprehensive and complete solution to the community leaders of Harnett County.

PROJECT NAME: MBTA Interoperability Project

LOCATION: Massachusetts

NAME OF CONTACT: Brian Canniff

PHONE: 617-222-3844

E-MAIL: bcanniff@mbta.com

DESCRIPTION OF SERVICE: Ci has a 2 year ongoing system expansion contract for the MBTA. Phase 1, part 1 of the project was for feasibility testing for system expansion. Phase 1, part 2 included the modification of the 800M MHz Eocell (Bi-directional amp) for Inter Tactical Operations 2&3, City Fire Department 14 & City Police Department 16 and the modification of the Boston Fire Department UHF Eocell (bi-directional amp) for Metrofire and Transportation Police Department 2. Ci also extended the UHF to Cambridge and Somerville. Part four of phase 1 was the installation of the Andrews Network Manager.

Ci continues to be contracted by MBTA with on-going communication expansion.

FATPOT REFERENCES

Referred to as the “Google” of Public Safety Software, Ci’s software company FATPOT® Technologies created the revolutionary software platform, Peer Intelligence®, to enhance and automate public safety operations. With FATPOT, we enable First Responders to react faster, share knowledge instantly and communicate securely to achieve true situational awareness while utilizing legacy software, resources and investments.

FATPOT delivers a world-class organization, a diverse product portfolio, extensive integration experience, and exceptional personnel to ensure the successful deployment of the Fire and Aviation Management Computer Aided Dispatch System (CAD).

Our commitment to our customers is significant. They can help you determine FATPOT’s product capabilities and FATPOT’s commitment level.

PROJECT NAME: Utah Department of Public Safety (Utah Highway Patrol)

LOCATION: State of Utah

NAME OF CONTACT: Lt. Shawn Judd

PHONE: 801-284-2974

E-MAIL: sjudd@utah.gov

DESCRIPTION OF SERVICE: 2003 to Present - Mobile Data (including CADfusion, AVL fusion, Messaging, Inquiries and Automated Field Reporting Systems), interfacing with 7 Dispatch Centers statewide. 450 vehicles/users. Subsequently purchased FATPOT WebAnalytics (stats package) and currently assessing RMS package.

PROJECT NAME: Orange County Fire Rescue (OCFR)

LOCATION: Orange County, California

NAME OF CONTACT: Kathy Ballantyne / Dave Turner

PHONE: 714-573-6422

E-MAIL: KathyBallantyne@ocfa.org / dturner@santa-ana.org

DESCRIPTION OF SERVICE: 2007 to Present - AVL/Mapping, CADfusion, AVLfusion, – Orange County is an excellent example of a large software implementation where FATPOT connected several cities within Orange County to display interoperable and unified mapping. Interfaces were implemented with 12 Vendor Systems to pull information into a shared view and display the regional situation real time on the common map. Additionally, bi-directional data interfaces were set up with CAD systems and stand alone AVL systems to provide county-wide tracking in all systems. Tracking approximately 500 vehicles/assets.

PROJECT NAME: Nashville, Tennessee UASI District 5 (NRIS)

LOCATION: Metropolitan Nashville, Tennessee

NAME OF CONTACT: Bill Jorgenson

PHONE: 615-790-5757

E-MAIL: BillJ@williamson-tn.org

DESCRIPTION OF SERVICE: 2008 to Present - Four county (Davidson, Wilson, Sumner, Williamson) UASI project in the Nashville area. The initiative is referred to as NRIS – Nashville Regional Information Sharing. It includes Police, Fire, EMS CADfusion and AVLfusion. Connected 22 PSAPs (using 8 disparate CAD systems) for situational awareness, command and control across District. Tracking approx. 2000 assets/vehicles. Tennessee Highway Patrol is also tied in across the state. A fifth county, Rutherford, will be joining the others in the next 6 months. Please refer to the following link to view a video that NRIS created for demonstration of their capabilities enabled through FATPOT. <http://www.youtube.com/watch?v=LiE9J6lAVZU>

PROJECT NAME: Silicon Valley Regional Interoperability Project (SVRIP) PILOT

LOCATION: California

NAME OF CONTACT: Sheryl Contois (has since retired and is Partner with Touchstone Consulting

PHONE: 650-793-1718

E-MAIL: Contois.sacconsulting@gmail.com

DESCRIPTION OF SERVICE: SVRIP was a project spearheaded by Northrop Grumman who subsequent brought FATPOT in as the data interoperability expert to tie 3 disparate CAD systems together (bi-directionally) in the Bay area of California. This initiative proved to be a successful pilot. CADs include TriTech, Tiburon, and a home grown system in San Jose. The US Dept. of Homeland Security included this pilot in a high profile case study (included under the Miscellaneous Tab) and also in a video created to share amongst other regions considering CADfusion functionality. This video is included on the electronic disk submitted with this RFP Response. Sheryl Contois was the project lead at the time of the project and openly welcomes your inquiry into the project and FATPOT's role and performance in the pilot.

eFORCE CUSTOMER REFERENCES

Ci is proud to partner eForce as the preferred CAD vendor for the Fire and Aviation Management Computer Aided Dispatch project. The eFORCE® customer base is nationwide spanning from Alaska to New Jersey. These customers include a wide variety of police, sheriffs, campus, security, transit, and several state agencies including: The State of Utah Price Regional Dispatcher Center, Denver RTD, Utah Division of Wildlife, The State of New Jersey Investigations Unit, The State of Texas DPS – Regional RMS, and The State of Hawaii Sheriffs and Narcotics Departments.

Here are few of their customer references:

PROJECT NAME: State of Utah – Price Communications Center CAD Dispatch Center Implementation

LOCATION: Price, UT

NAME OF CONTACT: Jennifer Stesanofs, Supervisor

PHONE: (435) 637-1856

E-MAIL: jstesanofs@utah.gov

DESCRIPTION OF SERVICE: The Price Consolidated Dispatch Center is a 9-1-1 PSAP providing communication services for 33 state and local agencies. The 14 member crew dispatches for the Utah Highway Patrol, County Sheriff and city police agencies as well as seven fire departments and two ambulance services. Their service area encompasses over 25,000 miles of paved roads in Carbon, Emery, Grand and San Juan counties, which is patrolled by Utah Highway Patrol and Federal agencies.

Testimonial:

“eFORCE® / IntelliChoice programmers worked very close with our System Administrators making sure that the software was installed and working correctly. The trainings have fit our needs and expectations. During training any suggestions by our staff to make the system work for our area were developed prior to going “live”. After going “live” with the product, any features that we needed to enhance the software were also developed in a timely manner. eFORCE® programmers listen to what our problems are and go the extra mile to work with our agency.”

Marjean Hansen, Dispatch
Supervisor

PROJECT NAME: Bountiful Police Department, Utah CAD

Confidential, Proprietary & Competition Sensitive

LOCATION: Bountiful, UT

NAME OF CONTACT: Lt. Ed Beiler

PHONE: 801-298-6016

E-MAIL: beiler@bountifulutah.gov

DESCRIPTION OF SERVICE: Installation of the **eFORCE®** CAD, providing communication services for 3 police agencies and 1 metro fire department in the south end of Davis County, UT.

Testimonial:

“We have liked the **eFORCE®** CAD system for its versatility. It was easy for the dispatchers to learn and they like having the option of using the point and click features or entering information via the command line.”

Tom Ross, Chief of Police

PROJECT NAME: State of Utah Department of Natural Resources, CAD Implementation Statewide Coverage

LOCATION: Salt Lake City, UT

NAME OF CONTACT: Tony Wood, Captain

PHONE: (801) 554-7977

E-MAIL: twood@utah.gov

DESCRIPTION OF SERVICE: Utah Department of Natural Resources installed the eFORCE software to dispatch wildlife enforcement officers across the state of Utah. Utah Wildlife Law Enforcement's 800 number is promoted as the Utah Turn in a Poacher (UTiP) Hotline and is commonly used for a variety of wildlife and wild land violations. Incoming calls are handled by dispatchers who use the eFORCE CAD System to service these calls.

Testimonial:

“The eFORCE CAD System gives us the ability to effectively manage all types of calls and effectively disseminate information to the right locations and personnel immediately. Because of this we are able to efficiently handle the various types of incidents that are reported to our center.

Additionally, our ability to operate effectively is enhanced because FATPOT has provided a robust series of CAD interfaces at communication centers across the state. Subsequently, we have immediate and real-time access to local agencies CAD and resource information.”

Tony Wood, Captain, Division of Wildlife Resources Law Enforcement

EXECUTIVE SUMMARY



THE FIRE AND AVIATION MANAGEMENT COMPUTER AIDED DISPATCH (CAD) SYSTEM RFI SN-2012-12



JUNE 2012

Greeting

On behalf of the Ci Team, I would like to thank The Fire and Aviation Management (FAM) Operations Branch for the opportunity to share your vision for such a vital computer aided dispatch project such as this.

The FAM's needs require a true Systems Integrator. Ci works with and supports technologies from competing service providers to give you a solution that includes the best technologies and the services that you need. We are your single point of accountability – the one vendor that you can rely on to design, deliver and support a unified solution.

Ci specializes in designing custom solutions tailored to fit your objectives, budget and timeline. We work closely with you to set clear expectations regarding the project's deliverables, expected benefits, scope, cost and timing. This up front planning ensures that we meet your needs while eliminating any "scope creep" or surprises.

When it comes to providing Systems Integration Services, no one does it better. Ci gives you the knowledge and experience you expect with the personal attention you deserve.

For the FAM's very import CAD system, Ci and our subsidiary company FATPOT Technologies are pleased to propose the use of the CAD of eFORCE solutions. This comprehensive CAD interoperability platform coupled with a robust CAD application provide the most feature-rich and functionally sound solution for your stated needs. This solution meets all Federal Security requirements and exceeds FBI-level encryption requirements. No other proposal provides the features and functionality of a powerful web-based CAD, a proven, scalable, and affordable CAD data-sharing platform, and a real-time view of this data by whoever needs to have access to it. This solution will handle all aspects of regional incidents of any size involving any number of agencies and resources.

We look forward to further discussions and assisting you in this noteworthy project.



Our Solution: Ci and eFORCE

Ci is an experienced industry leader with a veteran team of system engineers expert in providing software to quickly link disparate CAD systems together for real-time views of neighboring agencies providing regional situational awareness. Every connected agency has immediate call coordination, instant messaging, secure call transfer and a variety of real-time resource sharing capabilities, which cuts valuable minutes off critical response times. This technology is called CADfusion.

This system is built on a completely modular and scalable structure allowing for unlimited expansion to meet future needs and requirements. This data-sharing platform, “Peer Intelligence®”, includes not only CADfusion, but also GEOfusion™ (AVL and Mapping), and RMSfusion™. Our CADfusion and GEOfusion technologies were validated by the U.S. Department of Homeland Security in an interoperability pilot project in Silicon Valley, CA in 2009.

CADfusion is affordable, easy to deploy, and absolutely user-friendly for dispatchers and administrators. It can also effectively be used in mobile environments with low-bandwidth restrictions. The CADfusion system is designed to interconnect multiple CAD systems from similar or different vendors —allowing the systems to exchange and disseminate critical information with each other or authorized end users anywhere. CADfusion nodes can be distributed across a network of Peer Intelligence servers to create a fault-resilient, distributed repository of real-time, shareable CAD information. This interoperability platform will provide interfaces for all other data collection systems.

eFORCE® Web, a browser-based CAD system, is one of the industry's few completely web-based CAD systems and is fully integrated with the CADfusion interoperability platform. It is the leading choice for agencies like FAM who seek a web-based solution because of its rich functionality including:

- Support for a multi-user platform with real-time system access
- Scalability and flexibility to accommodate individual dispatch center data
- Supports for multiple policy and business practices
- Advanced reporting capabilities including standard and ad hoc reports
- Availability anytime from any network from any computer
- Intuitive browser based navigation
- Supports for quick and effective training



The system allows individual agencies to pre-determine resource response by incident type, response area, and response level. A daily log and entries are part of the official record of an incident with ability to easily merge multiple incidents into one with no loss of information. To accommodate user preferences, there are multiple ways to create an incident such as using function keys, typing in an address or designating a map location. The incident log records activities including radio and phone communications, dispatcher activity, notifications, and more. These features are supported by a robust administrative toolset to let agencies maintain, configure and customize the system themselves.

Best Technology, Best Value

Ci makes interoperability **the** primary focus and will implement the desired CAD system within it. This will ensure seamless operation and implementation with the hundreds of systems that are part of FAM. This approach is the most flexible, the fastest to implement, the lowest total cost and fully compliant with your requirements!

Some key features of Ci's proposal include:

FAM Needs

Compliant Web-based CAD



- ◆ eFORCE CAD is a web-based solution that meets FAM's operational, technical and functional requirements.

Seamless Interoperability



- ◆ Ci's interoperability solution for CAD, called CAD-fusion™, was the first to embrace and implement standards, like the National Information Exchange Model (NIEM) to ensure data exchange across a wide variety of domains, platforms and databases.

Qualified Project support team



- ◆ Ci is an experienced systems integrator and has deployed its solution in projects just like this. Large implementations in Nashville TN, Orange County CA, the State of Utah, and the Ministry of Health in Ontario Canada are just a few examples that detail interoperability with a variety of CAD systems to provide a region-wide common operation picture for Fire, Police and Rescue agencies.

"Ci has provided us with exceptional service and solutions. We depend on Ci and they have never let us down. "

Lesley Lewis, Communications Director,
Brevard County, Florida



Success Stories

Ci has provided large regional, seamless dispatching systems for over ten years throughout the US and Canada. We are the first company to conceive of distributed information networks as an efficient way to address the data sharing needs of public safety and provide a multi-agency regional operational view of events. With a library of over 100 data exchanges, we have successfully interfaced with many CAD vendors and know what it takes to provide a virtually consolidated system with robust dispatch capabilities. Some of our projects include:

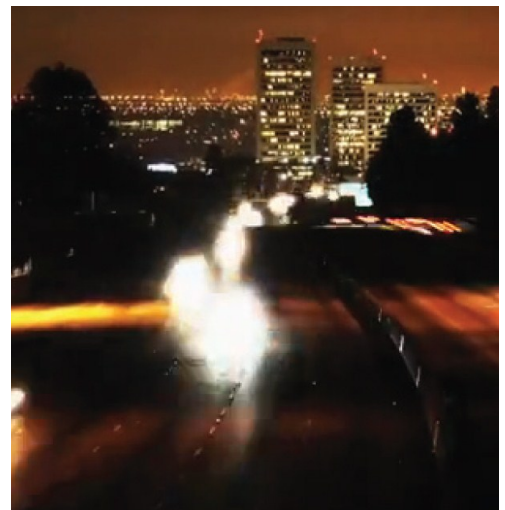
Orange County CA Fire (OCFA) - The Orange County Fire Authority is a regional fire service agency that serves 23 cities in Orange County and all unincorporated areas. The OCFA protects over 3 million residents from its 71 fire stations located throughout the County. CADfusion, along with AVL on the apparatus, provide a regional picture of all calls and location of units in 5 Dispatch centers. The system tracks the real-time location of approximately 500 apparatus by AVL enabling the dispatch of the closest available appropriate unit.

Nashville Regional Information Sharing System (NRIS) - NRIS provides CADfusion and GEOfusion across 4 counties (Davison, Wilson, Sumner, and Williamson) joining 24 PSAPS with disparate CAD systems from 8 different vendors. The system tracks the real-time location of all fire, EMS and police units and displays all active calls. It routinely tracks the location of between 1,500 to 2,000 vehicles. Incident commanders can see a consolidated view from any dispatch center. NRIS agencies can also view CAD calls and call locations of the Tennessee Highway Patrol units who are used as back-up resources all across the state. See the video link below for more information:

<http://www.youtube.com/watch?v=LiE9J6IAVZU>

State of Utah – Ci solutions empower the Department of Public Safety, the Highway Patrol, the Department of Natural Resources and the Department of Parks and Recreation Law Enforcement with variety of solutions including CADfusion, GEOfusion, Mobile in-vehicle communication and reporting, Automatic Vehicle Location (AVL) and a Records Management System (RMS). There are over 500 mobile users across the state within the Highway Patrol alone.

The Price Consolidated Dispatch Center in central Utah is a 9-1-1 PSAP that relies on its eFORCE CAD system to provide communication services for 33 state and local agencies. The PSAP dispatches for the Utah Highway Patrol, County Sheriff and city police agencies as well as seven fire departments and two ambulance services. Their service area encompasses over 25,000 miles of paved roads in Carbon, Emery, Grand and San Juan counties, which is patrolled by Utah Highway Patrol and Federal agencies.



Benefits with a Ci Solution

- ⇒ *Increased first responder safety* results when incidents are better coordinated and all obtainable, relevant information is provided to those on the front line.
- ⇒ *Improved incident response time* not only saves lives but also is more cost effective for agency operations and community stakeholders. Deployment of emergency responders is maximized and efficient across the region.
- ⇒ *More efficient, effective and timely communications* provide richer information that enhances the amount and quality of information needed to make good decisions. Good decisions on the street and in the command center save lives and reduce loss. The enhanced ability to quickly make the most-effective resource decisions improves regional response within each dispatch operation.
- ⇒ *Richer, more robust information permits better analysis* of CAD data as well as feeding other records databases with better information. Resultant analysis is more accurate and more actionable as it is based on better information.
- ⇒ *Excellent security provided by the system* extends to the individual user regardless of location.
- ⇒ *Exceptional affordability of the solution encourages wide-spread adoption* among regional participants with benefits going well beyond fire operations to all aspects of public safety.
- ⇒ *Outstanding scalability of the system provides* a great fit for participants of all sized operations and populations. The solution runs on multiple networks, operating systems, devices, and computer hardware. There is no limit to the number of users or servers that can run on or participate in one of our solutions.
- ⇒ *Data Conversion and remote back-up options* are enhanced as existing legacy systems can remain in place, obviating the need for difficult installation and migration from existing systems.
- ⇒ *High reliability throughout the system works* on the five 9's philosophy (99.999% reliable) and are trusted as the system of choice for critical applications. Our technology has stood the test of time with millions of successful transactions for several years.
- ⇒ *Easy to use CAD application* facilitates end-user acceptance and enhances training. Outstanding support throughout the system keeps it viable for many years, increasing the return on the investment (ROI).

"Ci is always on time, on target and on budget".

Bill Clausen,
Volusia County, FL

A Dedicated & Experienced Team to **Bring it all Together** for The Fire and Aviation Management Operations Branch.



Ci offers the full spectrum of services required by FAM, including project management, implementation services, training, support and maintenance. Beyond these deliverables is an important but often forgotten component of any large project: Change Management. Change Management is the process aimed at helping people, teams and organizations accept and embrace changes to their operational environment.

FAM is planning on procuring a new CAD system and creating interoperability with a number of surrounding agencies in a great many locations, so a huge amount of change is coming down the road for leaders, managers, workers, and constituents. People are naturally resistant to changes in their lives and work, and projects that do not address this resistance have a needlessly difficult transition from the current state to the desired future state. Ci's expertise is available to FAM as part of the project to minimize the impact of change on all personnel and to better ensure adoption, acceptance and project success.

Ci, FATPOT and eFORCE take special care of our customers. We do this by providing the best products and services available in the industry. Our customer satisfaction rating shows our true, and we extend the same dedication and quality of service to FAM. Our project team is poised to support the FAM's mission requirements and to realize the benefits of a new Computer Aided Dispatch System.

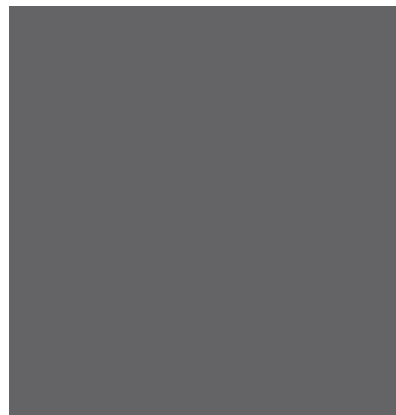
Please contact our clients to hear from your peers as to how we do business

Thank you for the opportunity to submit this

RFI and your consideration of our services.



FIRM QUALIFICATIONS



RELY ON CI

With a history spanning four decades, Communications International is privileged to serve the Public Safety and Mission Critical communications markets. We are your innovative Systems Integrator with the experience and specialized capabilities to design, implement, service and unify your critical communications. One vendor that works for you – bringing together the best of breed technologies, proven methodologies, and the commitment and expertise from more than 200 employee owners.

DELIVERING INTEGRATED SOLUTIONS

Emergencies know no boundaries. First Responders must communicate regionally, across jurisdictions and with legacy technologies. Ci delivers custom solutions and turnkey services to enable reliable communications across regions while allowing agencies to get the most from previous investments in systems, software and resources.

As a Public Safety Systems Integrator, Ci works with and supports technologies from competing manufacturers to give you a best of breed solution that includes the best technologies and the services that you need. We are your single point of accountability – the one vendor that you can rely on to design, deliver and support a unified solution.

The economic climate requires you to get the most out of your resources and previous investments. Reject the typical “forklift upgrade mentality” from vendors who propose costly full system replacements and take a new approach with Ci as your Systems Integrator. We are evolution experts, able to incorporate, support and service legacy systems while adding in new elements as needed.

OUR SOLUTIONS INCLUDE:

Wireless Networks
User Devices, Parts, and Accessories
In Building and Outdoor Coverage
Voice Interoperability
Software Applications

Records Management Systems Software
Automatic Vehicle Location Systems
Automatic Field Reporting Software
Custom Software Solutions
Data Interoperability

Information Sharing
Microwave Systems and Site Connectivity
Next Generation 911 Systems
Dispatch Centers and Consoles

A PROVEN APPROACH

To deliver a solution that truly achieves your vision and goals, our experts take your project from concept to completion and provide on-going maintenance and support with a proven approach.

The collaborative efforts of our teams focus on **Listening** to you in order to **Discover** your needs, challenges, and opportunities. Together, we **Define** your desired “To Be” state. From this point, we work to delineate and prioritize initiatives, setting clear expectations regarding the project’s deliverables, expected benefits, scope, cost, and implementation plans. We seek to prevent surprises and eliminate the potential for “scope creep.”

From this project definition, we **Design** a solution that meets your needs. We work internally and with you to further **Develop** our plan to ensure the project’s success. Led by PMP certified Project Managers, we **Deploy** your solution. Our implementation team works in tandem with your staff to ensure a smooth transition to new technology.

Finally, we **Validate** the successful completion of our project through a comprehensive acceptance test plan to ensure we met the project goals and deliverables. Our proven approach continues to focus on you as we provide **Training**, on-going **Maintenance** and support for your system.



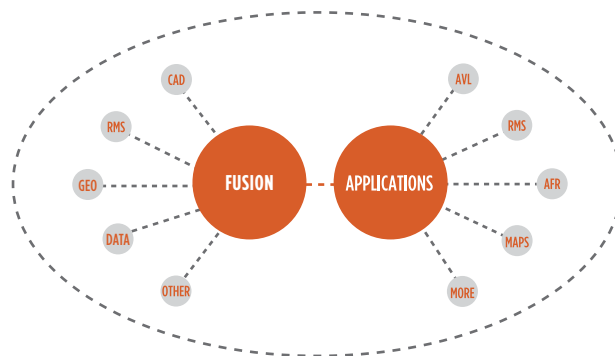
FATPOT® PUBLIC SAFETY SOFTWARE

Information Sharing. Situational Awareness. Mobility.

Referred to as the “Google” of Public Safety Software, our software company, FATPOT Technologies created the revolutionary software platform, Peer Intelligence,® to enhance and automate public safety operations. We enable First Responders to react faster, share knowledge instantly, and communicate securely to achieve true situational awareness while utilizing legacy software, resources and investments.

FATPOT’s powerful Fusion software unifies applications and systems to transform how First Responders use technology to reduce response times and increase safety in multi-agency operations. Your existing public safety software (CAD, RMS, AVL) systems seamlessly connect in real time to provide you the “big picture” across agencies and regions, regardless of the vendors, vintages or versions involved.

FATPOT’s innovative Application software delivers simple, elegant, intuitive and lightning fast user experiences to facilitate Smart Policing, significantly lower response times, promote First Responder community presence and reduce occurrences of costly errors and duplications.



WE’RE RIGHT THERE WITH YOU

Nearly forty years ago, our company was founded on service – it’s in our DNA and is at the forefront of our company’s operations. Whether implementing complex wide area systems, enhancing existing networks, or providing ongoing maintenance and support, our proven methodology, employee-owner mindset and total aversion to internal bureaucracy delivers results – guaranteed.

Ci specializes in designing custom solutions tailored to fit your communications objectives, budget and timeline. We work closely with you to set clear expectations regarding the project’s deliverables, expected benefits, scope, cost, and timing. This up front planning ensures we meet your needs while eliminating any “scope creep” or surprises.

When it comes to providing System Integration Services, no one does it better. Ci gives you the knowledge and experience you’d expect from a manufacturer with the personal attention you deserve.

OUR SERVICES INCLUDE:

System Engineering
Network Optimization
Equipment Calibration

Custom Software Development
Site and Project Management
Installation and Maintenance

Software Integration
Tower and General Construction
Training



WE RELY ON CI

"Ci has provided us with exceptional service and solutions. We depend on Ci and they have never let us down."

Lesley Lewis

Communications Director, Brevard County, Florida

"FATPOT's system provides a protective technological layer that connects our first responders and makes our communities safer. FATPOT's real-time information-sharing software saves lives. The key to homeland security is interoperability, and that's what FATPOT provides."

Mark Shurtleff

Attorney General, State of Utah

"Our team was looking for a simplified, flexible solution that could offer robust, reliable communication to protect and serve citizens of each community across the Metro Boston area. Ci delivered just that, and we are pleased with the outcome."

Officer Scott Wilder

Director of Technology, Brookline Police Department
Chairman, Metro Boston Urban Area Security Initiative Committee

"This is a true enhancement for the Missouri State Highway Patrol. With more than 800 MSHP officer vehicles equipped with FATPOT's system, we are able to more effectively track emergency calls, offer greater situational awareness and most importantly, increase trooper safety. By streamlining our reporting process, MSHP officers can devote more time patrolling Missouri's highways and providing the best service to the citizens of our state."

Captain Kim Hull

Director of Communications Division, Missouri State Highway Patrol

"We wanted the same people that designed our system to be the same people that configure, implement, test, and maintain it. That's why we rely on Ci."

Bill Clausen

IT Communications Manager, Volusia County, FL

"Canada's Ministry of Health and Long-Term Care relies on FATPOT software to help in its efforts to establish a patient-focused, results-driven, integrated health system. The Ministry's EMS TIF Program depends on FATPOT CADFusion software to connect over 25 Public Safety software systems in real time throughout the Province."

Ministry of Health

Province of Ontario, Canada



WE'RE RIGHT THERE WITH YOU
1.888.275.4244 • WWW.ASK4CI.COM





Corporate Profile

Company Overview

FATPOT Technologies was founded in 2002. Since our beginning we have had only additions to our senior executive team as we have grown. We employ approximately 40 people. (27 of which are developers, project managers, customer service/support, QA, and trainers). All of our business (over 150 Public Safety/State and Local Government agencies) is currently in the United States with customers in Utah, Idaho, California, Missouri, Nebraska, Illinois, Wyoming, Virginia, Kansas, Kentucky, Florida, Massachusetts, and Tennessee. We also recently signed contracts with the Ministry of Health in Ontario, Canada, and with the country of Trinidad and Tobago. FATPOT's product/solution development, marketing/sales, and implementation/deployment is headquartered and conducted from our Bountiful, Utah headquarters. Bountiful is 10 miles north of Salt Lake City. FATPOT Technologies was acquired by Communications International, Inc. (Ci) in January 2011. Please reference a copy of the Press Release announcing this acquisition at the end of this Corporate Profile.

Qualifications of Firm

FATPOT Technologies LLC, was founded in 2002. It is a leading Public Safety Software solution provider for rapid data integration and real time information sharing across dissimilar systems. Our breakthrough virtual data fusion technology platform, Peer Intelligence, provides multi-jurisdictional data access on demand by seamlessly bridging system and network compatibility gaps. FATPOT's leading expertise is focused on solving Homeland Security problems related to Interoperability, Mobility, and High Performance Software for local, regional, and state public safety markets. As a part of this, we have developed a world-class, robust, and leading edge Mobile Data System which includes a compressive automated field reporting solution for our customers.

FATPOT has garnered national validation and international acclaim for its breakthrough interoperability platform, and associated fusion technologies, and modular, real-time software systems. The company has developed a powerful set of Public Safety Software Applications and Interface tools on a new flexible "Next-Gen" software framework. This "patent pending" technology allows for an entirely new level of superior performance, mobility, and interoperability. It is easy to use and customize and it is powered by a unique, proprietary technology called Peer Intelligence. This technology was developed from the ground up by the founders, and is based on the philosophy of open standards interfaces. As such, FATPOT inherently supports standard protocols and programming interfaces.

With over 150 clients, and 4,000 users, we have numerous projects currently deployed that range from statewide implementations to single deployments in rural America. FATPOT's

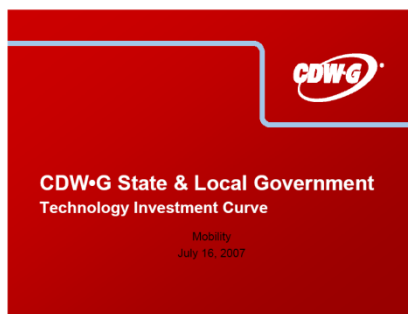
technology and core applications have been evaluated, tested and proven in end-user settings and large partner evaluations.

#1 National Ranking – Utah Highway Patrol

Utilizing FATPOT's modular software suite, the Utah Highway Patrol garnered a number one ranking nationally in mobility. FATPOT's REPORTfusion AFR System played a key role in the ranking, and is considered best of class. The seamless information sharing capabilities into courts and other authorized systems significantly reduces workload, data duplication, and other overhead associated with other systems in use today.



Mobility
1. Utah
2. Wisconsin
3. California
4. New York
5. Oregon
6. Colorado
7. Virginia
8. Washington
9. Ohio
10. Maryland



In 2006, the Utah Highway Patrol implemented a mobile data technology solution. Troopers use in-vehicle notebooks to look up driver license and vehicle information, fill out critical reports and track other troopers through an interactive mapping program

FATPOT has been tested and validated by the industry leaders in Public Safety


Motorola and Harris, two of the world's largest makers of private radio networks, heard of FATPOT's claims and technology and immediately tested our product suite in their labs. Both company evaluations found FATPOT's technology to be breakthrough in nature. Qualcomm, Verizon, Alcatel-Lucent, Northrop Grumman, ACS, L-3 Communications, x-Wave, Niche, Intergraph, Motorola, Cisco, ACS, Tiburon, and Tri-Tech are other organizations that have been impressed and entered into partnership talks or agreements.

These types of relationships give strong testing and development boosts to FATPOT's continued innovation and credibility. They also keep us up to date on new technologies that we must support and utilize.

First Statewide Interoperable Data-Sharing Network in America

FATPOT successfully created and deployed the first statewide interoperable data-sharing network within the fifty states. This includes real-time instant communications between Public Safety professionals from over 110 agencies and departments. Impressively, this network includes a seamless data flow from disparate RMS, CAD, CMS, GPS/AVL, and other information systems; all in one front end client solution called PortalONE.

What does FATPOT mean to you?



"Interoperability"


"As the Attorney General of Utah, I strongly believe that FATPOT is the key to our statewide interoperable data sharing network. FATPOT's system provides a protective technological layer that connects our first responders and makes our communities safer. FATPOT's real-time information sharing software saves lives.

The key to homeland security is interoperability, and that's what FATPOT provides."

Mark Shurtleff
Utah Attorney General

Virtual Data Fusion Software

- Instant Interoperability
- Total Mobility
- Superior Performance



FATPOT
TECHNOLOGIES
(801) 397-3973
www.fatpot.com

FATPOT provides breakthrough software solutions for emergency services and other integrated Public Safety information system platforms to operate easily in a networked, unified operation. FATPOT seeks these target markets:

- PSAP Centers
- Fire/EMS
- Emergency Management – EOC's
- State Police and Agencies
- Police (Law Enforcement)
- Courts and related Agencies
- Public Utilities/Services
- Federal DHS and DOD
- Projects with large Public Safety and DOD partners

FATPOT is an expert in solving 3 major problems for the above market customers:

1. Allowing Interoperability – sharing critical data across agency barriers
2. Achieving True Mobility – enabling jobs to be done well anywhere
3. Gaining superior performance in specific job roles from software systems

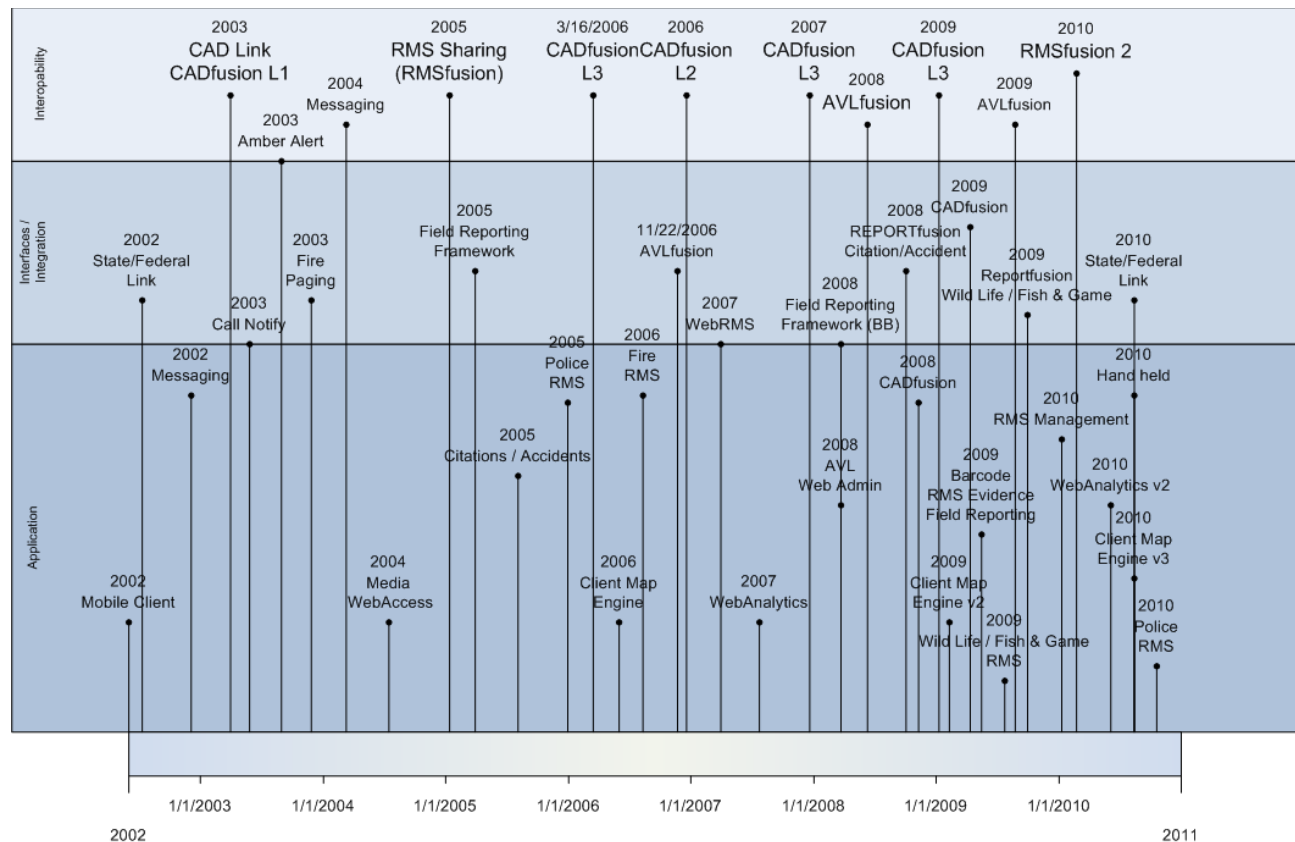
Customers, with similar needs, have gained significant value from the FATPOT family of products that are built and in use currently across more than 150 customers across the United States.

Quick Note on a Life-Saving Rescue

FATPOT has also received national and international attention for our first-of-its-kind “Amber Alert” ticker technology, which was identified as the primary reason for a life-saving rescue of an 11-yr. old girl. She was kidnapped from her home in St. Cloud, Minnesota, in May, 2003 (see amazing video – www.fatpot.com).

This is a story which more than highlights the need for critical information to be disseminated instantly to anyone, anywhere. In a matter of 2-3 seconds, the alert was sent out from one jurisdiction to all authorized agencies throughout the statewide FATPOT network. Within five minutes, and in a separate jurisdiction miles away, the vehicle was identified, the suspect was apprehended, and the young girl was rescued. Some might call it coincidence. We call it a miracle, assisted by FATPOT's Peer Intelligence™. Currently, agencies and departments from all levels of government are actively utilizing our powerful interoperable data sharing system and network.

Description of Product History



Standards Groups, Affiliations, Partners

FATPOT is a member of the IJIS Institute. The mission of the IJIS Institute is to apply the expertise of industry to assist the justice and public safety community in the innovative and effective use of technologies to better share information in a way that benefits industry, the public sector, and society as a whole. Two FATPOT team members, Becky Ward and Nathan Daniels, are also closely involved in the IJIS Public Safety Technical Standards Committee (IPSTSC). Becky has just been chosen as the Vice-Chair of this industry-recognized committee and is the author of several white papers on Public Safety topics.

Key Personnel Qualifications / Experience

FATPOT has extensive experience in data fusion systems for Public Safety agencies. We employ highly qualified individuals with deep background in development, implementation and integration.

Brian Taylor - Founder and Chief Executive Officer

Brian Taylor is currently the Chief Executive Officer of FATPOT. Mr. Taylor brings more than 16 years of executive management, with emphasis in business development, sales, and marketing. Prior to starting FATPOT, Mr. Taylor was a Partner in Ebig, Inc., a western regional bank consulting company with extensive financial experience in transferring large blocks of tier one bank assets. Prior to being a Partner at Ebig, Inc., Mr. Taylor was Founder and President of Stone Mountain Financial Mortgage Company, of which he continues to be a partner. In the early 90's, Mr. Taylor founded an apparel company, with sales throughout all major US markets, and overseas. This company was successfully sold to an international company in 1995. Mr. Taylor is a graduate of Brigham Young University with emphasis in business management. His early leadership potential was noted and utilized by BYU Basketball coaches as Mr. Taylor played a key role as a captain and team leader for several years of championship teams (1984-1988).

Mr. Taylor was the architect of the relationship framework that created the first statewide, public safety network in America for data and communication interoperability. His vision and execution skills pulled disparate agencies in city, county and state together for the benefit of increased public safety, better safety for "first-responders", quicker response times, reduced cost and risk.

Jonathan Wesley - Founder and Chief Technology Officer

Jonathan K. Wesley, Sr. is the CTO for FATPOT Technologies, Inc. and founder of FATPOT World, a software development company specializing in leading edge software development technologies. His unique perspectives, ideas, and computer science theories have laid the foundation for the core FATPOT development libraries, components, and integration systems. He is well versed in numerous software development languages and computer science theories. He has over 21 years of software development and 17 years of commercial development with over nine (9) years of data integration and information exchange. Jonathan's experience ranges from military aircraft reliability detection systems to Public Safety software. He excels in the design and development of reliable, high performance systems.

Jonathan is instrumental in the development and integration of all FATPOT Public Safety software. He leads the team that designs, develops, and implements the integration technologies used to turn numerous disparate data systems into a simplified easy-to-use infrastructure.

Jonathan has extensive experience in data integration, which led to the merging of technologies used to integrate statewide interoperability within the State of Utah. He has integrated numerous Records Management Systems, Computer Aided Dispatch Systems, and was one of the leading designers and developers of the FATPOT Public Safety Inquiry Mobile System, the FATPOT Data Sharing Network, and the FATPOT LANDMARK Public Safety System.

Jonathan was the developer of the first Electronic Amber Alert notification system that successfully saved an AMBER Alert victim. This notification system integrated the State of Utah and member counties, cities, agencies, the Media, and the public.

The technology created and deployed by Jonathan and his team has led to an overwhelming positive response from public safety organizations in America. He is used as a consultant by numerous high-level government agencies as an expert in encryption, authentication, and other means of secure data sharing.

Ryan Sealy – V.P. Software Development

Ryan Sealy has been developing software for over 16 years with over 11 years of commercial application development experience. He is well experienced in numerous software development languages and continually stays abreast of new computer science designs and theories. He has worked with a variety of environments ranging from Microsoft Windows platforms, Linux and Unix variants, as well as most common databases in use today. In addition to software development, Ryan has extensive experience with digital electronics and embedded systems, with an emphasis on the Motorola 65HC11 microprocessors. He has extensive knowledge of client-server system design, peer-to-peer networks, distributed processing, and network programming.

As Vice President of Software Development, he has considerable experience in all aspects of computer programming from both hardware and software perspectives. Ryan has led the FATPOT development initiatives for all major system integrations throughout all levels of government agencies. He supervises all software development at FATPOT, with a particular focus on FATPOT's core software libraries, data integration tools, and security systems.

Ryan has widespread experience in data integration. This experience led to the integration of numerous Public Safety agencies using the FATPOT Public Safety technology suite. He has integrated over 100 agencies with disparate CAD and Records Management Systems and was one of the leading designers and developers of the FATPOT Public Safety Inquiry Mobile System, FATPOT Data Sharing Network, and FATOT's complete Public Safety System.

Ryan was a key developer of the first Electronic Amber Alert notification system that successfully saved an AMBER Alert victim. The notification system integrated the State of Utah and member Counties, Cities and Agencies, the Media, and the public.

Nathan Daniels – Sr. Technical Sales Engineer

Nathan Daniels has been developing software for over 18 years. During his time with the US Marine Corps, his focus was on machine language and C programming. He was accepted to the United States Naval Academy where his focus shifted to Engineering Data Analysis, Artificial Intelligence, and Operating System Design. He graduated from the Naval Academy with a B.S. in General Engineering and was commissioned as an Officer in the Marine Corps and stationed in Japan.

During his time as an Officer, Nate developed software to integrate data from mainframe-based Marine Corps Supported Activity Supply System (SASSY) and the Marine Corps Integrated Maintenance Management System (MIMMS). He also developed software to integrate and link the disparate administration databases of the nine (9) separate organizations within the Materiel Readiness Battalion, allowing a distributed management of 1,200 Officers and Enlisted members of the organization.

Leveraging web-based technology, Nate was able to quickly integrate disparate systems, while also providing flexibility to support additions such as the Storage, Retrieval, Automated, Tracking, and Integrated System (STRATIS). During his commission, Nate produced an integrated resource management tool for 15 disparate systems with over 2,000 users.

Nate is the lead developer for the FATPOT Data Sharing Network Data Broker Technology, FATPOT Database Integration libraries, and Data Synchronization system. After FATPOT created and implemented the Utah Data Sharing Network Infrastructure, Nate was instrumental in the integration of the Utah Highway Patrol Citation System, Utah Law Enforcement Intelligence Network, and City Records Management Systems. Mr. Daniels specializes in Public Safety Integration standards. He is instrumental in overseeing the flexibility of the FATPOT data sharing technology to support numerous standards such as the , NIEM, Global Justice XML Standard, IEEE 1512-2000, NIBRS, UFIRS, HL7, and OpenGIS.

Nate has served as the key project manager on the DHS recognized and studied, Silicon Valley Regional Interoperability Project, the Orange County California Fire Authority's county-wide integration of multiple CAD and AVL systems for unsurpassed situational awareness across many agencies and platforms. He also led implementing a similar (UASI funded) project in the great Nashville Tennessee area for AVL/CAD information sharing across 4 counties (soon to be 5 and growing).

With such broad government-related expertise, and depth of experience in disparate systems' integration, Nate brings a wealth of leadership to the FATPOT team.

Scott LeFevre – Director of Sales

Scott LeFevre joined the FATPOT team in the summer of 2006 as Sr. VP, Client Solutions. Scott's responsibilities include the direction and management of FATPOT's direct business development and marketing efforts and initiatives. Scott has also been charged with several indirect sales initiatives, complimenting the efforts of Brian Taylor in this area.

Scott brings valuable and varied business experience to FATPOT. Graduating magna cum laude from the University of Utah with a B.A. in Finance, he began his professional career in commercial lending and credit analysis. Subsequently, he graduated with an MBA from Northwestern's Kellogg Graduate School of Management with a primary focus on Marketing and Product Management.

Scott has enjoyed diverse and valuable career experience with both large market leading corporations and small entrepreneurial enterprises. He lived in St. Louis while employed with PET Inc., a large multi-branded food company (Old El Paso) as well as Dallas with Frito-Lay Corporation. Other employers include Franklin Covey (Dir. of Product Mgt), Iomega Corporation (World-wide Product General Manager – Sourced Products), and PC Consulting (Director of Marketing and Customer Service), a local niche software developer of resort management software.

Drew Jackson - Quality Assurance Manager

Drew Jackson has worked nearly twenty years in Technology / Management capacities, and has lead multiple, highly successful Quality Assurance groups over the past twelve years. He has extensive experience launching Quality Programs, and implementing procedures, standards, and processes that support high levels of quality.

Drew's background covers a wide range of markets and technologies. As a Quality Control Manager in the Litigation Technology arena, for CaseData Corporation--Drew implemented ISO-based processes, and managed a large group responsible for testing of case management software solutions for several Fortune-10 Corporations. At Ingenix—the technology component of United Healthcare—Drew served as Quality Assurance Director, building and overseeing testing and quality improvement programs for over 30 different applications and medical/analytical solutions. Also as Quality Assurance Director, in the hospitality industry, Drew led QA efforts at TimeShareWare, who is the leading provider of software products for Vacation Resort Management, and TimeShare Sales. In addition to employment experience, Drew holds two degrees, and is a graduate of the University of Utah.



January 5, 2011

FOR IMMEDIATE RELEASE

Communications International, Inc. Announces Acquisition of FATPOT Technologies LLC

Mission critical communication agencies and industry partners to benefit from turnkey integration of critical voice and IT solutions.

Vero Beach, FL (January 5, 2011) – Communications International, Inc., (“CII”) today announced the acquisition of FATPOT Technologies LLC (“FATPOT”), a leading provider of information sharing and mobility solutions. FATPOT’s solutions include a powerful suite of sophisticated Information Technology aggregation tools that fuse disparate software to providing instant communication, immediate information and full mobility to First Responders.

With the addition of FATPOT, CII will offer turnkey IT solutions that encompass wireless and data communications across multiple technologies, regardless of frequency band, manufacturer brand, software version or network type.

“This acquisition enables CII to fulfill its vision of delivering integrated solutions to our clients and partners to achieve effective communications by fusing voice and IT systems in ways not previously possible,” said Mark Feurer, President of CII.

CII and FATPOT will consult and work with agencies in the Public Safety, Federal, Transit and Utility sectors to improve response times, better manage their available resources and save lives without the need to make a large capital outlay.

Jonathan K. Wesley, Sr. CTO and Founder of FATPOT, said “First Responders across North America depend on numerous types of technologies; many of which are not directly compatible. We are excited to join forces with CII and have a common vision of integrated critical communications to better meet the needs of our clients and industry partners. While our current business relationships will continue to grow, we look forward to extending our technology into a vast array of new markets and software solutions.”

About FATPOT

FATPOT Technologies LLC (“FATPOT”) is committed to delivering solutions that bring instant interoperability, total mobility and superior performance to the world across all barriers. FATPOT pioneers groundbreaking technology that is in widespread service with Public Safety and Homeland Security clients, including the first statewide interoperable network, connecting over 130 Utah State agencies’ own disparate RMS, CAD, GPS and other systems. Additional information about FATPOT can be found at www.fatpot.com.

About CII

Communications International, Inc. (“CII”) is a mission critical systems integrator with expertise in wireless voice, data and networking technology. An employee-owned company with 10 locations and 150 employees, including engineers, technicians, project managers and subject matters experts, CII supports operations and projects across the U.S. and abroad. Additional information about CII can be found at www.ask4cii.com.

CONTACT: John Rosati
jrosati@ask4cii.com
www.ask4cii.com
1-800-ASK-4CII



01. Executive Summary (Company Background)

A brief description of the history, size and organizational structure of company.

The following company information is provided with respect to IntelliChoice, Inc.:

Company name:	IntelliChoice Inc. DBA eFORCE® Software
Company address:	1047 South 100 West, Suite 130 Logan, UT 84321
Company phone:	435-755-8385
Company Fax:	888-400-6918
Company Web Site:	www.eforcesoftware.com
Company Legal Status:	Corporation

Individuals who are authorized to make representations for eFORCE® relative to this proposal include the following. All are located and can be reached at the eFORCE® offices and phone number listed below:

Cory Bowers, CEO	435-213-2779	cbowers@eforcesoftware.com
Torrey Powell, CTO	435-213-2778	tpowell@eforcesoftware.com
Ken Clark, Sales Manager	435-213-2790	kclark@eforcesoftware.com

“We switched over to eFORCE® from our previous RMS system due to the need for our officers to be mobile. The multiple benefits of our agency switching are program administration, mobility, UCR validation, user-friendly, ease of training new users, and interoperability between systems.”

***Maryanne Christensen
Lincoln County Sheriff's Office, WY***

1.1 Company Profile

The eFORCE® / Force Technologies applications have been in use for over 20+ years. In 2003, the company name was changed to IntelliChoice / eFORCE® Software to signify our move to a complete software suite of browser-based products.

The eFORCE® browser-based software applications are an evolution of over 20+ years product advancements and user requested enhancements. Our solution has evolved from a Novell based application to a modern total Microsoft browser-based solution. Our dedication to continually enhance and update our solutions makes for a very smart investment for agencies looking for a modern and highly technical, easy-to-use solution.

eFORCE®'s Competitive Advantages

You will be pleased to know that eFORCE® has steadily invested in its technology by drawing upon the experience and feedback of existing agencies and customers. This makes eFORCE® the perfect public safety software solution for police departments, sheriff's offices, campus security, tribal police, municipal courts, and more.

eFORCE®'s main focus is to become a partner with each customer, which is the reason we have one of the highest customer retention rates in the industry. Our eFORCE® team is committed to the success of our customers from beginning to end. Our team believes in not only delivering quickly and on time, but working to deliver a quality-proved product. The eFORCE® personnel involved in any project bring a reputation for open communication, honesty, integrity, and commitment to the project. We will approach each stage of any project in a professional manner; keeping our customers informed and involved in every step of the way.

The eFORCE® Approach features the following:

- ◆ A proven, multi-jurisdictional CAD System that will allow the 911 center to dispatch for multiple entities. eFORCE® is the vendor with the right product, the right plan, and the right people to help you transition to a new solution.
- ◆ Technology – eFORCE® is one of the only public safety vendors to offer a complete browser-based software suite including Records Management, Computer Aided Dispatch, Jail Management, Civil, Court, and Mobile solutions.
- ◆ eFORCE® still provides software and supports 99-percent of all its customers that have selected its products going back 20+ years now.

- ◆ Flexibility and configurability— eFORCE®’s partnership plan provides implementation action items that will enable any agency that ability to maximize the use of the multiple configuration options our products contain.
- ◆ An efficient, configurable, economical, commercial, off-the-shelf (COTS) solution provided at a firm fixed price and is flexible and expandable to accommodate future growth without extensive software customization. eFORCE® is committed to deliver a system as proposed without hidden labor, travel costs, and licensing and support fees.
- ◆ An integrated, secure, and reliable system that provides information and resource sharing among its users. eFORCE®’s technology and architecture is unmatched in the industry and provides its customers a solution that meets the expected performance the public and end-user’s demand.
- ◆ Easy, user-friendly intranet system with access to system data for query and reporting functions, without the need for programmer assistance.
- ◆ A reliable single vendor providing a comprehensive suite of public safety software that will simplify issue resolution with a single point of contact from project start through implementation, training, “go live”, and beyond.
- ◆ An orderly implementation process that supports on-time and on-budget delivery of complex systems. eFORCE® will achieve this result by assigning senior and experienced personnel that will stay focused on a proven implementation process with a clearly defined timeline and a “fixed cost”.
- ◆ Functionality/Turnkey Solution— eFORCE®’s ability to provide the functionality and level of automation required by the County as a complete solution.
- ◆ Expandability/Maintainability—Expandability is evident by the fact that current eFORCE® installations range from a small, single-workstation configuration in a rural county, to larger manned departments and multi-jurisdictional implementations.
- ◆ Pricing—The eFORCE® approach to pricing offers a competitive price but is supported by a solution that has flexibility, superior quality, and expandability.

All of these features add up to a proven platform, proven solution, proven implementation and training plan that supports future enhancements to meet your future technology needs.

Mitigating Risk

eFORCE® offers the most modern and technological up-to-date software solution available in the industry today and is one that is continually being upgraded to support both the current and future needs of our customers. With the eFORCE® software maintenance agreement our customers will continue to receive any developed software updates, without any additional software licensing costs, as new functionality and technologies are introduced.

Managing the Impact of Change

eFORCE® understands the impact of new technology on an organization and the need to manage the risks associated with that change. The impact of change on the organization can be a draining force on both employee morale and the organization. eFORCE® is extremely sensitive to this issue and has worked with clients to lessen the impact of changing Public Safety systems for many customers transitioning from other systems. eFORCE® has the unique combination of product, technology, expertise, industry knowledge, and dedication to customer satisfaction that assures its customers' success, both now and in the future.

The Future is Here Today

eFORCE® is always seeking to provide the latest technology to provide our customers with the tools to enhance their operations. For example, eFORCE®'s CAD System provides a thin client architecture that frees up technical staff to work through day-to-day tasks. Your help desk personnel will appreciate the eFORCE®'s client free design as we can fix issues and perform eFORCE® upgrades without traveling from desk to desk or office to office.

"eFORCE® Software has the exact technology and functionality we were looking for. It's easy-to-use and will provide us with a solution for the next 10-12 years."

Sgt.
Lone Tree Police Dept, CO

Greg

Tuliszewski

Conclusion

So why choose eFORCE®?

eFORCE® offers the best and most modern public safety solution at the best value (lowest cost of ownership) for the community and citizens. We possess the unique combination of thin client technologies, integrated products, technology, industry knowledge, and customer dedication that helps our customers' to succeed, today and into the future.

eFORCE® offers a superior Public Safety solution for any agency with the following key qualities:

Top Notch Team—The eFORCE® team is a provider of CAD, RMS, JMS, Civil, Court, and Mobile software applications and is responsible for all associated services.

Technology Leader— eFORCE® is seen as a global leader in providing Intranet technologies to the public safety marketplace. eFORCE® was the first to offer a browser-based public safety suite of products to the public safety sector. We were also the first to integrate browser-based mapping with a CAD system.

If you are looking for an easy to use solution that is built with the most up-to-date and modern technologies then eFORCE® is the right partner for you. Just ask our customers about our software and our customer service, because we realize that good customer service is just as important as great software. The team at eFORCE® Software is committed to ensure you will have a successful implementation and a committed partner as well. eFORCE® appreciates the opportunity to present our credentials to you and we look forward to welcoming you into the eFORCE® Family.

SYSTEM REQUIREMENTS

SYSTEM REQUIREMENTS

Place an "X" in the box following each system requirement description listed; if your company's most recently deployed CAD system fully meets the requirement.

System Requirement	X
1. The System should support web based technologies, such as mobile and cloud computing. <i>The CAD system supports web based technologies, and it is natively web based. The CAD solution is currently operational in several state agencies.</i>	X
2. The System must support the ability to merge an instance of the database with another instance, as in the case where data is created and stored in a standalone database that then must be combined with another database to consolidate the data. Note: For example, when two dispatch centers are becoming one. <i>This would be accomplished with the use of our proven data integration tool.</i>	x
3. The System must have disaster recovery processes that include data redundancy. <i>We have several methods and options available for disaster recovery. These options may include, but are not limited to, off-site and connectivity failover.</i>	x
4. The System must have robust interoperability with established systems with the ability to share data easily and efficiently. <i>CADfusion by FATPOT Technologies is the industry leading solution for large scale integration of CAD to multiple disparate CAD systems as well as other data systems such as weather, alerting, and command and control.</i>	x
5. The System must be available (24/7) at the local dispatch center without interruption for any reason so as to maintain operational continuance at the local level at all times. <i>By using industry standard web-server clustering technology, the system can be given virtually unlimited fault tolerance. This allows the customer maximum flexibility in designing for high availability and geographic redundancy. If true fault tolerance with 99.999% availability is desired, the system can be implemented on Stratus servers.</i>	x
6. The System must support a multi-user platform with real-time access. <i>Providing a browser-based solution not only allows multi-user access in real-time across the enterprise, but also allows those users to access the system from field environments while maintaining 100% of functionality.</i>	x
7. The System must meet all Federal and Agency requirements for security. <i>The proposed solution meets all CJIS and HIPAA security requirements and has also met security requirements of international federal agencies.</i>	x
8. The System must have on-going technical and user support. <i>On-going technical and user support is part of our standard services.</i>	x
9. The System must be based on an interactive Graphical User Interface (GUI) environment. <i>Our CAD solution has a browser-based GUI. It is very user friendly enabling new users to be able to use the system quickly and easily.</i>	x
10. The System must support real time, read-only access to data by local and remote fire managers and GACC personnel. <i>We provide a secure, real time "view only" web page for any user with the proper security rights.</i>	x
11. The System must meet the needs of an all-risk dispatch center.	x

System Requirement	X
<i>Our CAD solution has been deployed in multiple all-risk dispatch centers.</i>	
12. The System must be scalable and flexible to accommodate individual dispatch center data, policy and business practices while complying with national agency requirements for standardized data elements and reporting requirements.	x
<i>Each jurisdiction will have the capability to set-up their own codes tables and configurations and still pass and share data.</i>	
13. The System must be able to create an Incident from any computer via the internet.	x
<i>Yes, with proper security permissions, an incident can be created from any computer via the internet by utilizing one of our may supported browsers.</i>	
14. The System must include a variety of robust mapping features that allow the dispatch center to determine the location of a potential incident quickly and easily.	x
<i>The system utilizes a web-based version of the ESRI mapping component which provides many standard and advanced mapping capabilities. Optional mapping tools are available to support field users with limited bandwidth.</i>	
15. The System must be able to produce standard and ad hoc reports.	x
<i>Many standard reports are provided along a with an ad hoc report writing tool.</i>	
16. The System must allow for local management to pre-determine the resource response by incident type, response area, and response level.	x
<i>Yes, our standard response plan module will be provided and has many configuration options which will enable local management to configure response plans to suit local environments.</i>	
17. Daily log and entries may be retained as part of the official record of an incident.	x
<i>A log is automatically created for each incident, which will be available and part of many standard reports for analysis.</i>	
18. When multiple incidents are created but should be tracked as one incident, the multiple incidents are merged, (i.e. A reported smoke incident and a reported vehicle collision, are the same incident.) When incidents are merged, all documentation and resource data is tracked in one incident.	x
<i>This functionality is a part of our standard offering. The system looks for similar data from multiple calls and alerts the user if a possible duplicate call exists. Once these multiple incidents are identified they are easily merged.</i>	
19. The System must provide multiple ways to create an incident, such as using a function key or typing in an address or designating a map location through lat/long or GIS, etc.	x
<i>An incident can be created from the map, by using a command line, or by a point and click of the mouse.</i>	
20. The System maintains an incident log that records activity on an incident, such as radio communications, phone communications, dispatcher activity, notifications, etc.	x
<i>A log for all call functions as well a dispatcher log is provided to accommodate this requirement.</i>	
21. The dispatcher must be able use a timer to track status, and position checks of resources. For example, if it is a law enforcement incident the timer will notify the dispatcher when a safety check is required. For aircraft, Automated Flight Following may want a verbal check back every 15 minutes to track the location in case of loss of contact.	x
<i>An alerts panel with this very functionality is part of the systems core features.</i>	
22. Standard land-based geospatial data layers should be available within the System.	x
<i>All standard shape files layers can be made viewed on the map.</i>	
23. Response area data includes: response levels, associated Fire Danger Rating Area, response areas.	x
<i>All response plans included functionality to provide recommended units based on: location, skills, call level, and equipment.</i>	

System Requirement	X
24. Dispatch (run cards) data includes: response types, incident types with incident subtypes, response types, response levels, dispatch strategy, copying and reporting dispatch strategies, dispatch action required.	x
<i>All the above mentioned data elements are included in the run card module . All response plans include functionality to provide recommended units based on: location, skills, call level, and equipment.</i>	
25. Interfaces with radio console over a serial data connection to select frequencies and tones (repeaters). Dispatcher can click the [SELECT] button on the CAD screen to select dispatch frequencies and tones on the radio console screen.	x
<i>The CAD system can interface to these systems, and provides other alert notification functionality via text or email.</i>	
26. Provides an application administrator with the ability to add a common place name to the geographic data file with only a latitude/longitude location (location is off-road).	x
<i>Yes, common places are core to our proposed solution.</i>	
27. Provides an application administrator with the ability to configure response areas for fixed (run order) or dynamic (road network calculation) unit recommendation.	x
<i>An easy to use admin tool is provided for this very capability.</i>	
28. Provides a dispatcher with the ability to assign a weather-based dispatch level to response areas that have been organized into dispatch zones.	Will need to be developed
<i>This functionality will have to be developed. We will work with you to develop a detailed requirements document after a thorough review to ensure our complete understanding of your needs and goals. We will develop a test plan which FAM will review and approve. CADfusion is capable of providing real-time weather data to the CAD to support this feature as well.</i>	
29. Recommends units based on the current weather conditions (dispatch level) in the response area associated with incident location. The dispatch level influences the selection of a response plan.	Will need to be developed
<i>This functionality will have to be developed. We will work with you to develop a detailed requirements document after a thorough review to ensure our complete understanding of your needs and goals. We will develop a test plan which FAM will review and approve.</i>	
30. Calculates a bearing and distance for recommended units that travel through the air.	Will need to be developed
<i>This functionality will have to be developed. We will work with you to develop a detailed requirements document after a thorough review to ensure our complete understanding of your needs and goals. We will develop a test plan which FAM will review and approve.</i>	
31. Provides an application administrator with the ability to assign air-to-air and air-to-ground frequencies to individual response areas.	Will need to be developed
<i>This functionality will have to be developed. We will work with you to develop a detailed requirements document after a thorough review to ensure our complete understanding of your needs and goals. We will develop a test plan which FAM will review and approve.</i>	
32. Generates a fire number in addition to an incident number from a federal or local fire number counter as specified in the response area record associated with the incident location.	x
<i>Each agency or responsible reporting department can have a separate number for each incident.</i>	
33. Provides an application administrator with the ability to create a hazard record at a latitude/longitude location.	x
<i>Yes, this is accomplished by clicking on the map where the incident is located.</i>	
34. Alerts the dispatcher when a call is entered at a latitude/longitude associated with a hazard record.	x

System Requirement	X
<i>Hazard alerts will be given to a dispatcher for XY coordinates that contain a predetermined hazard. For example, if there is a particular area or location with a high fire danger associated with a call the dispatcher would be notified.</i>	
35. Provides a dispatcher with the ability to set the dispatch priority of units in a fire station where there is more than one unit of the same type.	x
<i>Yes, with the run-card / response plan set-up.</i>	
36. Displays an automatically-updated fire coverage window with the dispatch coverage status in green, yellow, or red.	Will need to be developed
<i>This functionality will have to be developed. We will work with you to develop a detailed requirements document after a thorough review to ensure our complete understanding of your needs and goals. We will develop a test plan which FAM will review and approve.</i>	
37. Provides the dispatcher with the ability to assign the person responsible for completing the fire or investigation report by entering a command.	x
<i>A unit report assignment is a part of the standard CAD call window.</i>	
38. Replicates live CAD incident and unit information to a backup device.	x
<i>This can be accomplished in several different ways. Based on your SOP, we will make a recommendation on a proper method.</i>	
39. Provides a dispatcher with the ability to select an alternate tactical and/or air to air frequency when the primary tactical frequency is in use.	Will need to be developed
<i>This functionality will have to be developed. We will work with you to develop a detailed requirements document after a thorough review to ensure our complete understanding of your needs and goals. We will develop a test plan which FAM will review and approve.</i>	

TECHNICAL REQUIREMENTS

TECHNICAL INFORMATION

1. How many staff months (project management, analysis, design, coding, documenting, and testing) and calendar months do you estimate it would take to modify your CAD system to meet all of the requirements listed above?
The process that FAM outlines in this question would take Ci/FATPOT approximately 3-6 months. This estimate is based on our experience in similar projects where we secured full cooperation and resource commitment from the agency to accomplish this. This does not include the time to tie disparate CAD systems together; we would have to scope this part of the project with FAM.
2. How many multi-site CAD customers does your company currently have?
Our group has worked with state and province-wide deployments involving both CAD and complex systems integrations. By leveraging a true web-based CAD system, there is no technological difference between having two workstations in the same room assigned to different dispatch groups or having those workstations geographically separated. This will provide maximum flexibility as you look at your current and future needs for dispatch facility planning. We are currently working on a multi-site dispatch solution for the Government of Trinidad and Tobago and providing a multi-site CAD integration solution for the province of Ontario, Canada.
3. How many physical servers are required to run your full CAD system with ROSS and other interfaces including testing and training instances of the system?
Given the stated number of dispatch offices (100) and your requirement to tie them to an unknown number of local agency CAD systems as well as to ROSS, it is impossible to accurately determine the number of servers at this time. However, for example, if we assume 24/7 uptime and integration into 20 external CAD systems (different CAD vendors) with real-time coordination and AVL sharing, 16 servers would most likely be required. More information is required to be definitive.
4. What is your company's estimated annual revenue from CAD system sales, consulting services, and maintenance fees?
As a private, employee-owned company, we do not generally disclose financial information outside of contracting discussions. We are a 35 year old company with 200 employees doing business both nationally and internationally. Customers such as the Ontario Ministry of Health and the Trinidad and Tobago Police Service should reassure you that we are financially sound and able to provide you solid service and products.
5. How many procurements for a CAD project exceeding \$2 million has your company responded to in the 24 months just prior to the release of this RFI?
We have projects of all sizes with different prices associated. CAD systems are normally priced by some metric such as population served, number of seats, number of first responders etc. In the past two years we have contracted with five agencies over the price point above. However, for interoperability solutions, we strongly feel that given the limited information available at this time it is very premature to get in to pricing discussion as they are heavily dependent on requirements, such as the type and number of interfaces.
6. What is the probability 0 – 10 (10 being the highest) that your company would participate in a best value Request For Proposal process for the CAD described above where all requirements must be met in order to qualify?
Ci/FATPOT will bid the functionality you require in a formal RFP, so our response is 10.



7. What is your estimated cost to provide a CAD system that would meet all of the requirements listed in this request for information?

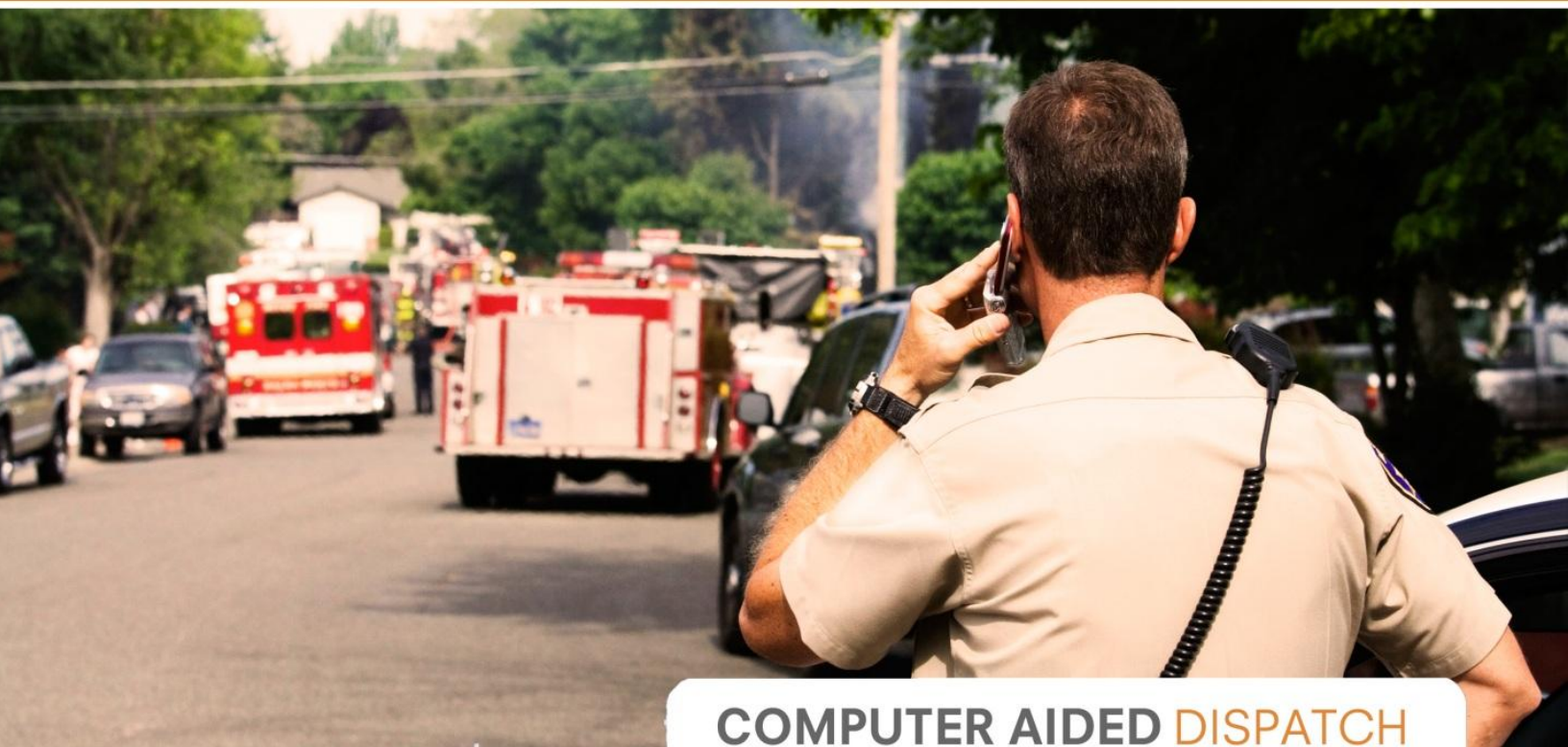
After internal review, we have determined that any quote given you would be incomplete based on the information in the RFI. Factors such as total number of seats, levels of fault tolerance, hosting model, and number of desired integrated systems all have significant impact on final price. We look forward to further discussions with you to provide additional information on our fusion solutions and to narrow down scope to give you an accurate range on price.

ADDITIONAL INFORMATION

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eFORCE® ANYTIME, ANYWHERE ACCESS

With eFORCE® CAD you can access your application anytime, anywhere you are, with a secure Internet connection. It's that easy.



COMPUTER AIDED DISPATCH

FEATURES INCLUDE:

- eFORCE® DNA
(Dynamic Name Association)
- Silverlight Technology
- Extremely User-Friendly
- Advanced Mapping
- Intelligent Command Line
- Robust Response Plans
- Easy-to-Use / Maintain
- Highly Configurable
- Many Optional Modules
- Create Reports including Call Analysis, Call Type Analysis, Response Time Analysis and Press Reports

ADMINISTRATORS

eFORCE® CAD is designed to improve the operational efficiency of your dispatchers, resulting in overall faster response times. **eFORCE® CAD** also allows you to know where your officers in the field are at all times.

END USERS

eFORCE® CAD Users are able to customize many aspects of the application from the look and feel to the position and layout. Other options are user-configurable including common place names, call type, emergency numbers, wrecker info, and call type.

TECHNICAL STAFF

The browser-based **eFORCE® CAD** application is very easy to administer for those who choose to have a local installation or can be completely administrated by **eFORCE®** through our SAAS offering at our hosting facility.



COMPUTER AIDED DISPATCH eFORCE® is proud to introduce you to our CAD 4.0 that utilizes Microsoft's Silverlight browser-based technology. Silverlight has allowed **eFORCE® CAD** to provide more client-like functionality without the need for a client. Some of the new features include an Intelligent Command Line, a Unit Status Update Feature, Browser-Based and Integrated ESRI Mapping, and a Dynamic Alert Bar.



CUSTOMIZATION

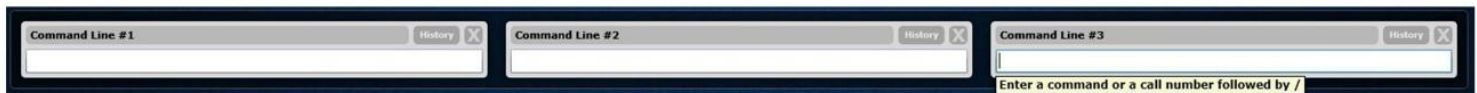
Cutomize the look and feel of **eFORCE® CAD** from color scheme and layout to many of the drop down option boxes.

NAVAGATION

Intuitive navigation and Instant updating allows your users to know where the units are and what they are doing at all times.

INTEGRATION

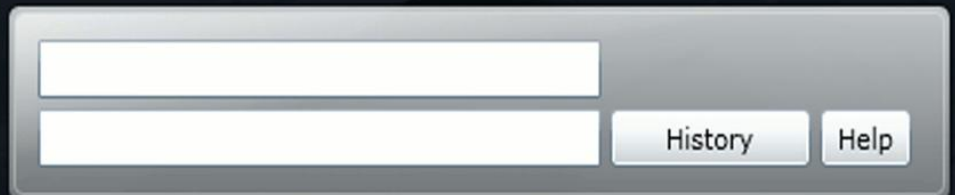
eFORCE® CAD integrates seamlessly with **eFORCE® RMS**. When a call is completed, data is transferred to the corresponding officer for report completion.



COMMAND LINE

A powerful tool for experienced users, the command line allows dispatchers to perform all the major functions of **eFORCE® CAD** without ever having to touch the mouse.

cmd//



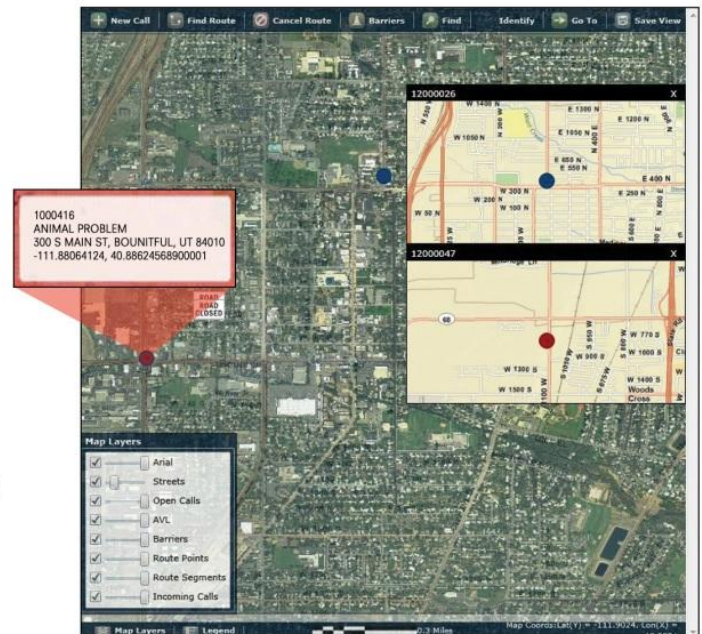


ADVANCED MAPPING

eFORCE CAD is equipped with ESRI

Mapping to provide a more accurate map. The advanced mapping allows you to view different layers on your map from Arial View to Street View with the ability to add Barriers, Routes, and Calls, both Incoming and Open.

When a call is shown simply hover over a unit to view Call Number, Call Type, Address, and Latitude/Longitude.



Response Plan Setup

Call Type	Grid	Notes
ARMED ROBBERY	1 - NORTH LONE TREE	
CAT IN TREE	1 - NORTH LONE TREE	call the fire department to bring the big, very big ladder with a net
CAT IN TREE	10 - north	
DOMESTIC DISPUTE	12 - south	send three patrol cars
DOMESTIC DISPUTE	10 - north	
DOMESTIC DISPUTE	1 - NORTH LONE TREE	
DOMESTIC DISPUTE	13 - east	
HEART ATTACK	1 - NORTH LONE TREE	send one ambulance and one fire truck

Call Type: SCHOOL LOCK DOWN Grid: 11 Notes: First make sure all children are secure. Alert Sheriff/Captain. Release SWAT Team. Add

ROBUST RESPONSE PLANS When an emergency occurs, knowing where your officers are and having the most up to date information is critical. **eFORCE® CAD** combined with real time ESRI mapping and your agency's pre-determined response planning allows dispatchers to coordinate the best response time based on the type of emergency that has occurred.

Activity Type	Alert Time	Command	Category	Text Color	Background Color	Alert Color	Alert Sound
ASSIGNMENT COMPLETE	1	24	POLICE	ASSIGNMENT COMPLETE	ASSIGNMENT COMPLETE		
AVAILABLE	0		POLICE	AVAILABLE	AVAILABLE		
BAILIFF	1	BAIL	POLICE	BAILIFF	BAILIFF		
BCI	1	BCI	POLICE	BCI	BCI		
BICYCLE PATROL	1	BIC	POLICE	BICYCLE PATROL	BICYCLE PATROL		beep1
BUSY	1	6	POLICE	BUSY	BUSY		
CHASE IN PROGRESS	1	80	SPECIAL FORCES	CHASE IN PROGRESS	CHASE IN PROGRESS		
COMMUNITY EVENT	1	EVNT		COMMUNITY EVENT	COMMUNITY EVENT		

Activity Type: Alert Time(Minutes): Command: Category: Color: Bg Color: Alert Color: Add

STATUS TIMER ALERTS

Set alerts to signal after a certain amount of time on a status activity. All activities, colors, alert notification type, and alert time are agency defined.



BUILT IN REPORTS

eFORCE® CAD offers built in reports and statistic generators. No need for 3rd party applications to create reports.

Create different types of reports including: Call Analysis, Call Type Analysis, Response Time Analyse and Press Reports.

Detailed Report - Call #12000026 Print

Call Detail

Call Date 02/06/2012 11:47:12	Address 343 N 333 S	Apt	City	Grid
Dispo of Call OPEN	Call Type JEWELRY STORE ROBBERY	Priority 1	How Reported	
Call Taker MERRILLS				

Involved Info

Last Name	First Name	Middle	Phone	Address	Apt	City	ST	DOB	Inv Type
-----------	------------	--------	-------	---------	-----	------	----	-----	----------

Vehicles

Lic Plate	St	VIN	Make	Model	Style	Year	Color	Owner	DL #
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Units Dispatched to Call (Primary Unit)

Unit	Activity	Started	Ended	Time	Location
ADHD		02/06/2012 15:20:56	02/06/2012 15:24:27	3.52	
	DISPATCHED	02/06/2012 15:20:56	02/06/2012 15:21:02	0.10	
	DISPATCHED	02/06/2012 15:21:02	02/06/2012 15:21:06	0.07	
	ENROUTE	02/06/2012 15:21:06	02/06/2012 15:24:27	3.35	
	CLEARED	02/06/2012 15:24:27	02/06/2012 15:24:27	0.00	
S14		02/06/2012 11:48:24			13236.53
	DISPATCHED	02/06/2012 11:48:24			13236.53

Call Notes



eFORCE® COMMAND

Log into all your **eFORCE®** Applications from one location, only once, with **eFORCE® Command**.

MODULES (OPTIONS)

eFORCE® CAD base installation comes with many features and modules that are not included with most other software packages without paying extra. All the modules below in Orange are included with **eFORCE® CAD** at no additional cost.

- Browser-Based
- Names DNA
- Multi-Jurisdictional
- GIS / Web-Based Mapping
- Map Based Unit and Call Updating
- Intelligent Command Lines
- AVL
- Response Plans
- Scheduling
- Security Checks
- Messaging
- Impound
- Alerts
- Enhanced 911 and Phase 2 Cellular Calls
- Paging / Texting / Email
- Voiceless Dispatching
- ProQA
- State Queries
- Premise
- Wrecker Rotation

Peer Intelligence Interoperability Platform



Peer intelligence is the technological foundation for FATPOT's suite of products, including its Automated Field Reporting System, REPORTfusion. It is a platform specifically built for the Public Safety / Homeland Security sectors.

Interoperability - On Your Own Terms

Peer Intelligence™ is the technology that overcomes all traditional barriers to interoperability and allows agencies to share authorized data anywhere and anytime — it is a real-time, virtual data-fusion technology, which provides secure data access to multiple cooperating entities from multiple disparate systems on an on-demand basis.

Peer Intelligence overcomes intelligence isolation by fusing isolated information systems at local, state, and federal level, and it gives professionals the power to share authorized information — immediately, anywhere, on any platform. Picture the technology as the key to liberating departments from solitary information confinement — the key to fusing isolated agencies' communications into fast, secure, and efficient information-sharing communities.

FATPOT's Unique Enabling Software Technologies

Peer Intelligence™ is the central column of FATPOT's enabling software technologies; it is a patent-pending, special, purpose-built messaging framework, which enables interconnectivity, data translation, security, and data sharing capabilities. This underlying technology provides the

information interoperability foundation that allows disparate systems to communicate efficiently, accurately, and securely. It is a services broker for publishers and subscribers of information.

Common Exchange Core™

The Common Exchange Core™ of Peer Intelligence can also be classified as an *Enterprise System Bus* (ESB). Finally, numerous *native services*, which support interoperability in the public safety industry, have been built into Peer Intelligence — making it a complete solution, not just a basic tool.

GlobalMOBILE™

Another core enabling software technology, called GlobalMOBILE™, addresses such network issues as loss of connectivity to an application server, encryption requirements, data delivery over narrow bandwidth networks, network roaming, or the automatic, optimal use of a network device when multiple networks are available. GlobalMOBILE virtually eliminates these significant mobility issues with a highly efficient, intelligent networking framework. GlobalMOBILE is able to provide network, roaming, session persistence, data compression, and concurrent use of multiple wireless technologies to deliver rich data and content over all networks, even low bandwidth networks.

Coupled with Peer Intelligence, GlobalMOBILE provides the reach that expands information interoperability to include network interoperability. Not only do these core-enabling technologies provide the foundation for FATPOT's competitive advantage, but they also solve a huge challenge facing the public safety industry — information access, anytime, anywhere.

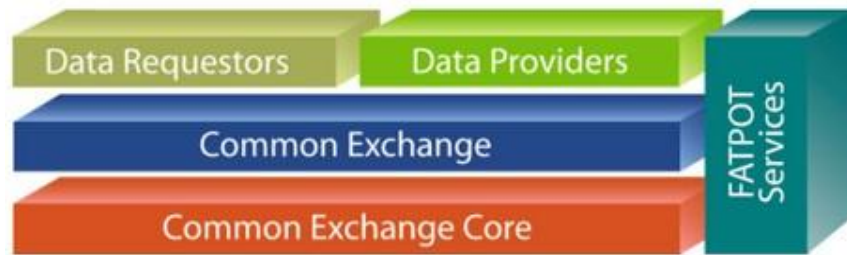
FATPOT's approach to interoperability helps preserve existing sizeable investments in agencies' systems and networks. FATPOT creates data fusion while allowing agencies to capitalize on their investment in legacy systems versus undesirable alternatives: The alternative approach to interoperability requires consolidation to a single vendor solution across multiple local, state, and federal agencies, which is disruptive, politically charged, and economically not feasible.

PortalONE™

The elegance of Peer Intelligence™ — with its expanded reach across multiple systems — is reflected powerfully through FATPOT's mobile desktop portal called PortalONE. The portal exploits the highly efficient networking infrastructure, GlobalMOBILE™, to provide rich data and content over existing and even low-bandwidth networks. PortalONE™ users now have access to information beyond the limits of their own agency's systems. PortalONE™ is the client which provides REPORTfusion, FATPOT's Automated Field Reporting System.

Finally, all of FATPOT's technologies provide extensive control mechanisms to ensure that data is securely handled and managed. The security of FATPOT data sharing and networking frameworks is robust and flexible, and meets the security requirements for the Department of Defense C2 level.

Peer Intelligence Information-Sharing Framework



Peer Intelligence™ – A Foundation for Information Sharing

The Peer Intelligence™ messaging framework addresses the wide variety of methods that are required to access and distribute information by utilizing scalable interface architecture. Through a layered access approach, information requests or published data are directed to a central access point called the Common Exchange (CE). The CE then determines the proper destination and directs the transaction accordingly into the Common Exchange Core (Core). The Core processes incoming transactions by applying established filters and business rules and forwards them to their appropriate destinations. In the case of a data request, the Core forwards the request to the appropriate data providers and ensures that the resultant responses are routed back to the original requestor. When a data provider publishes data into the network, the Core generates the appropriate notification messages and delivers them to their respective recipients.

While Peer Intelligence dynamically provides access to large amounts of authorized information, control is not administered centrally, but delegated to the individual data owners. In order to support the widest possible range of information systems, Peer Intelligence utilizes industry standard protocols and methodologies such as XML, JXDM, IEEE1512, and NEIM.

In short, Peer Intelligence is real-time virtual data fusion technology that provides secure data access on-demand to multiple cooperating entities utilizing multiple disparate systems.

Virtual DATAfusion Technologies

Virtual Data Fusion technology harnesses the power of Peer Intelligence technology to connect disparate information technology and communications systems. The technology enables widely disparate IT and communications systems to securely share authorized data across jurisdictional and traditional technological boundaries. Virtual Data Fusion is synonymous with the creation of interoperability and compatibility without complex system overhauls.

Virtual Data Fusion's ability to fuse multi-jurisdictional data into a single resource fuels the sharing of CAD (CADfusion), RMS (RMSfusion), reporting (REPORTfusion), GPS (GEOfusion), and other data at local, state, and federal levels.

CADfusion™ - A Single Source For Multi-Agency CAD Intelligence

FATPOT CADfusion™ brings information from multiple CAD systems together in a single, easy-to-use interface that provides maximum situational awareness and effectiveness to users.

The software aggregates and integrates information from disparate emergency 9-1-1 computer-aided dispatch (CAD) systems. Founded on robust Peer Intelligence technology, this solution provides the sharing of regional or statewide, real-time CAD information between dispatch centers, administrators, first responders, and the public.

The CADfusion™ system is designed to interconnect multiple CAD systems from similar or different vendors — allowing the systems to exchange and disseminate critical information with each other or authorized end users anywhere. FATPOT CADfusion nodes can be distributed across a network of FATPOT Peer Intelligence servers to create a fault-resilient, distributed repository of real-time, shareable CAD information.

Through the Peer Intelligence Common Exchange, individual CAD systems can publish data into (or subscribe to specific data from) FATPOT CADfusion repositories — allowing bidirectional CAD-to-CAD interoperability. In addition, real-time access to this information can also be presented to first responders through FATPOT's Global Mobile technology and PortalONE™, FATPOT's mobile client platform.

Having access to multi-jurisdictional CAD information gives authorized first responders better situational information. FATPOT also provides an Internet, browser-based application called FATPOT Web Instant Notification System™ (WINS), which can instantly present the information to desired parties such as administrators. WINS can control which types of information parties receive. It provides strong user controls to ensure that information is released only to “need-to-know” people.

RMSfusion™ - The Power of Limitless Mobile RMS Inquiries

FATPOT RMSfusion™ is a powerful foundation technology for searching, organizing, and sharing information from disparate Record Management Systems (RMS).

Using Peer Intelligence™, standard SQL requests are mapped to each interconnected RMS system so that multiple systems can be queried simultaneously for relevant information matching a specific search request. Data is received back converted, mapped, and organized using the Global Justice XML Data Model™ or National Information Exchange Model (NIEM)™ within the FATPOT RMSfusion™ repository.

Requesting entities can then access the information, and through similar reverse data conversion and mapping facilities, receive the information back in their format. FATPOT RMS nodes can be distributed across a network of Peer Intelligence servers creating a fault-resilient, distributed repository of real-time, shareable RMS information.

The PortalONE™ mobile client provides preset forms for looking up information across interconnected RMS systems. The number of RMS systems accessed by each information search is filtered by the security profile of each user. However, each user from within PortalONE controls it. For example, available-to-search RMS systems and databases such as NCIC appear in a selectable list. A user must specifically select which targets to query before initiating the search. The FATPOT RMSfusion repository will cache certain requested information for a period of time so that similar subsequent searches are quickly resolved to the appropriate source and does not overload low relevance systems.

FATPOT RMSfusion™ gives public safety professionals access to potentially lifesaving information that may not be contained in their respective agency's RMS system. For example, a police officer may become aware of a potentially dangerous situation because of information recorded in a different jurisdiction regarding an arrest warrant. This level of interoperability makes information lookup easier and quicker, providing better situational awareness, and giving users a powerful tool to do their jobs more safely and efficiently.

GEOfusion™ - Real-Time, Multi-Jurisdictional Location Data

FATPOT GEOfusion™ leverages Peer Intelligence™ to collect and integrate real-time location data from GPS enabled mobile units across all interconnected agencies and jurisdictions.

The technology supports a broad array of hardware using dissimilar GPS data encoding formats such as NMEA, TAIP, and Garmin. Through the Peer Intelligence Common Exchange™, unit location GPS data can be published into the FATPOT GEOfusion repository. Once received, the data is translated and saved in a common format including utilizing a normalized latitude and longitude representation.

Any other authorized system, such as a disparate CAD system, can subscribe to the GPS data, and that data will be automatically converted into that CAD system's desired format. Other dynamic GPS data can also be published to the repository such as abandoned vehicle and hazardous material locations. FATPOT GEOfusion also includes additional supporting infrastructure to provide a complete mobile mapping client through PortalONE.

In mobile units, maps and other static information layers are cached locally for performance and operability in low-bandwidth network environments. An included or optional third-party geo-server provides other data or dynamic operations such as best route information.

Real-time GPS information from the FATPOT GEOfusion repository can be displayed dynamically on top of the static or cached maps. For example, mobile units from all jurisdictions are displayable on the map using a unique icon. Movement and location are continuously updated as units' locations change. Dispatchers can visually determine the closest available units, assign incidents, and monitor progress as units respond to the location. First responders can be delivered specific routes, see all the units from other jurisdictions and self-dispatch if authorized.

DATAfusion™

FATPOT is a leader in the field of integrating a wide variety of IT systems and hardware. Its ability to create interoperability extends beyond the fusion of GPS, reporting, CAD, AVL, and RMS data. FATPOT can create interoperability for a myriad of IT systems. For example, DATAfusion technology can integrate Sex Offender databases.

NOTE: DATAfusion™ will be key in integrating Citations data into disparate Courts and State systems.



FATPOT Peer Intelligence®

Virtual Data Fusion Software

An Interoperability Platform for Public Safety

August 15, 2007

Purpose

This document will describe the merits of deploying an interoperability platform (middleware) to provide a total seamless system solution when integrating multiple disparate applications and databases versus a application-to-application interfacing approach via point-to-point integration. It will then provide a brief introduction of the FATPOT interoperability platform – Peer Intelligence®.

Overview

The expanding deployment of computer-based applications in Justice and Public Safety (JPS) has improved the operational performance of professional personnel across the board. However, having raised the bar, it has uncovered an urgent need for better cross jurisdictional information and resource sharing. To share information and coordinate the sharing of agency resources requires either the consolidation of all agency applications to a single system, or integrating the disparate agency applications into a single interoperable solution.

Because of the investment into existing agency systems, including the tacit investment of people and training, it is unlikely that all of the cooperating agencies will converge to a single solution. Therefore, integrating the disparate applications into a single interoperable solution is the most viable solution.

Disparate application interoperability can be interpreted to mean a multitude of possibilities. The types and quantity of transactions that must be supported across applications and whether those transactions are one way or bi-directional will determine the complexity of the integration effort. Additionally, the number of disparate applications which must be integrated will also become a factor.



There are two traditional approaches to integrating disparate applications. Each has its merits and advantages. These will be discussed below. The simplest approach when integrating only two disparate applications is to develop a specific interface between the two applications to support the transactions which must be made common. This kind of *passive* integration allows one application to formulate an agreed upon message package, and to deliver it through a transport mechanism such as a web service to the receiving application. The receiving application knows how to interpret the message package, and usually acknowledges receipt and successful processing with a return message package. This point-to-point integration is usually the best solution when there are only a few number of applications which must be interfaced together.

The more robust approach, which initially may be more complex, is to deploy an integration platform commonly referred to as middleware. This includes a message exchange or system bus which plays an *active* role in managing the integration of the connected systems. Commonly referred to as a spoke-to-hub design, the integration platform (hub) acts a traffic facilitator for all of the integrated applications. Under this approach, the message exchange transforms a message from one application to a common interchange message format, and upon determining the destination(s), it transforms the common format message into the desired format of the receiving application(s). This approach reduces redundancy and complexity when integrating several disparate applications.

FATPOT Technologies provides the premier integration platform for the JPS market place. Its powerful Peer Intelligence -- Virtual Data Fusion Software provides the foundation for interoperability between existing CAD, RMS, AVL, and other systems. It also establishes an expandable, distributed platform for caching of real-time JPS data that can be readily accessed by field professionals

Point-to-Point Interfaces

When the task of integration involves only two or three disparate applications, developing point-to-point interfaces will likely be the easiest and cost effective approach. Development will require defining a shared message protocol that can be transmitted and understood between the two cooperating systems. Depending on the availability of development tools for one or both of the systems, interfaces and message dialogues must be developed and tested. Development will need to include some overhead functionality to deal with data validation, message acknowledgement, error reporting, and auditing. The interface may also



need to deal with issues like message overrun and application unavailability. Figure 1 illustrates a simplified exchange between two such applications.

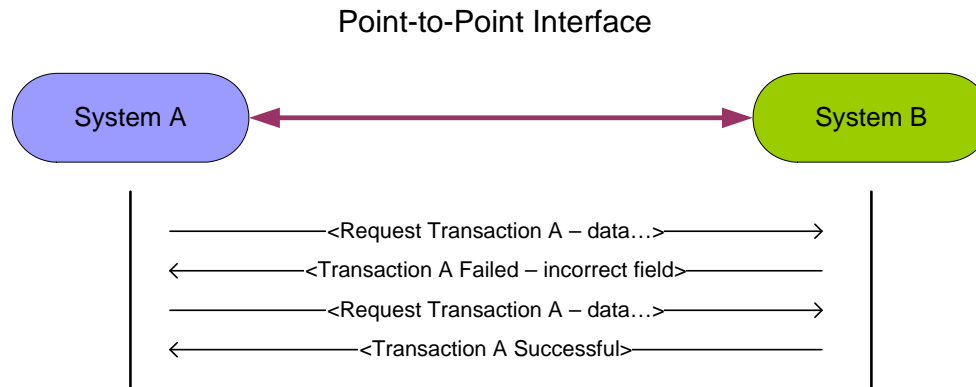


Figure 1

The advantages of point-to-point integration include:

- Quicker implementation because developers usually have tools and knowledge to develop within one or more of the target applications environments
- Less costly to develop the initial interfaces and integration without the expense of purchasing, learning, and operating a separate integration platform

However, when there are several disparate applications that need to be integrated together, the complexity of defining, creating, and maintaining multiple interfaces becomes unwieldy. With only five applications to be integrated, there could be as many as twenty different interfaces to be built and maintained. Diagram 2 illustrates the complexity that may result.

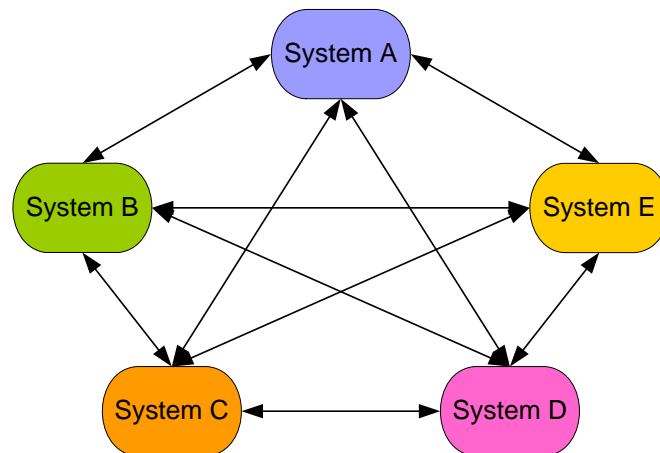


Figure 2

The disadvantages of a point-to-point interface include:

- When adding an additional application into an integration scenario may require developing a unique interface to every other system which grows more costly with each additional application
- In a multiple system scenario, ongoing maintenance and testing becomes very complex as a single system upgrade may require modifications and testing to every other integrated application
- When several disparate applications are being integrated, the cost to develop each unique point-to-point interface becomes redundant and expensive
- Without a common security, management, and reporting platform, operating a complex point-to-point may become unmanageable and costly

The decision to deploy a point-to-point integration solution must be carefully reviewed to consider all of the costs. Initially, the implementation costs may be lower than deploying a middleware solution. However, as additional systems are added to the integrated environment, the incremental costs of implementation and operation grow multiplicatively. With the trend towards more and more interoperability, it is very likely that there will be demands and requirements for additional integration and information sharing.

Integration Platform

Because of the cost and complexity of building a large point-to-point integration environment, new technology solutions commonly categorized as middleware has emerged on the market to simplify the process of



integrating multiple disparate systems and applications. Also known as an Enterprise System Bus (ESB) or message switch, these platforms attempt to standardize as much of the integration environment as possible. An integration platform deploys a spoke-hub or bus architecture to reduce the interfacing task to the disparate applications to one. Figure 3 below illustrates this architecture.

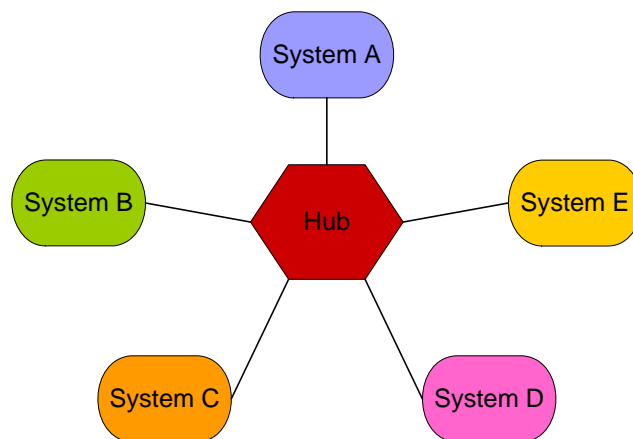


Figure 3

Using an integration platform reduces the number of interfaces to each connected system to one. It must be a robust interface, capable of supporting the interactions with all of the other connected systems. To do this, a common interchange format message structure must be defined that supports the interoperability transactions between the connected applications.

In the JPS market, the Global Justice XML Data Model (JXDM) goes a long way to providing this common message structure. In addition to that, there exist recommended Information Exchange Package Documents (IEPD) which define specific JPS interoperability transactions such as Call Transfer. These industry standards help define common protocols that must be supported by the interface between the disparate applications.

Often, a target application to be integrated is closed, meaning there may or may not be a provided interface for communicating with the application. And if one exists, it may not provide the complete message detail required for interoperability. To overcome these shortcomings, the integration



platform must compensate for the lack of functionality. Integration tools are a key part of the platform for acquiring and transforming the data into the common message structure. These tools exist in the form of adapters, data mapping tables, and data transformation services.

Another valuable role of the integration platform is to provide the operational framework that handles the support and operating requirements of a fully functioning system. These include services such as encryption, authentication, data validation, buffering and flow control, error handling, auditing, debugging, and monitoring of all integration interfaces and messages flowing through the platform. Figure 4 illustrates the capabilities of a full featured integration platform.

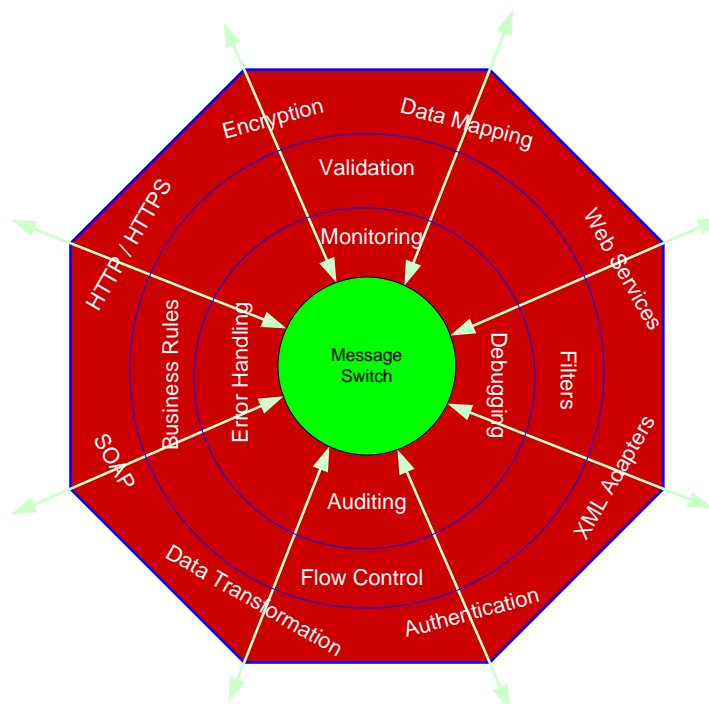


Figure 4

The advantages of utilizing an integration platform are:

- There is only a single interface for each application being integrated. The platform translates and delivers each transaction to the appropriate destinations using their respective interface.
- Modifications or upgrades to one application will have no impact on other application interfaces or functionality.



- Tools and services that simplify the integration process are built into the platform eliminating the need to recreate these manually.
- Management of the overall integrated system is centralized and standardized for easier implementation, debugging, administration, and operation.
- An integration platform provides economies of scale as the number of applications being integrated increases.

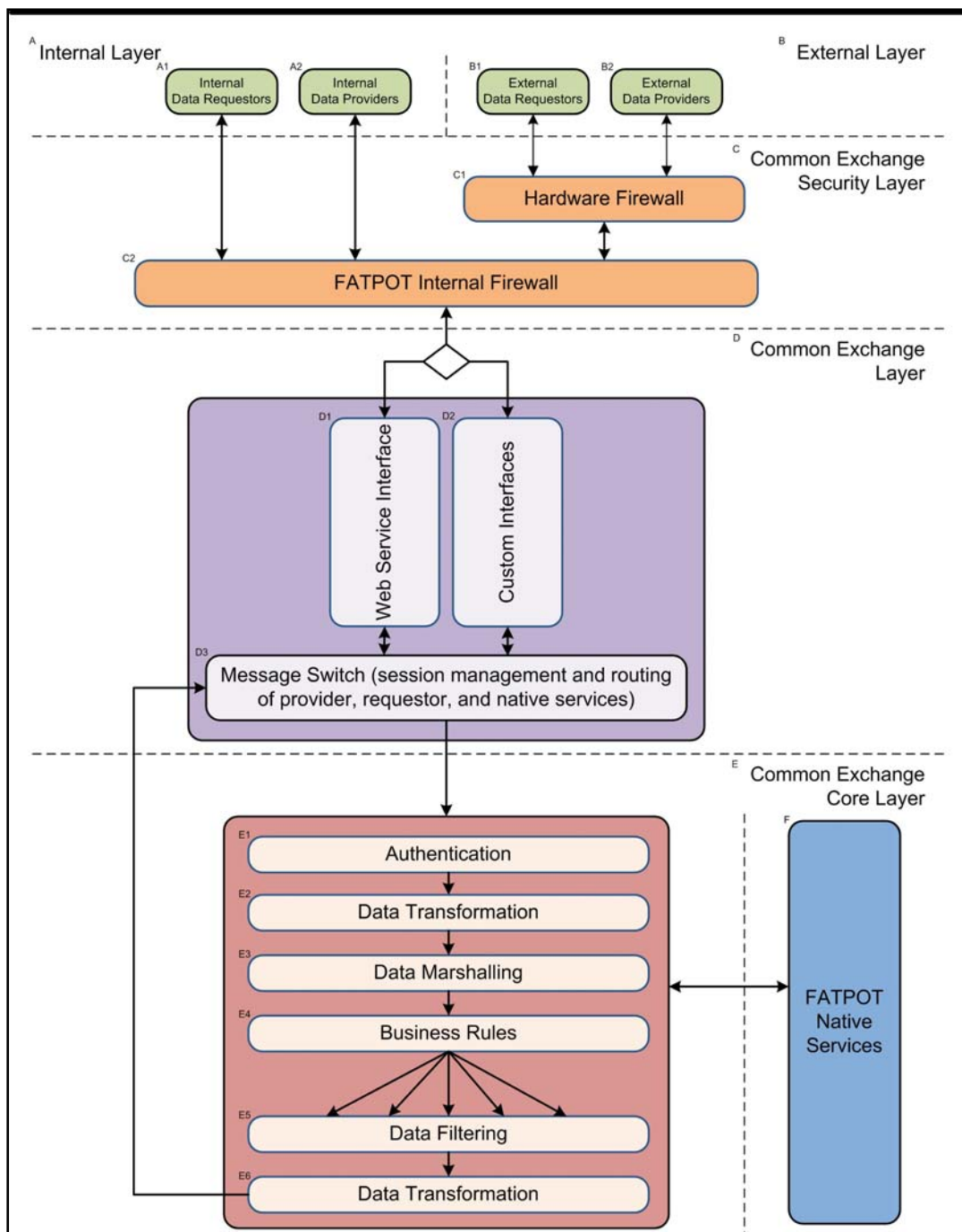
The disadvantages of utilizing an integration platform are:

- The cost of purchasing a platform is higher than initially developing point-to-point interfaces.
- The learning curve to implementing and operating an integration platform requires new investment and ongoing support.

The decision to deploy an integration platform solution must be carefully reviewed to consider all of the costs. Initially, the implementation costs may be higher than deploying a point-to-point solution. However, as additional systems are added to the integrated environment, the incremental costs of implementation and operation will decrease for each system added. With the trend towards more and more interoperability, investing in an integration platform will likely pay off in the long run.

Peer Intelligence® -- Virtual Data Fusion Software

FATPOT's Peer Intelligence® technology is the premiere integration platform for the JPS marketplace. It is built on a robust messaging switch called the FATPOT Common Exchange. It provides all of the rich functionality necessary to rapidly integrate existing JPS systems such as CAD, RMS, and GPS while providing an integration foundation for communications of alerts, email, instant messaging, and paperless reporting between integrated systems and their users. Figure 5 gives a graphical breakdown of the Common Exchange architecture.



FATPOT Common Exchange Architecture

Figure 5



Peer Intelligence® leverages the FATPOT Common Exchange message switch to build a completely distributed solution for JPS. Peer Intelligence® nodes can be interconnected to create an extensible, geographically disbursed network of servers where data is automatically replicated for information sharing. In addition, FATPOT has created repositories of interoperable data to empower real-time lookup of cached information. CADfusion™, RMSfusion™, and GPSfusion™ are specific examples of such repositories. They act as proxies for the multiple integrated CAD systems to minimize the redundant requests for information that would otherwise result from a potentially large number of subscribers. Figure 6 provides a logical view of how multiple Peer Intelligence® nodes can be linked together to create an interoperability platform that integrates multiple disparate CAD, RMS, and GPS systems.

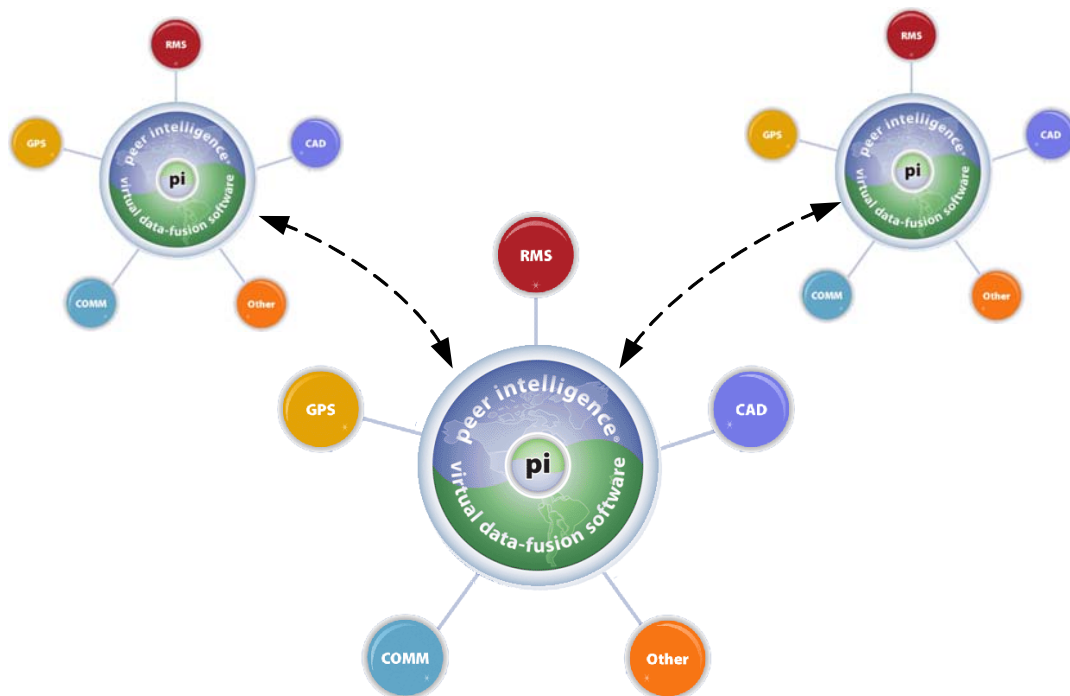


Figure 6

These valuable extensions that are built upon the FATPOT Common Exchange message switch deliver a powerful, plug-n-play interoperability solution for the JPS marketplace. Integration projects can be implemented in days and weeks instead of months and years. FATPOT has extensive experience with the most popular CAD and RMS systems on the market today. It has developed robust interfaces and business



rules that streamline the implementation process. Custom changes to business rules can be implemented quickly through a flexible scripting language that is part of the Common Exchange environment.

CADfusion™, RMSfusion™, and GPSfusion™ are also configurable to support bi-directional CAD-to-CAD, RMS-to-RMS, and GPS-to-GPS operations. Because state information is retained with the data in the repositories, business rules can be set to trigger special transactions between disparate applications when an external or unrelated event occurs. This capability puts the right functionality in the most optimal location – in the middleware – to create the most interoperable solution on the market.

Summary

When integrating disparate applications and systems into a seamless interoperable environment, the decision on the approach should be weighed considerably. Besides the improbable decision of consolidating all disparate applications to a single standard, there are two fundamental options. First is a point-to-point approach where custom code is developed to allow two or more systems to exchange messages directly to each other. If there are only a few systems, this strategy may be the easiest and least expensive. However, when there are several systems, each has to provide and maintain an interface to every other system. This can become very costly in the long run.

Second is the integration platform approach where middleware in the form of a message switch or ESB is used to integrate the different systems. Under this design, each disparate application only interfaces to the message switch which in turn coordinates message translation and exchanges with the destination applications through their respective interfaces. The middleware also provides a centralized management framework for all of the integration services required. This approach may be more expensive in the beginning, but usually pays off in the end as additional disparate applications are integrated along with upgrades and maintenance.

FATPOT provides the premiere integration platform for the Justice and Public Safety (JPS) marketplace. Peer Intelligence® -- Virtual Data Fusion Software leverages a powerful middleware platform to deliver a plug-n-play interoperability solution for CAD, RMS, GPS, and other JPS applications. It has been proven in the marketplace in hundreds of locations. The solution is customizable and extensible.

MOBILE LAW ENFORCEMENT
TECHNOLOGY OFF THE BEATEN PATH

UTAH

DOING MORE
WITH LESS**The only constant in life is change**

The Utah Division of Wildlife Resources (UDWR) is a relatively small agency, with fewer than 75 sworn personnel. We are state peace officers tasked primarily with the enforcement of wildlife law. As with most natural resource agencies, we are constantly challenged with tight budgets and inadequate staffing. We are able to accomplish our mission because UDWR conservation officers are among the most dedicated law enforcement professionals in the business.

In May of 2008, our agency received word that the records management system (RMS) that had been in use for more than 10 years was going to be shuttered and that we had less than six months to find a suitable replacement. Our agency had managed to utilize a system purchased and maintained by the Utah Department of Public Safety (DPS) for more than a decade. We saved a fair amount of money, but there was no ownership of the system. As such, we had no voice when the DPS chose to pull the plug.

UDWR administrators immediately began the search for a suitable replacement, ultimately selecting FATPOT Technologies, which is headquartered in Bountiful, Utah, to integrate its disparate information systems with other agencies' systems and create a single information sharing system. UDWR also implemented additional FATPOT technologies including real-time mapping, automated field reporting, database and RMS inquiries, messaging, daily log and evidence tracking, and multi-jurisdictional dispatch information sharing.

What the UDNR has learned

Mobile computing can act as a force multiplier for natural resource law enforcement; it can allow agencies to continue to meet service expectations despite diminishing resources. The UDWR has been able to leverage mobile technology to increase the efficiency of our conservation officers, expand services, improve officer safety, and create statewide situational awareness.

Agencies tasked with patrol duties in remote areas frequently assume that incomplete wireless coverage prevents them from implementing a mobile computing system. The UDWR system provides connectionless functionality that enables conservation officers to complete field reports and use other tools offline, receive updates, and complete cached tasks as they move between scattered wireless networks or Wi-Fi hotspots.

Other wildlife agencies can similarly benefit from mobile computing and should not be discouraged from embracing this technology, particularly when the efficiencies that it offers become necessary due to difficult economic conditions.

Tough times for wildlife agencies

The current recession has shrunk many wildlife agencies' budgets and decision makers are generally being forced to adopt one or more of the following cost cutting measures:

- 1) Retaining vehicles or vessels for longer periods of time
- 2) Mandating furloughs for personnel
- 3) Cutting non-essential programs and services
- 4) Eliminating equipment
- 5) Implementing hiring freezes
- 6) Eliminating positions
- 7) Raising fees

Budget cuts have been sharp in many states, including California, Colorado, Florida, Georgia, Missouri, and Nevada, where wildlife agencies are tightening their budgetary belts to "where it's starting to cut in" explains Henry Cabbage, spokesperson for the Florida Fish and Wildlife Conservation Commission (FWC).

CALIFORNIA: California is "unfortunately leading the way in budget cuts," says Nancy Foley, California Department of Fish & Game (CDFG) Chief. The agency was compelled to mandate three furlough days per month-effectively cutting its field presence by 28 percent and creating a 15 percent pay cut for conservation officers. Foley anticipates longer re-

sponse times, increased wear-and-tear on vehicles, and increased fuel consumption as game wardens adjust to changes.

COLORADO: Bob Thompson, Assistant Chief of Law Enforcement, expects the FY 2010 and FY 2011 budgets for the Colorado Division of Wildlife (CDOW) to decline by as much as \$7 million. "There will be at a minimum of four furlough days for our employees for this fiscal year," mentions Thompson. The department has cut some programs, cancelled training classes at its academy for the next two years, and is evaluating other cuts. Most of the out-of-state travel has also been suspended for the next two fiscal years.

FLORIDA: The FWC is curtailing its services significantly-cutting the budget for invasive plant control programs by \$12.7 million (a reduction of 33 percent), suspending or eliminating 15 of 35 lake restoration projects, reducing land management efforts by 63 percent, and removing red tide (algal bloom) monitoring services from all but one key area. The FWC will not be able to replace more than 2.5 percent of its vehicles and a significant number of its vessels. The agency has also left a number of positions vacant and may have to eliminate some jobs in the near future. "These changes will definitely affect our missions," explains Cabbage.

GEORGIA: Capt. Mike England of the Georgia Department of Natural Resources (GDNR) reports that his agency will be operating on a budget reduced by 24 percent in FY 2010. All GDNR employees will be required to take one furlough day a month from July through December. Vacant positions have been cut.

MISSOURI: The Missouri Department of Conservation (MDC) will have to cut 133 positions (roughly nine percent of its workforce) by FY2011, reports Shawn Gruber, Protection Program Coordinator for the MDC. The MDC also plans to make changes to its vehicle inventory-retaining vehicles for longer periods of time (140,000 miles) and switching to smaller, more fuel-efficient vehicles when possible. "All programs are currently being evaluated extensively," adds Gruber.

NEVADA: Nevada's state sales tax and gaming tax revenues are down. Consequently the Nevada Department of Wildlife's (NDOW) budget is "really hurting in the general fund area," reports Rob Buonomici, NDOW Chief Game Warden. The agency has introduced one furlough day per month, which is curtailing "the time game wardens spend in the law enforcement role." The NDOW will now retain vehicles for 140,000 miles and replace some vehicles with more cost-effective all-terrain vehicles (ATV) where feasible.

The overall effect of the recession on wildlife agencies is a loss of critical resources and a scaling back of capabilities. Wildlife agencies are cumulatively losing personnel and limiting the amount of time game wardens can spend patrolling in the field. Conservation officers are being compelled to use older vehicles or boats, and many programs and services have been eliminated.

Mobile computing is transforming the UDWR

The FATPOT solution was initially released in October of 2008 to a special team of UDWR officers, who collaborated with developers and administrators to evaluate and customize the system prior to statewide implementation. The way UDWR conservation officers do business has changed drastically since that time.

The UDWR's mobile system is a force multiplier. In other words, the technology creates efficiencies that allow our conservation officers to spend more time in the field and less time tending to administrative tasks. UDWR Chief, Mike Fowlks, elaborates, "The new law enforcement data system developed by FATPOT [Technologies] has increased officer efficiency by decreasing administrative time in the office. Conversely, time spent in the field has increased. In this day and age of budget shortfalls and cuts, I am getting more work done with the same number of officers."

This technology produces many other benefits for the UDWR, including 1) expanding its services and operating more efficiently, 2) creating greater situational awareness, 3) increasing officer safety, and 4) promoting interagency cooperation.

Operating more efficiently and expanding services

Wildlife agencies typically operate with thinly stretched resources and budget cuts are stretching them further. For example, the CDFG has one game warden

per 180,000 people and UDWR patrol districts average nearly 2,000 square miles. Mobile computing can increase the efficiency and effectiveness of field personnel. "Since we have started with the [mobile] system, I find that I am spending one less day per week in the office completing administrative paperwork. That means a twenty percent increase in my patrol time," says Conservation Officer Keith Fullenkamp. In the case of the UDWR, that equates to eight new full-time employees, who are able to prevent and detect violations, arrest violators, and otherwise serve the citizenry of the state.

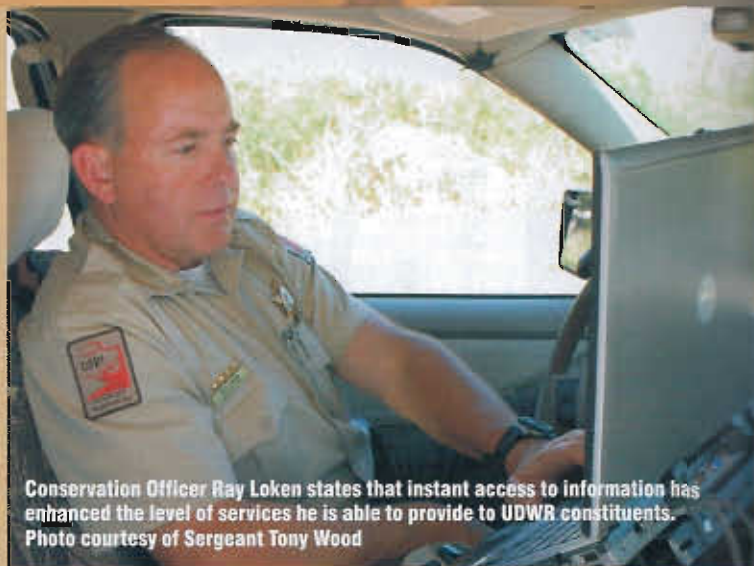
"Having mobile access to this type of technology has greatly increased the level of service that I am able to provide to our constituents," adds Conservation Officer Ray Loken.

The UDWR equips its authorized personnel with a single mobile program that incorporates the modular tools they can use to collaborate with colleagues, communicate with other agencies, and work more effectively. Chief Fowlks referred to the FATPOT Public Safety Suite(tm) as a "one-stop-shopping concept, where all of our agency's data needs are brought under one umbrella."

Automating field reporting.

UDWR conservation officers can complete a variety of electronic field reports, including citations, from any location. This software contributes to efficiency and accuracy throughout the entire process of creating, reviewing, and committing a report into the database. The UDWR's automated reporting system is currently reducing the time it takes for conservation officers to process violations and issue citations by 70 percent. Citation issuance can be completed in as little as three minutes. This shortens the length of time a violator is detained, and thereby helps to lessen frustration levels, which build with lengthy detentions.

We will shortly be implementing functionalities that will allow field reports to autofill from bar code scans of Utah hunting, fishing or driver's licenses. This will serve to bring those con-



Conservation Officer Ray Loken states that instant access to information has enhanced the level of services he is able to provide to UDWR constituents. Photo courtesy of Sergeant Tony Wood

veniences available in wireless network areas to remote portions of the state, further increasing field efficiency

The reporting software incorporates other time saving features such as the ability to autofill the report with existing data in RMS systems, CAD systems, and other databases.

The mobile system can validate data and correct errors while a conservation officer is still in the field, and the data instantly enters an automated review chain when the report is submitted. Conservation officers do not have to ferry paperwork between the field and the office – the office and the field are fused into one interoperable network. "As a Sergeant, the FATPOT reporting has given me the ability to review and approve reports while working in the field. This has increased my ability to work alongside the officers that I supervise," comments UDWR Sgt. Rick Olson.

Citations are electronically submitted to the state court system, further reducing the administrative effort required of our field personnel.

Managing resources effectively

The mobile system's electronic daily log and other tools enable the UDWR to evaluate how effectively we are utilizing our resources. Fowlks says the system "has created a consistent and convenient way to track efforts from right in the officer's trucks." FATPOT Technologies is currently developing a "pin mapping" feature that will plot predefined "events" on the real-time digital map and allow the UDWR supervision to 1) analyze crime trends over time, 2) depict violation rates visually to better identify and target high-priority areas, and 3) more effectively bring resources to bear when problems are identified.

Handling seized property efficiently

The UDWR can manage seized property and evidence more efficiently since it started using the mobile evidence and field reporting tools. Conservation officers can log property into evidence as they fill out electronic reports.

Situational awareness and inter-agency cooperation

The mapping, dispatching, inquiries, and communication tools create situational awareness by enabling the UDWR to monitor calls for service and resources on a statewide scale. These same features enable the agency to share information simultaneously with authorized personnel in multiple agencies such as the Utah Highway Patrol or Utah State Parks and Recreation.

UDWR Sergeant, Rick Olson, explains, "The [mobile system] allows me to see what officers are finding or working on in real time. The AVL portion of FATPOT has increased both efficiency and officer safety. I can now see where officers are working, which allows for more efficient use of enforcement resources, as well as seeing an officer's exact geographical location if officer safety problems were to arise."

Sharing real-time mapping and dispatch information

The mapping software plots real-time, aggregated information from multiple jurisdictions on an up-to-date digital map. For example, the map can show layers depicting the locations of violations, live calls for service, the current locations of resources, geographic features, and real-time status information. On the other hand, the dispatching software summarizes real-time information about the calls for service and units that are assigned to them. Together, these tools give UDWR personnel a live overview of the situation in the field.

Flexible, secure communications

UDWR personnel use the communications software to exchange e-mail messages, instant messages, audible notification, or instant ticker tape alerts such as AMBER Alerts and BOLO bulletins.

This technology makes it easier for our conservation officers to communicate amongst themselves as well as to contact personnel with other agencies.

Captain John Pratt remarks, "As an administrator, [mobile computing] has given me the ability to keep my fingers on the pulse of field level activities better than ever before. It also provides an ave-

nue for a field officer to confidentially communicate with administrative staff on sensitive as well as routine issues. It promotes a sense of trust and instant availability."

Faster access to critical information

UDWR officers can search for information about people, vehicles, and property in multiple local, state, and federal databases simultaneously by performing an inquiries search. Authorized personnel can also access the agency's own records management system, and DWR license history database in the field. These tools enable conservation officers to tap into a vast wealth of shared information quickly, providing rapid access to information they can use to perform their duties more effectively and safely.

One of our most recent projects involved the creation of an interface with Systems Consultants in Fallon, Nevada. UDWR officers now have instantaneous, mobile access to the interstate wildlife violator database.

Advice for other agencies

Keep in mind that the implementation of a law enforcement software system is a process, not a turn-key purchase. Any wildlife agency that is considering adopting a mobile system should closely evaluate the vendor. The long term success or failure of the system will be the result of the relationship and shared vision that your agency develops with the vendor. Agencies should determine whether a vendor is committed to providing a product suited to meet the unique requirements of natural resources law enforcement. A number of vendors focus on traditional policing software and adapt some features for DNR applications, but may not be open to significant modification of their product.

Agencies considering the implementation of a system should undertake a cost-benefit study of the project. Create stra-

tegic objectives and identify specific costs your agency wants to reduce, and then analyze how technology can help you achieve these goals. Consider the potential cost savings and efficiencies the system can create.

Assemble an implementation team that represents the stakeholders in the project from all ranks within the agency. Choosing good field evaluators and implementing their suggestions is critical. This builds field level support for the system, produces a better product and subsequently ensures long-term success.

Develop a clear vision of the features and capabilities your agency needs now, and then create medium-term and long-term plans. Keep in mind that you do not need to be the technical experts. Your implementation team liaison must clearly communicate agency expectations and requirements to your vendor, and ensure that expectations are being met.

Lastly, follow up with your agency administrators and provide them with feedback showing how the system saves money and creates efficiencies. This feedback builds support and increases support for future projects.

Change can be tough but change is upon us. Those who are reluctant to embrace unfamiliar technology should consider the words of retired UDWR officer and mentor Gary McKell, "If you're doing something the same way you did it 25 years ago, you're probably doing it wrong." Losing our antiquated law enforcement system caused us to critically evaluate nearly all of our administrative processes and realize the potential of mobile technology. We are prioritizing, streamlining, and modernizing our efforts, and consequently allowing our field officers to do more, and better, fieldwork. I would encourage all agencies to consider doing the same. Today's technology might just make it possible to do more with less. ☐



A screen shot of the mobile client mapping module. Utah conservation officers patrol vast expanses of the state. Knowing where officers are provides DWR supervisors and allied agencies the ability to efficiently utilize resources, assign calls for follow-up and increases interagency cooperation and assistance.

- *Sergeant Tony Wood has served with the Utah Division of Wildlife Resources (UDWR) since 1995, and headed the implementation of the agency's FATPOT mobile computing system. Wood is currently assigned to UDWR headquarters, where he oversees the Help Stop Poaching program, and is past president of the International Association of Natural Resources Crimestoppers Association (www.ianrc.org). He holds a bachelor's degree in Environmental Science from Michigan State University.*
- *Tarquin Morkel holds a Master of Business Administration from the University of Utah and currently works as a communications manager for a public safety software vendor. Morkel is also a freelance writer for various business, firefighting, and law enforcement publications.*

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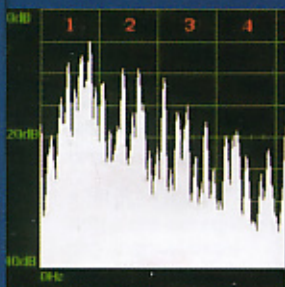
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C O M M U N I C A T I O N S



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DATA SHARING IN UTAH

Clearing the Hurdles of a Regional PSAP Interoperability Project



Valley Emergency Communications Center (VECC) dispatch area

By Gary Lancaster

While many interoperability efforts across the country are generally lagging, a number of agencies have made remarkable progress. In Utah, the Department of Public Safety (DPS) and other agencies implemented an interoperable network that allows more than 120 agencies and departments to share real-time information on a secure network. Similarly, Valley Emergency Communications Center (VECC), a multijurisdictional communications agency that serves roughly 38 percent of Utah's population, created an interoperable network used by eight police departments and 21 fire agencies.

The VECC network integrates disparate records management systems (RMS) and CAD systems and enables officers, supervisors, chiefs, administrators, and other designated personnel to share authorized, secure, real-time information at any location. Users can look up key information in

local, state, and federal databases with one query, and the system streamlines administrative, operational, and training processes, replacing paper-based documentation with electronic records.

Even though the VECC was recognized in 2000 with the *Computerworld* and Smithsonian Visionary Use of Technology in a Government Organization award, the agency encountered a number of challenges as it developed and implemented its interoperability strategy. Challenges included data-sharing fears, reluctance to adopt new technology, lack of suitable technology, and funding issues. However, the VECC's progress can provide encouragement and guidance for agencies tackling their own interoperability challenges.

Data-Sharing Fears

Interoperability is appealing to public-safety agencies because it gives authorized personnel access to a powerful resource: real-time, key

intelligence from other organizations. However, many agencies are reluctant to share reciprocal information. This hesitancy can be a serious obstacle — everyone wants access to data, but few agencies are willing to share information.

Agencies often have the perception that interoperability eliminates their abilities to control access to sensitive records. Regardless, an effort to create local or statewide interoperability should start by convincing participants that a proposed system maintains data security, offers local control, and delivers cost-effective benefits for its users. The VECC's participants initiated an interoperability strategy by seeking a shared vision. Participants met extensively with governing boards to accomplish the following goals:

- Understand each agency's vision of interoperability;
- Consider each agency's concerns — security, for example; and
- Translate each agency's requirements into collective project goals.

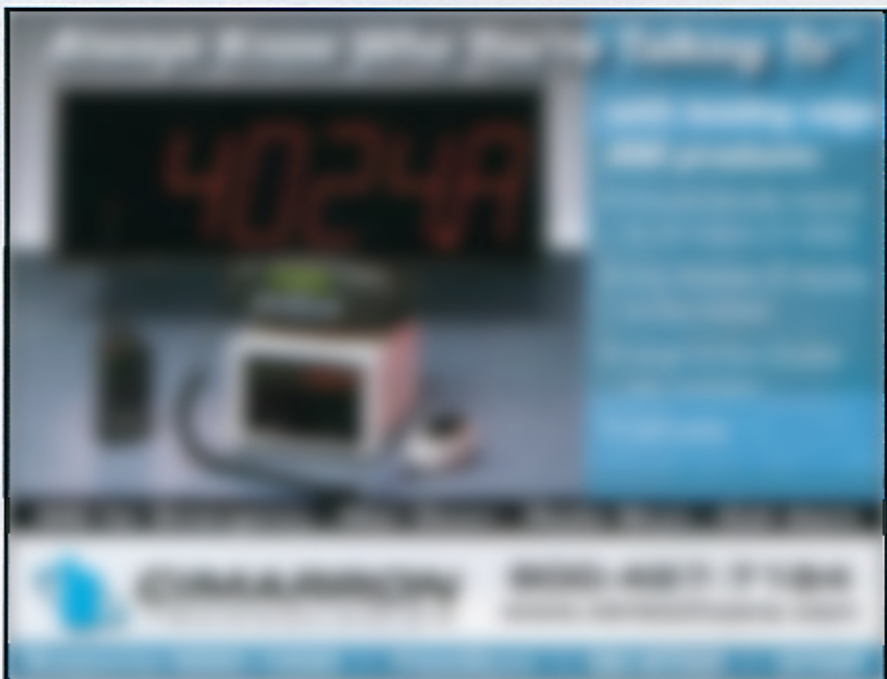
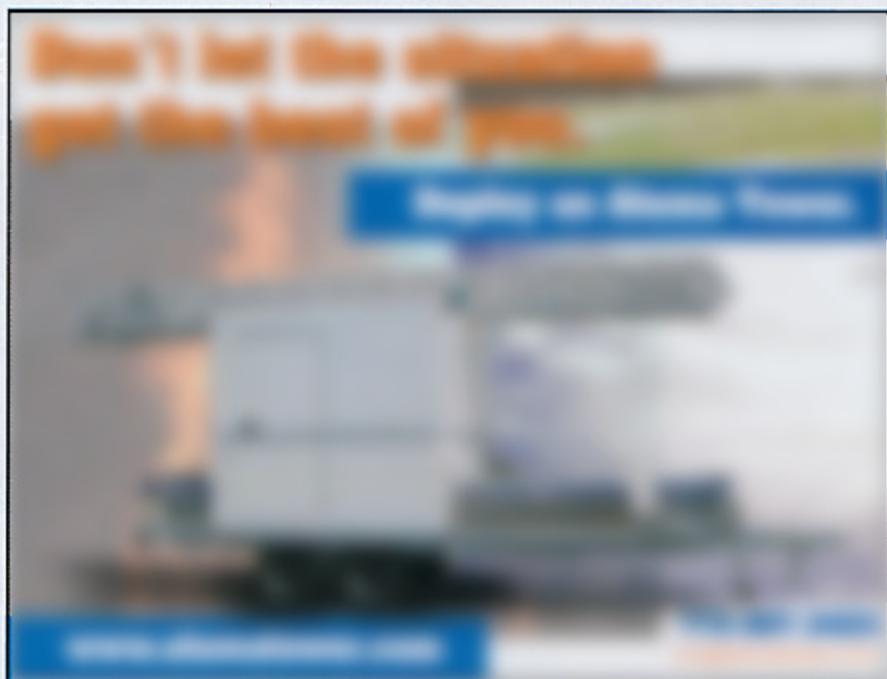


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Lessons Learned

The VECC learned the following lessons as it moved toward seamless interoperability:

The need for an agreed upon vision by all affected agencies;

Effective and continual training of users;

Combined purchasing efforts to maintain cost efficiencies; and

Selecting the right technologies to meet the objectives of the agency's information-sharing strategies.

VECC viewed this approach as essential because each agency needed to buy into the project upfront, and a consensus strengthened the project. For example, members of the VECC discussed officials' security concerns and decided to provide training and orientation for each agency. Officials in each agency were familiarized with the proposed system and gained first-hand knowledge about security. Consequently, project participants gained confidence in their agencies' abilities to control information technology (IT) while harnessing the benefits of interoperability.

New Technology Reluctance

Although there is widespread support for interoperability, officials may naturally fear the unknown and be reluctant to implement new technology. Selecting, implementing, and adapting to a new system can appear to be an overwhelming endeavor for personnel who are well entrenched in an existing system. Officials can foster success by addressing fear at all levels of the project and carefully planning the project so that it becomes a set of well-defined, attainable milestones versus an overwhelming, endless quest.

Training and familiarization — along with cooperative project planning and management — were key to mitigating fears. The VECC added a new technical department, which

worked closely with the vendor to develop a support capability and training programs for a variety of personnel.

The VECC's technical department continues to work closely with each participating agency using the following activities:

- Regularly convenes user group meetings to discuss users' experiences with the system, correct shortcomings, and plan improvements;
- Trains technical resources within each agency so that personnel in every department have an expert they can turn to for rapid assistance; and
- Conducts ongoing training workshops to create greater computer proficiency among users, promote the benefits of the system, and instill confidence in the system.

So far, these efforts are proving successful and help the VECC to maintain close interagency cooperation and boost user confidence.

Lack of Suitable Technology

In the late 1990s, VECC officials set out to create a communications system that would allow charter agencies to cooperate effectively by sharing authorized RMS data; looking up information in local, state, and federal databases; and communicating during incidents. These efforts took shape in 2000 and gained momentum as the state of Utah prepared to host the Salt Lake City 2002 Olympic Games. Because the Olympic events and visitors were potential terrorist targets, the VECC needed mobile interoperable communications to manage widescale public-safety resources and prepare for a possible large-scale incident.

In preparation for the 2002 events, VECC officials approached their vendors regarding mobile interoperability solutions — technology that first responders could use in the field. Unfortunately, the existing vendors did not offer suitable mobile interoperability solutions, and VECC realized it needed to acquire new



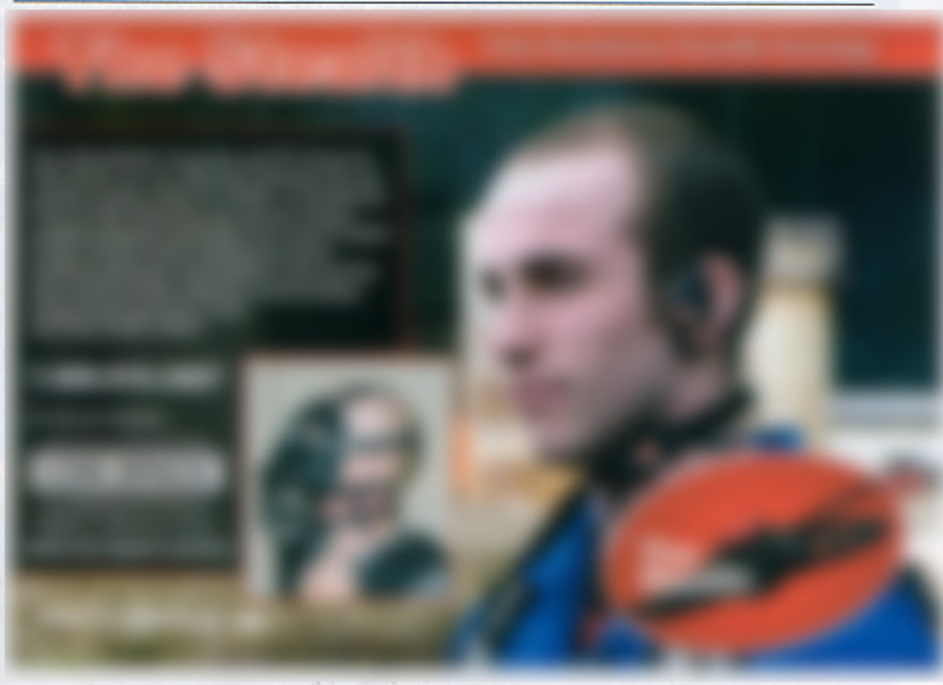
Users must be comfortable with any new technology that is implemented.

technology to fulfill its missions. The VECC's goals were to ensure all agencies were comfortable with the implemented technology and that the governing boards incorporated user feedback from focus groups into the purchasing decision to confirm the VECC implemented a solution about which users would feel confident.

As an agency starts looking for suitable interoperability technology, the selection process can seem simple because many vendors promise rapid, affordable integration using their technology. However, many options are unsuitable for most agencies.

Many vendors require agencies to replace existing information systems to ensure compatibility with their software. The VECC found a solution that integrated its existing IT systems and allowed the agency to control its infrastructure decisions. These factors allowed VECC to minimize expenditures and reduce reconfiguration, testing, and retraining efforts.

Fatpot Technologies, the company that had previously worked with Utah's Department of Public Safety to create interoperability, proved responsive to the plans and its solutions matched the requirements.



DATA SHARING IN UTAH

Using Fatpot's solution at the VECC, first responders, supervisors, and dispatchers currently share secure, authorized information with other local, state, and federal agencies in the following ways:

- Simultaneously transmit instant attempt to locate (ATL) and digital ticker-tape alerts, such as Amber Alerts, to multiple agencies;
- Exchange secure communications, e-mail, and instant messaging across multiple agencies;
- Quickly look up crucial information by simultaneously running a query against multiple, disparate public-safety databases; and
- Use dispatching technology that integrates disparate CAD systems for sharing real-time information.

Funding Issues

The cost of some interoperability projects can quickly overwhelm and discourage an agency, and federal funding is currently limited. However, it is possible to implement an effective solution with modest funding, providing that your agency observes certain guidelines:

- Select cost-effective technologies that allow you to enhance the capabilities of your existing information systems;
- Acquire technology that lets you control infrastructure decisions, build on existing systems, and decide how to overhaul systems in the future;

Agencies often have the perception that interoperability eliminates their abilities to control access to sensitive records.

- Use funds to create specific capabilities that system users will value and use extensively, rather than dissipating scarce resources pursuing broad features; and
- Implement projects in attainable phases that build confidence and demonstrate organizational proficiency.

Collective Buying Power

The VECC represents the collective buying power of its charter cities. As a larger entity, the agency has greater power to negotiate with technology vendors in terms of product customization and volume discounts than a single agency. By participating in VECC, agencies can save money in purchases, avoid having to acquire redundant equipment, and gain access to communications capabilities they may not be able to afford individually. In other words, the benefits that subscribing agencies receive from the VECC exceed those that each agency could acquire alone.

Collective approaches mandate a great level of dialogue and consensus among members. As VECC approaches projects, its governing bodies must carefully formulate agreeable goals to create carefully defined capabilities. Pursuing well-defined goals helps to keep interoperability projects focused, attainable, and affordable.

Some vendors offer inflexible technology and a broad range of capabilities instead of solutions to specific requirements. Simultaneously, these vendors may require you to replace existing systems to ensure compatibility with their technology. These factors translate into exorbitant costs. Therefore, resist the pressure to acquire expensive solutions that inflate cost by bundling low-priority capabilities with essential ones. Similarly, carefully consider a technology that allows the integration of existing systems and the ability to upgrade as needs evolve, instead of replacing everything upfront and then having to upgrade yet again in the future. ■

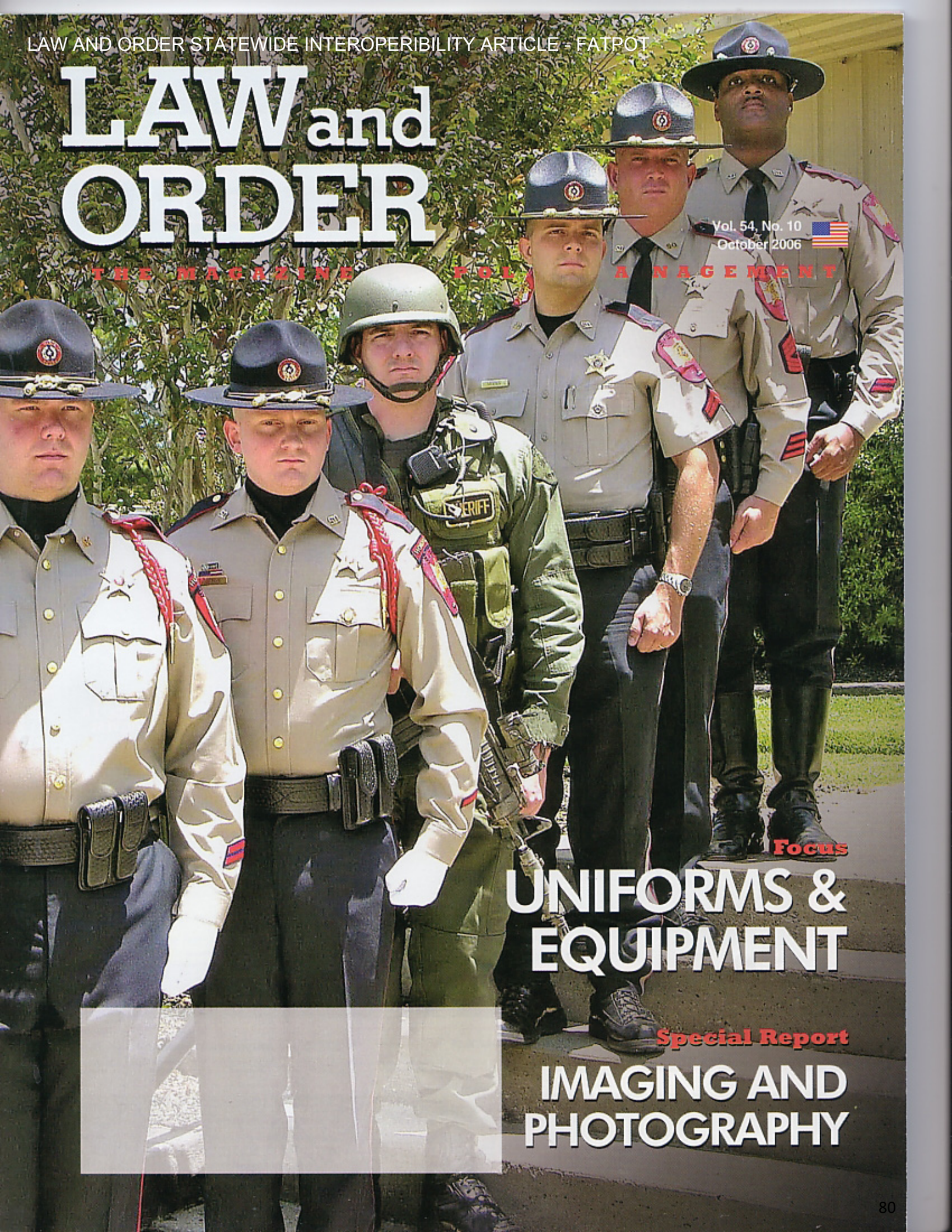
Gary M. Lancaster is a veteran of public-safety services with more than 37 years of experience in the field. He was assistant director for the West Valley, Utah-based Salt Lake Valley Emergency Communications Center (VECC) for 12 years until his recent retirement. He currently serves as policy advisor for VECC, vice chair for the Utah State E9-1-1 Wireless Oversight Committee, and senior partner for the firm of GML and Associates. He can be reached at gary.lancaster@comcast.net.

LAW AND ORDER STATEWIDE INTEROPERABILITY ARTICLE - FATPOT

LAW and ORDER

THE MAGAZINE FOR LAW ENFORCEMENT MANAGEMENT

Vol. 54, No. 10
October 2006



Focus

UNIFORMS & EQUIPMENT

Special Report

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85 WMD DETECTION DEVICES

By Scott Oldham

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100 TRUE STATEWIDE INTEROPERABILITY

By Phil Bates

The journey toward interoperability will definitely not move forward without problems, but Utah's program shows that agencies can defeat traditional barriers of interoperability.



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True Statewide Interoperability

BY PHIL BATES

Officials are responding well to the Department of Homeland Security's (DHS) initiative to create interoperable communications systems at local, state and federal levels. However, the effort to accomplish local, statewide, and national communications interoperability is encountering obstacles. If someone compared public safety's quest for interoperability to a long journey and

someone asked, "Are we there yet?" DHS would acknowledge that the nation's public safety agencies have a long way left to go.

Public safety's slower-than-hoped-for progress draws attention to the obstacles that are hindering agencies as they try to map out interoperability strategies and drive projects, 1) organizational resistance to change, 2) excessive costs due to complex infrastructure (technology) overhauls and, 3) lack of sustained momentum due to overly complex or excessively large projects.

These challenges came into sharp focus during recent high priority emergencies such as Hurricane Katrina. These incidents exposed persistent shortcomings in the ability of local, state, and federal agencies to share important data and communicate at critical times and prompted greater efforts to develop true nationwide communications interoperability.

Public safety agencies are acting on the lessons that were learned during Katrina, by charting custom roadmaps to interoperability and exploring both hardware and software solutions.



As agencies ponder and execute interoperability strategies, they learn how to outmaneuver lethal project hurdles by studying success stories from other agencies. The state of Utah has overcome difficult hurdles and successfully integrated more than 125 agencies into an interoperable, statewide infrastructure.

Utah's Interoperability Story

Utah's officials were able to integrate other agencies with existing and vastly disparate systems—including records management system (RMS), computer-aided dispatch (CAD), and global positioning systems (GPS)—into one secure, real-time data-sharing network. Utah's accomplishment illustrates how officials are able to keep costs favorable, keep equipment overhauls or replacements to a minimum, and avoid major retraining issues.

Following the 9/11 attacks, DPS resolved to bolster the effectiveness of the state's public safety entities, and officials began to envision a state where valuable data of any type could be shared with authorized people who needed immediate access to key information. As one can imagine, developing this strategy required extensive discussions about the replacement of legacy hardware and software systems, massive retraining efforts and the resultant high costs of such undertakings. These discussions led officials to develop a plan to integrate DPS' dispatch centers.

Before the new system was implemented, DPS dispatched from nine different centers throughout the state. These centers used separate, disparate CAD and RMS systems, therefore, communication and coordination between the centers was impossible because the systems were incompatible. At that time, the capability to communicate with other dispatch centers and departments throughout Utah seemed unattainable.

Soon after the interoperability ideas

began to germinate, we came in contact with a local Utah company, FATPOT Technologies, which claimed to have the capability to integrate disparate systems. Because this company was Utah-based, discussions were facilitated easily and we quickly realized that we might have tied into the best solution right in our own backyard. Our discussions, development, and testing with FATPOT confirmed that fairly quick integration of disparate legacy systems was possible and far less costly than legacy replacement.

Interoperability Objectives

DPS developed a clear definition of *interoperability* to ensure that our projects were attainable and focused. We defined interoperability for DPS as "the ability to communicate and coordinate incidents cross-jurisdictionally with multiple departments in real time and the capability to share authorized data in text and graphical views from disparate CAD, RMS, GPS, and other data systems on a one-to-one or one-to-many basis as critical events unfold."

In other words, we needed access to authorized, secure data immediately! We did not define interoperability in

terms of radio voice mesh integration technologies. Rather, we set broader objectives, i.e., IP-based instant chats, digital bulletins and attempt-to-locate (ATL) notifications, instant prioritized notifications and alerts (tickers), one-key searches into critical local, state, and federal data sources and seamless data sharing from a multiplicity of disparate data sources.

Initially, DPS concentrated on two core goals. First, it wanted to find a front-end mobile solution for all personnel—acquire a main program that troopers could use on their laptops in vehicles and that administrators, dispatchers and other DPS professionals could use on desktop computers. Second, it wanted to integrate nine dispatch centers—a challenging project to make the widely different CAD and RMS systems in each center work harmoniously.

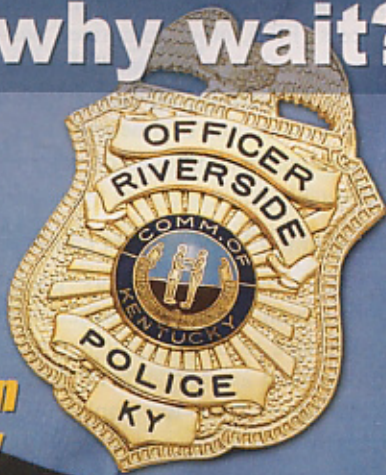
As the project progressed, we realized the potential of effective interoperability technology, and our team was able to broaden the state's project goals. DPS met its core goals, and we moved on to create the "first statewide interoperability network in America for public safety communication and

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data sharing," a network that has grown to include more than 125 local, state, and federal agencies and organizations.

The state's interoperability efforts created beneficial ancillary projects, including the creation of a DPS Media Access Web site. This Web site leverages the ability to share data by providing authorized, real-time information from all our dispatch centers to the media; it provides a virtual meeting point for public information officers (PIO), other authorized public safety officials and media professionals. The site has saved the state a significant amount of time and money by eliminating thousands of inbound media calls.

Overcoming Resistance to Change

Utah's experience offers guidelines, which could help officials in other states to defeat typical project hurdles such as resistance to change, excessive costs due to complex infrastructure overhauls, and lack of sustained momentum due to overly complex or excessively large projects. Interoperability projects must take human nature into account. Many

sociologists explain that people generally fear change.

In the public safety arena, fear of change continually creates resistance to new technologies and hinders interoperability projects because fear is magnified when public safety organizations adopt new technology or technology practices. Additionally, fears such as a loss of data security cause many agencies to resist sharing data with other agencies.

The solution is to manage the human fear factor by creating a strong team of key public safety professionals, and then equip it with the authority it needs to successfully drive a project. An agency is likely to succeed if it creates a strong problem-solving team that is equipped with the power to 1) pursue an open-minded solution instead of being bound to a preconceived technological approach, 2) discuss and address concerns with parties involved at all levels of the project, 3) create an open-minded, cooperative and innovative forum and 4) provide briefings and training to all the necessary personnel in order to mitigate individuals' fears of change.

Excessive Costs and Complexity

At first glance, suitable interoperability solutions seem to be in ample supply. In reality, it is difficult for an agency to find solutions that come close to matching its specific requirements. From a public safety perspective, most vendors claim to offer true interoperability: "Interoperability, no problem." In practice, few vendors can actually demonstrate proficiency in this regard.

The solutions that are actually proposed sound more like this: "Replace all your old systems with our system, then you'll have interoperability—discard your legacy investments." Agencies often are forced to consider a system based on a theoretical whiteboard network diagram that has never actually worked. Moreover, officials commonly complain about pricing—they experience the dreaded "sticker shock gasp" after receiving an exorbitant project quote.

The solution is for an agency to find an interoperability solution that is cost effective and creates the exact capabilities that its public safety personnel will benefit from. In other words, budget dollars should target specific features and benefits. As an agency discusses technologies with vendors, it should consider integration capabilities with many different kinds of CAD, RMS, GPS, and other disparate data systems. In other words, use your budget to acquire well-defined needs rather than buying general capabilities.

For example, Utah identified these requirements, 1) mobile technology that brings together all-important systems into one integrated, highly tuned interface, 2) user-friendly and user-customizable front-end application, 3) absolute control capability that allows individual departments (big or small) to authorize what data they will or will not share, 3) Advanced Encryption Standard (AES) 128-bit,



4) digital certificate authentication, 5) software update capability that allows software revisions to be downloaded without bringing vehicles in for service and 6) data efficiency for quickly moving large amounts of data over narrow bandwidth networks.




As demonstrated by Utah, there are existing technologies that can integrate disparate systems. Agencies that

adopt these technologies minimize costs by retaining their investments in existing systems. In many cases, the new technology can actually enhance the capability of these legacy systems and create a renewing effect while providing the desired integration and interoperability results. This approach is flexible because agencies can replace technology as it wears out. Very few can afford to replace multiple systems simultaneously.



Lack of Sustained Momentum

Simplicity is one of the keys to the success of interoperability projects. Public safety officials have seen many great plans crumble simply because they appeared ominous or next-to-impossible and quickly overwhelmed officials. Many people are demotivated by projects that seem so vast that they cannot be successfully accomplished, in spite of all of the great "press" the project receives.

The solution lies in the old expression, that we start a long journey with a single step. When it comes to interoperability projects, take it one step at a time. Choose one fairly simple interface that provides basic data sharing between two to three departments. To mitigate risk, call this first step

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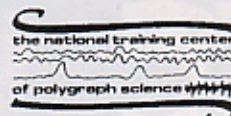
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a testing phase and only share basic authorized information, such as names and addresses. This will prove your interoperable model and create a micro success story.

Once a department accomplishes a few modest, tangible milestones, its successes will generate momentum and excitement for additional projects; success will create a desire to share more information, expand the scope of the project and dedicate more resources. As key team members and decision makers experience victories,

they gain confidence to move forward on more advanced projects.

We have observed that larger, successful projects commonly began as a series of incremental successes, whereas there are numerous stories of overly grand endeavors that have failed. The simple, incremental approach is crucial to the success of interoperability projects.

The interoperability barriers that this article identifies are a concern for public safety officials everywhere. Utah's experience suggests that these obstacles can be overcome if the

agency can 1) choose a select team of key public safety players and give them the power to execute effective plans, 2) explore affordable technology solutions that will exactly meet your interoperability needs and 3) start your interoperability journey with just one, simple, low-risk, executable objective. Then use continued successes to catapult you through successive and increasingly complex interoperability projects.

Agencies that may feel daunted by interoperability barriers can gain confidence by considering Utah's experience. In a short timeframe, the Utah Highway Patrol (UHP) and DPS have created interoperability capabilities that exceed all expectations. Imagine one application running on the trooper's laptops that brings together information from disparate CAD, RMS, and GPS, as well as data from numerous other disparate systems.

The story gets stronger when you consider that there are multiple types of CAD, RMS, and GPS, (from different vendors) all integrated in and contributing to the overall interoperable infrastructure. The situation is even more impressive when you consider the many agencies that have joined this interoperability network since first deployed by Utah DPS.

No one knows when the next Katrina-type disaster will strike, but it is nice to know that a coordinated response through appropriately authorized communication and data sharing is a reality today. The journey toward interoperability will definitely not move forward without some bumps and potholes in the road, but success stories from the field show that agencies can defeat traditional barriers and continue to accomplish local, state, and federal interoperability milestones.

Phil Bates, is the director of Management Information Services for the Utah Department of Public Safety. He can be reached at pbates@utah.gov.

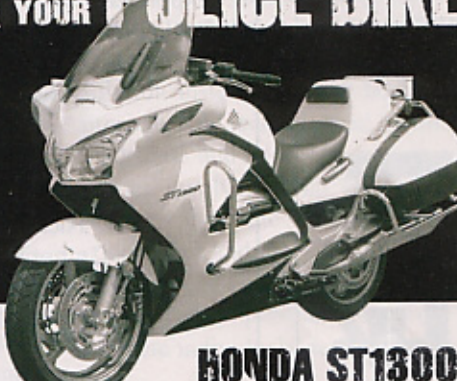
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LESSONS LEARNED

Vendors with any experience at all will have learned lessons from every project they implement; astute vendors will take these lessons and institutionalize them into best practices guidelines for their company. Best practices are time tested recommendations that, when followed, almost always yield better results. Best practices often are the result of unanticipated difficulties or even failures in projects that in the least cost time and money, and at worst cause lack of project support and project cancellation. However, there are time tested recommendations that almost always yield better results. Below are just a few suggestions that emerged when leaders from current interoperability projects were recently polled.

1. Many problems can be avoided by good Change Management and Change Leadership. As mentioned in the Executive Summary, Ci/FATPOT has Change Management expertise and will provide training to FAM early in the project.
2. Change management is all about planning and readying an organization for change, and then executing on a sound strategy. It involves leadership and the inclusion of all stakeholders early on and throughout the process. Effective change management will provide a strong communications plan that will help to ensure project success.
3. Interoperability most often involves a formal agreement with the involved agencies to clarify mutual or automatic aid. Crafting any inter-agency agreement should best be approached as a project, and project management principals should be followed.
4. Search out and confer with similar project's leadership teams . Ask them what they did right, what they would do differently if faced with the same scenario again.
5. Secure real support from all stakeholders in leadership positions. The political will to "do it right" based on realistic expectations is key. FAM leaders as well as local leaders need to be engaged early in the project. Involvement that is broadly based, coupled with a process that is transparent, is essential.
6. Engage an experienced project manager. The project manager should be experienced in projects of this nature and complexity as well as being well versed in the best practices of Change Management. The best project managers have great people skills, communication proficiency as well as technical expertise.
7. Craft a solid communications plan. This plan should change over time during different phases of the project, combining a mix of information involving status reports, coming functionality and benefits. Communications must extend beyond the agency and into the community to gather their support.
8. Agree upon a shared vision. A vision that is endorsed by all affected agencies executive leadership is essential. Exercise care in selecting the right technologies to meet the objectives of the agency's information sharing strategies.

9. Research and be very clear on the CAD system you need. Over specifying requirements will result in a more costly and complex CAD than needed as well as user dissatisfaction with the application. More is not always better, and more costly does not equate to better either.
10. Craft your RFP carefully so that it is clear to the responding vendors how they should answer. “Must” and “shall” mean one thing while “may” “should” and “can” mean another.
11. Plan to deal with cost allocation issues with local agencies early. (This includes budgeting for ongoing support and maintenance). Cost sharing is a major component of sharing Agreements and the impacts of a new system should be discussed, cleared with participants and budgeted well in advance of the impact date.
12. Involve legal advisors. Allow enough time for the information sharing agreements to be reviewed by the legal advisors of the various stakeholder agencies. It’s likely that the agreement will undergo a plethora of revisions.
13. There must be a perception of fairness in all aspects of the any agreement with local agencies, and funding for maintenance of the system must be anticipated as well.

Ci/FATPOT would be honored to assist FAM with guidance on these subjects.

Schedule D – Software Maintenance and Support Agreement

FATPOT Software Maintenance Agreement

This Software Maintenance Agreement is entered into between FATPOT Technologies, LLC., (hereinafter FATPOT) and XXX, located at _____, (hereinafter “Licensee”).

Capitalized terms not defined herein shall have the meaning set forth in the FATPOT Software License Agreement dated **SLA Date Here**. This Maintenance Agreement is for the FATPOT Software products more fully described in Schedule A of the Software License Agreement.

WHEREAS, FATPOT, has supplied the Software and Support Materials identified in Schedule A of the FATPOT Software License Agreement, and WHEREAS, Licensee has evaluated the Software and has purchased license(s) to use the system; and WHEREAS, Licensee wishes to engage FATPOT to perform various maintenance services in connection with the Software and Support Materials and FATPOT desires to provide such maintenance services; and

WHEREAS, Licensee has executed the FATPOT Software License Agreement for the Software; and NOW THEREFORE, in consideration of the mutual promises and agreements set forth in this Maintenance Agreement, FATPOT and Licensee agree as follows:

1. Maintenance Services

In accordance with the terms of this Maintenance Agreement, FATPOT will furnish the support and or error-correction services identified in the FATPOT Support Agreement as the “Services” and shall provide such software support and maintenance as may be necessary to maintain the Software in good operating condition and to meet the warranties set forth in the Contract Documents.

FATPOT shall make available to Licensee all updates, enhancements, bug fixes, new releases, and modifications developed by FATPOT for the Software as well as updates to documentation and technical specifications reflecting such updates, enhancements, bug fixes, new releases, and modifications. All enhancements and customizations described in the Agreement (and any enhancements and customizations subsequently acquired by Licensee from FATPOT) shall be incorporated within the new releases provided to Licensee and Licensee shall not be required to retrofit any of the customizations with the new releases.

Maintenance of third party software is not included in this Maintenance Agreement.

2. Maintenance Fee and Expenses

During the one-year Warranty Period set forth in Section 3.1 of the Agreement, FATPOT shall provide maintenance and support Services as set forth in Schedule D at no charge. Licensee will pay FATPOT the Annual Maintenance Fee set forth in Schedule C within thirty (30) days of the one (1) year anniversary of Final Acceptance of the Software and each year thereafter for which Licensee desires the maintenance service.

3. Term and Termination

(a) Term. This Maintenance Agreement shall commence upon Final Acceptance of Software and continue for an initial one (1) year period defined as the "Initial Term". The Initial Term constitutes the warranty period and will be included at no charge to Licensee. This Maintenance Agreement shall thereafter automatically renew for further terms of one (1) year unless otherwise terminated by either party giving to the other not less than thirty (30) days' written notice such termination prior to any anniversary of the commencement date of the Initial Term.

(b) Termination. This Maintenance Agreement shall terminate (i) immediately upon termination of Licensee's right to use the Software; (ii) upon thirty (30) days advance written notice if the other party has breached this Maintenance Agreement and has not cured such breach within such notice period; or (iii) upon non-renewal, whereby Licensee provides to FATPOT written notice of non-renewal and termination not less than thirty (30) days prior to any anniversary of the commencement date of the Initial Term.

In the event a party materially breaches any of the terms, conditions, warranties or representations set forth in this Maintenance Agreement, the other party may, at its option, notify the noncomplying party of its intention to terminate this Maintenance Agreement. The notice of the intended termination shall be written and shall specify the breaches, violations, and deficiencies that must be corrected. Except as provided elsewhere in this Maintenance Agreement, the noncomplying party shall have thirty (30) days from receipt of the notice to cure such breach. Should the noncomplying party fail to cure such breach, the other party shall then have the right to terminate this Maintenance Agreement for cause by giving written notice to the noncomplying party of such termination and specifying the effective date of such termination.

4. Warranty and Remedies

FATPOT warrants that all maintenance and support provided under this Maintenance Agreement shall be provided by qualified, trained individuals in a professional and workmanlike manner consistent with industry standards and in accordance with the terms, specifications, and requirements of this Maintenance Agreement and the Contract Documents. Further, FATPOT makes the warranties set forth in the warranty provisions of the FATPOT Software License Agreement, which are incorporated herein by this reference, provided that: (a) the Software has not been modified, changed, or altered by anyone other than FATPOT without prior consent of FATPOT ; (b) the operating environment, including both hardware and systems software, meets FATPOT's recommended specifications; (c) the computer hardware is in good operational order and is installed in a suitable operating environment; (d) Licensee promptly notifies FATPOT of its need for service; (e) Licensee provides reasonable troubleshooting information and access so that FATPOT can identify and address problems; and (f) all fees due to FATPOT have been paid. EXCEPT AS EXPRESSLY STATED HEREIN, FATPOT MAKES NO OTHER WARRANTIES OF ANY KIND, WHETHER EXPRESS OR IMPLIED, WITH RESPECT TO THE SOFTWARE, THIS MAINTENANCE AGREEMENT, AND THE SERVICES TO BE PROVIDED UNDER IT, INCLUDING BUT NOT LIMITED TO ANY WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE OR AGAINST INFRINGEMENT, OR ANY EXPRESS OR IMPLIED WARRANTY ARISING OUT OF TRADE USAGE OR OUT OF A COURSE OF DEALING OR COURSE OF PERFORMANCE. NO ORAL OR WRITTEN INFORMATION OR ADVICE GIVEN BY FATPOT OR ITS AUTHORIZED REPRESENTATIVES SHALL CREATE A WARRANTY OR IN ANY WAY INCREASE THE SCOPE OF ANY WARRANTY PROVIDED HEREIN. All repairs or deficiencies noted by Licensee shall be reported to FATPOT and shall be repaired or replaced by FATPOT without any charge whatsoever to Licensee and within a reasonable period of time. In the event that FATPOT fails to repair or replace Priority A deficiencies within a reasonable time after notification, Licensee may treat such failure as a breach of this Maintenance Agreement and the Licensee may pursue its remedies under this Agreement and the law. In no event shall a "reasonable period of time" as used in this section be more than thirty (30) business days. Priority B

deficiencies will be repaired or replaced in the timeframe as set for in this Agreement. LICENSEE ACKNOWLEDGES AND AGREES THAT UNDER NO CIRCUMSTANCES SHALL FATPOT BE LIABLE FOR ANY LOSS, COST, EXPENSE, OR DAMAGE TO LICENSEE IN AN AMOUNT THAT COLLECTIVELY EXCEEDS THE ANNUAL MAINTENANCE FEE. BOTH PARTIES ACKNOWLEDGE AND AGREE THAT NEITHER PARTY SHALL BE LIABLE TO THE OTHER PARTY FOR ANY INDIRECT, INCIDENTAL, PUNITIVE, EXEMPLARY, SPECIAL, CONSEQUENTIAL DAMAGES OR SIMILAR DAMAGES, INCLUDING ANY LOST PROFITS OR LOST DATA ARISING OUT OF THE USE OR INABILITY TO USE THE SOFTWARE EVEN IF THE OTHER PARTY'S PERSONNEL HAVE BEEN ADVISED OF THE POSSIBILITY OF SUCH DAMAGES.

FATPOT agrees to defend, indemnify and hold harmless Licensee, its officers, agents, and employees from any and all liability, including claims, demands, losses, costs, damages, and expenses of every kind and description (including death), or damages to persons or property arising out of or in connection with or occurring during the course of this Maintenance Agreement where such liability is founded upon or grows out of the acts or omissions of the officers, employees, or agents of FATPOT.

5. Recipient Support

The level of support that FATPOT can deliver is dependent upon the cooperation of Licensee and the quantity of information that Licensee can provide. If FATPOT cannot reproduce a problem or if Licensee cannot successfully gather adequate troubleshooting information or reproduce the problem in Licensee's environment, FATPOT may need temporary login access on Licensee's system to identify and address the problem.

6. Recipient Responsibility

Except as provided in Section 2.1 of the Agreement, Licensee shall not distribute the Software to any third party. Licensee shall not make any modifications to the Software, unless otherwise allowed under the License Agreement. If Licensee is allowed to make modifications under such License Agreement, FATPOT shall not be responsible for maintaining Licensee modified portions of the Software or for maintaining portions of the Software affected by Licensee modified portions of the Software. Upon Licensee's prior written approval, corrections for difficulties or defects traceable to Licensee's errors or systems changes shall be billed at FATPOT's standard time charges as described in the FATPOT Support Agreement.

7. Right to Work Product

All error corrections, enhancements, new releases, and any other work product created by FATPOT in connection with the support services provided under this Maintenance Agreement ("Work Product") are and shall remain the exclusive property of FATPOT, regardless of whether Licensee, its employees, or agents may have contributed to the conception, joined in its development, or paid FATPOT for the development or use of the Work Product. Such Work Product shall be considered Software, and subject to the terms and conditions contained herein and in the License Agreement.

8. General

(a) Each party acknowledges that this Maintenance Agreement and the Contract Documents are the complete and exclusive statement of the agreement between the parties, which supersedes and merges all prior proposals, understandings and all other agreement, oral and written, between the parties relating to this Maintenance Agreement. This Maintenance Agreement may not be modified or altered except by a written instrument duly executed by both parties.

(b) This Maintenance Agreement and performance hereunder shall be governed by and construed in accordance with the laws of the State of Utah without regard to its conflict of laws rules.

(c) If any provision of this Maintenance Agreement shall be held to be invalid, illegal or unenforceable, the validity, legality and enforceability of the remaining provisions shall in no way be affected or impaired thereby.

(d) Neither party may subcontract, assign, or transfer its rights, duties or obligations under this Maintenance Agreement to any person or entity, in whole or in part, without the prior written consent of the other party.

(e) The waiver or failure of either party to exercise in any respect any right provided for herein shall not be deemed a waiver of any further right hereunder.

(f) The FATPOT Support Agreement attached hereto is a part of and is hereby incorporated in this Maintenance Agreement.

FATPOT Support

The Software covered by this Support Agreement is described in Schedule A of this Agreement. The manuals, handbooks, and other written materials furnished by FATPOT for use with the Software (the "Documentation") are:

- FATPOT Mobile System User's Manual (Electronic)
- FATPOT System Administrator's Manual (Electronic)
- Network Diagrams and Training Materials (Supplied as necessary)

Support Policy Descriptions

In accordance with the terms of this Support Agreement, FATPOT will furnish the following support services (the "Services") for the Software.

Services

FATPOT will staff an authorized support center with technicians certified in the Software product. The center will be accessible as indicated in the Fee Assessment Table listed below. FATPOT shall allocate the necessary resources to resolve each reported issue or problem in an expeditious manner.

Tech Support

Level 1 Tech Support – Level 1 Tech Support is provided by Licensee in-house tech support designee. This is a person or persons who reside in the Licensee organization that is properly certified by FATPOT in the Licensed Software to respond to the basic questions and needs of personnel of the Licensee organization.

Level 2 Tech Support – Level 2 Tech Support is call-in support to FATPOT's in-house tech support organization. This will cover updates to drivers, patches etc. as well as online tech support and phone support. Level 2 Tech Support is staffed from 7:30 a.m. to 5:30 p.m. MST Monday through Friday but is available 24 hours per day, seven days per week.

Level 3 Tech Support – Level 3 Tech Support is defined as support that is beyond what is normally appropriate for "over the phone" tech support calls. These support incidents are a result of major system failure. Level 3 Maintenance has two sub-levels. In the event a situation cannot be resolved within a 60-minute timeframe under Level 2 Tech Support, then an escalation procedure is engaged within 4 hours to move the problem to a higher priority Level 3 Support. Level 3 Support drives the engagement of development engineers for problem resolution. This escalation is triggered by either duration of time (60 minutes) or severity of issue. In the event of a major system failure, Level 3 Support is immediately provided. Level 2 and Level 3 Support consist of bug tracking procedures whether severity 1, 2, or 3, such that bug patches can be immediately released and resolved in future product upgrades and updates.

Fee Assessment Table

Service Description	Annual Cost	Hourly Cost	Term
Level 2 Support – Business Hours	Included	Included	
Level 2 Support – 24 Hour Coverage	Included	Included	
Level 3 Support Telephone	Included	Included	As needed
Level 3 Support - On-site Engineer	Included	Included	As needed

Licensee shall pay the cost of Level 3 Telephone or On-Site support if it is determined that the support problems were the result of Licensee induced system corruption or alteration to Licensed Software. In such event, FATPOT shall provided support under this Agreement at the hourly rate of \$150 per hour or daily rate of \$1,200 per day plus expenses.

Hotline Support for contacting FATPOT

FATPOT will provide the following communication mechanisms for Licensee to use when seeking support as defined above:

(a) Telephone Support. FATPOT shall maintain a telephone hotline during regular business hours (7:30 AM to 5:30 PM Monday-Friday MST) to assist Licensee in reporting errors and in providing Level 2 Support in the use and operation of the Software.

(b) 24 Hour Telephone Support. FATPOT shall maintain a 24 hour/ seven days/ week telephone service point to assist Licensee in reporting errors and in providing Level 2 first-line support in the repair and operation of the Software.

(c) Online Ticket Submission / Community Website and Help System / Internet Email. FATPOT shall maintain an ongoing online ticketing / bug reporting system which will allow immediate logging of software issues and feature requests. FATPOT will also maintain an email system for the express purpose of providing contracted Level 2 Support. This email address is also managed by “trouble ticket” software which tracks problem progress on an incident by incident basis in order to ensure a timely turn-around for Licensee.

Limitations on Hot-line support

Licensee agrees that its point of contact for maintenance and support of the Software will be to follow the Levels 1-3 protocol as outlined above, and that the Licensee will be limited to 12 designated employees of Licensee at any one time, who will act as support liaisons between FATPOT and Licensee, and that hotline support services for the Software subject to this Support Agreement will be available to Licensee through electronic mail communication or by telephone.

Timeliness of Incident Resolution

FATPOT shall provide modifications or additions to correct errors in the Software reported by Licensee. Upon receipt of notice of an error, FATPOT will assign a priority level as determined by the Licensee to the error according to the following criteria:

Priority A – An error that results in the Software being substantially or completely nonfunctional or inoperative.

Priority B – An error that results in the Software operating or performing other than as represented in the Related Documentation or Contract Documents, but which does not have a material adverse impact on the performance of the Software.

FATPOT will use its best efforts to correct the error or provide a work-around solution for each priority level and, if a work-around is the immediate solution, will use its best efforts to provide a final resolution of the error. FATPOT will respond to the incident within the following time frames after receiving notice and sufficient information and support from the Licensee:

Priority Level	Temporary Correction or Work Around	If Work Around, Final Resolution
A	48 Hours	Priority 1- ASAP
B	7 Business Days	45 Business Days

FATPOT reserves the right to implement final resolution of solutions for Priority Level B errors in conjunction with regularly scheduled software deployments. FATPOT shall be responsible for providing technical support and correcting errors for the most recent release of the Software provided to Licensee; additionally, FATPOT shall continue to support the two (2) immediately prior releases for a reasonable period, not to exceed eighteen 18 months.

FATPOT Support facility for software is located in Bountiful, Utah, USA.

Commencement Date: Services under this Support Agreement shall begin on Final Acceptance of the FATPOT Software implementation.

LICENSEE ACKNOWLEDGES THAT LICENSEE HAS READ THIS MAINTENANCE AGREEMENT, UNDERSTANDS IT, AND AGREES TO BE LEGALLY BOUND BY IT.

WHEREFORE, the parties have caused this Maintenance Agreement to be executed by their duly authorized representatives.

Licensee – Agency Name Here

FATPOT Technologies, LLC

Signature

Signature

Printed Name

Printed Name

Title

Title

Date

Date