

**COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF TELECOMMUNICATIONS AND CABLE**

**RESPONSES TO RECORDS REQUESTS OF THE
DEPARTMENT OF TELECOMMUNICATIONS AND CABLE
TO THE STATE 911 DEPARTMENT**

**D.T.C. 25-2
MAY 30, 2025**

Responsible Person: Frank Pozniak

**R.R. 1-1 Provide the most recently distributed edition (as of May 20, 2025) of the 911
Department newsletter.**

**RESPONSE: Attached, please find the most recently distributed edition (as of May 20,
2025) of the 911 Department newsletter, identified as "Attachment R.R. 1-1."**

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**RESPONSES TO RECORDS REQUESTS OF THE
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**D.T.C. 25-2
MAY 30, 2025**

Responsible Person: Frank Pozniak

R.R. 1-2 Provide the percentage of 911 traffic transmitted by the sole IP to IP connected carrier.

RESPONSE: The percentage of 911 traffic transmitted by the sole IP to IP connected carrier, based upon 2024 call volume, is 39%.

**COMMONWEALTH OF MASSACHUSETTS
DEPARTMENT OF TELECOMMUNICATIONS AND CABLE**

**RESPONSES TO RECORDS REQUESTS OF THE
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TO THE STATE 911 DEPARTMENT**

**D.T.C. 25-2
MAY 30, 2025**

Responsible Person: Frank Pozniak

R.R. 1-3 Provide a copy of the request for response for consultant services for the evaluation of Massachusetts PSAP Regionalization: Trends, Progress, and Future Direction.

RESPONSE:

Attached, please find a copy of the Request for Response for Consultant Services for the Evaluation of Massachusetts PSAP Regionalization: Trends, Progress, and Future Direction, identified as "Attachment R.R. 1-3."

Attachment R.R. 1-1 Massachusetts State 911 Department May 2025 Newsletter



Issue 12

Volume 5

Steve Sedlis
Boston Police Department



On Monday April 21, 2025, Dispatcher Steve Sedlis dispatched responding units to a reported domestic disturbance in Allston. The scene quickly escalated into chaos, including a full- scale suspect search and multiple crime scenes.

Throughout the incident Steve maintained a calm demeanor and radio decorum for responding units including emergency deployment teams across the City of Boston. Steve did a commendable job keeping everything orderly and ensuring that the men and women of the Boston Police Department were supported. Steve's steadfast confidence and composed demeanor throughout an exceptionally challenging situation were exemplary.

Job Well Done!



BOSTON POLICE DEPARTMENT OPERATIONS QUIET ROOM

The Boston Police Department Operations Division now boasts a quiet room. This room gives call takers and dispatchers a place to decompress after calls that could potentially weigh on them. The quiet room was designed and implemented by Deputy Superintendent Carmen Curry. The room boasts a couch with a remote controlled fireplace, dimming lights, coloring books, and a plethora of greenery. They also have resources in the room with information on peer support, and how they can contact them if needed.

We applaud Deputy Superintendent Carmen Curry for creating this space!

Updates from our Programs Division

ATTENTION PSAP Administrators and Supervisors do you have all the information and tools necessary to support the needs of your PSAP?

If you have recently been assigned to the position of *PSAP Administrator* or *PSAP Supervisor*, it's fair to say that you might have questions.

The State 911 Department's Programs Division will send a Department trainer to your PSAP for hands on "Admin Training" or a member of the Department's team can be available to meet in person with "Supervisors" to support and discuss some of the topics listed below.

- Training classes that are available for telecommunicators and PSAP Administrators, scheduling and the application process for training.
- What is the "Approved list" and how it works.
- Discuss effective continuing education for your staff.
- In-house training.
- Mandatory certifications necessary to become a certified telecommunicator including EMD.
- Annual Certification of Compliance process, what is needed?
- Quality Assurance for Emergency Medical Dispatch.
- Public Education, how we can help.
- Accessibility Programs.
- On-site "Admin Position" training and who that person should be.
- Please note that an "admin PC" is no longer required at the PSAP. The State 911 Department will request a VPN account from COMTECH so that utilizing a Department Laptop or PC can provide the same functionality.

If you are interested in learning more about this topic or would like to schedule PSAP Admin training or a meeting with our Programs Director and team, please email 911training@mass.gov and a someone will contact you.

Information
Q & A
Session

Community Outreach Events

Do you have an upcoming outreach event in your community? The State 911 Department and its Massachusetts Equipment Distribution Program (MassEDP) team would love to join forces with you! From National Night Out to your Local Citizens Academies, we want to join!

For more information or to schedule an outreach event, please contact State 911 Department Public Education Coordinator, Erica Adams by Email at Erica.L.Adams@mass.gov



Updates from our Programs Division—continued

What's in your



What's in your 9-1-1 Telecommunicator Toolbox? NEW ResponseAssist Tools!

Recently, ResponseAssist version 5.15 was released.
With it, you will find a few changes and new tools available!

Changes to look for:

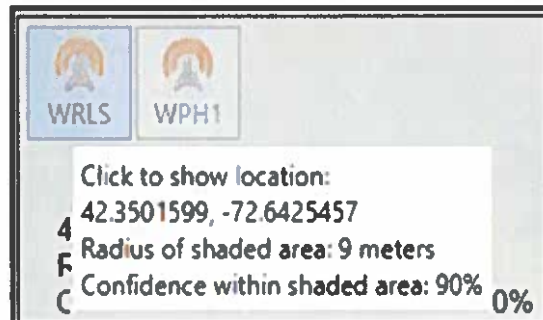
- Updates and formatting changes to the Incident Tile as well as the black map callout box.
- Updates to information when you hover the map icons and accuracy/match score bar.
- New options available through the right-click menu.
- The ability to copy information from the map or Incident Tile has now been provided.



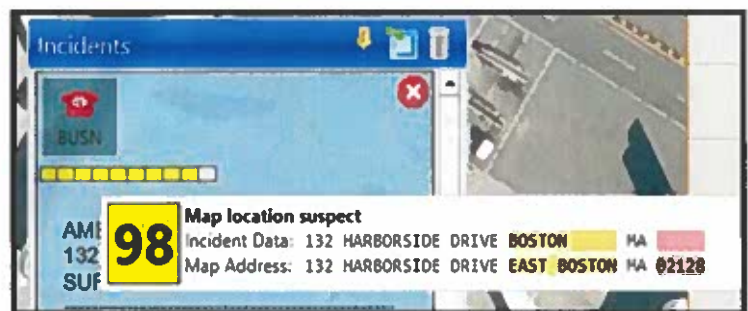
Incident Tile and map callout box – WPH2 example

- More defined areas for information.
- Separators between info sections.
- Font size changes.
- Reformatting of map callout box.
- More defined Disability Indicator section.






Details with hover maneuver – BUSN and WRLS Map Icon examples



Details with hover maneuver – Accuracy/Match Score examples

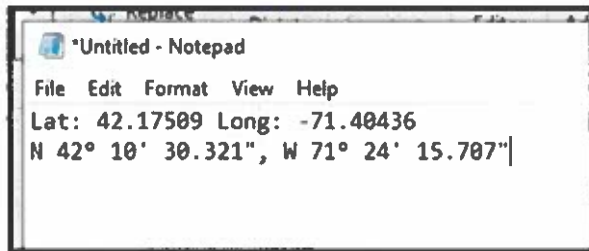


Updates from our Programs Division - Continued

-  Display Lat and Long at Point
-  Identify by Point
-  Info Tips
-  Reverse Geocode Address
-  Reverse Geocode Mile-Marker

New options with right-click menu: –

- Display Lat and Long Point added.
- **Point and click to display Lat/Long box.**
- Left click on Lat/Long box to clear it.
- **Right click on Lat/Long box displayed to copy to clipboard and paste to a notepad.**



The FY2025 Annual Certification of Compliance Form is now available on our website at www.mass.gov/e911 under "Information for Call Centers" -> "FY2025 Annual Certification of Compliance Forms."

The Form is Due on or before July 31, 2025. As soon as your PSAP has completed all of the compliance requirements, submit your form to expedite processing.

REMINDERS:

- Annual Certification of Compliance Forms are **NO LONGER** accepted electronically.
- Proof of CPR and Emergency Medical Dispatch (EMD) **must be included with the FY 2025 submissions for PSAPs that are providing EMD in-house and also for all certified EMD resources.**
- For PSAPs who provide EMD, **a detailed explanation and SAMPLE of documents used for EMD quality assurance must be included.**

For questions about the FY2025 Annual Certification of Compliance process, email Monna.Wallace@mass.gov.

Spotlight Your Dispatchers!

Do you have a dispatcher who has gone above and beyond? One that was able to save a life? We want to feature their story! Each month our newsletter highlights the work that telecommunicators do every day. We want to spotlight a job well done, and also recognize important events such as dispatcher retirements, or other major events. The newsletter also highlights our Lifesaver Award that is given to telecommunicators that successfully saved a life. If submitting for our lifesaver award, and EMD procedures are applicable, please include a recording with your submission.

All submissions can be sent to Public Education Coordinator
Erica Adams at Erica.L.Adams@mass.gov

Updates from our Systems Division

The screenshot displays a map interface with an incident tile. The map shows a street view of Boston, with labels for 'COURT STREET' and 'WASHINGTON STREET'. A callout box on the map provides details for '1 BOSTON PLACE, BOSTON, MA 02108', including agency assignments: 'Dt: Cognitively Impaired', 'GEO TOWN - BOSTON', 'Police - BOSTON PD', 'Fire - BOSTON FD', and 'Medical - BOSTON EMS'. The incident tile on the right, titled 'Incidents', shows a 'VOIP' icon and the following details: 'BABE RUTH', '1 BOSTON PLACE, BOSTON, MA', 'Building: 1', 'Floor: 5', 'Unit: A', 'Room: 505', 'Seat: 25', 'Dt: Cognitively Impaired', 'GEO TOWN - BOSTON', 'Police - BOSTON PD', 'Fire - BOSTON FD', 'Medical - BOSTON EMS', 'Callback Number: tel:+19999999999;ext=50525', and 'BLDG 1 UNIT A'. An 'Additional Information' section is also visible. The bottom right corner of the map shows the date and time '3/2/2023 2:02:07 PM'.

The Call Out Box and Incident Tile show the appropriate police, fire, and medical public safety agency. Boston Police listed as the police agency where they are the primary jurisdiction. This information can be retrieved for any part of the map by right clicking and selecting info tips. It is important to report changes, which can be done via a map discrepancy or by emailing notify911address@mass.gov.



Updates from our Fiscal Division



Mayday! Mayday! Avoid fiscal distress calls at the close of the fiscal year. Ensure grant reimbursements are filed timely and completely. Taking a few moments to review a reimbursement submission to ensure all documentation is included can save you a lot of time. If the reimbursement is incomplete it could result in a return or a reduction that may then require resubmission. Reminder: in an effort to get payments processed timely, Department staff will **NOT** be reaching out to request any missing documentation.

Maybe you need assistance with completing your FY25 reimbursements or your FY26 applications. You're in luck. Attend one of our workshops to get all your questions answered. Each workshop is virtual and runs for approximately one hour. The applications workshop is hosted on the third Monday of each month and the reimbursement workshop is on the third Wednesday of each month. Start time is 11:00 AM. Email 911DeptGrants@mass.gov to register.

Maybe you've heard. It has been requested that the Department explore establishing a "portal" for the submission of reimbursement requests. While this is a worthy endeavor, it will take some time to research and evaluate whether there is a solution that not only fits with fiscal operations but also assists PSAPs in submission of its reimbursements. To that end, the Department is seeking input from PSAPs to understand what the expectations of such are. How will a portal assist, other than to save time in photocopying and mailing documents? Please send any thoughts/comments to Karen.Robitaille@mass.gov. Please note "Reimbursement Portal" in the subject line. Watch the newsletter for any updates.

If you have any questions, or require assistance—please contact Finance Director, Karen Robitaille at Karen.Robitaille@mass.gov.

Regionalization Updates

Benefits of Regionalization—Patriot Regional Emergency Communications Center

Patriot Regional Emergency Communications Center (PRECC) was established on July 1, 2020, between the towns of Pepperell and Ashby. Prior to the start of PRECC, Public Safety Officials from the towns of Pepperell, Ashby and Townsend had several meetings and agreed that forming a RECC between the three towns was a great idea, a feasibility study was conducted and the study affirmed the formation of the PRECC.

Originally, the plan was to start PRECC in July 2020 with Pepperell and Ashby, then year two (July 2021) bring Townsend in. Unfortunately, COVID hit and that pushed back Townsend joining by one year to July 1, 2022, then Dunstable and Groton joined in 2024.

The primary reason behind starting a local RECC was improved services through highly trained dispatchers, and the added benefit of a cost savings. Training is a very important aspect to the success of PRECC. The dispatchers go beyond the continuing education training requirements, their trainers are all Communications Officer Training certified through APCO, and their dispatchers are trained in all aspects of the job. Equally important to training, their dispatchers participate in regular training exercises including:

- Police motor vehicle stops.
- Police Building searches.
- School familiarization walk throughs.
- ALICE school shooting drills.
- Police active shooter training.
- Fire burn house training.
- Fire mayday training.
- Deputy Director Borneman is a certified ALERRT trainer (Advance Law Enforcement Rapid Response Training) and trains the dispatchers in ALERRT training.

The PRECC has had great success because of regionalization. With the mind set of improved services, and a team concept of a shared dispatch center, the dispatchers are able to take pride and ownership in their place of work!



Christmas Tree in Dispatch, every year a team lead by Deputy Director Borneman decorates for the holidays including stocking for everyone.



PRECC Director Stairs and Ashby Fire Chief Bussell. Director Stairs was awarded his own fire helmet as a token of appreciation.



Dispatchers Matthews, Walker, and Wirta and others attended the fire burn house training in 2022 and 2023.

Looking for more information? If your department is considering branching out into a regional dispatch center but are unsure of where to start, contact Peter Kinnas at Peter.S.Kinnas@mass.gov or (508)821-7213. Our team is ready to meet with you, discuss all possibilities, and provide guidance as you explore your options.

Updates from MassEDP

A Message from Field Service Advisor, Chris Murphy

The Massachusetts Equipment Distribution Program (Mass EDP) is proud join to forces with a variety of collaborators and service providers in our daily effort to serve the residents of the Commonwealth. These include State agencies such as the Massachusetts Commission for the Deaf and Hard of Hearing, Massachusetts Commission for the Blind, Massachusetts Rehabilitation Commission and Massachusetts Office of Disabilities. Through these partnerships, we can work directly with case managers and agency heads to reach more people than we can alone.

At the local level, community resources such as Councils on Aging (COA), Senior Centers, local housing authorities and community outreach events connect EDP to consumers at the grassroots level. These local resources really help facilitate outreach information to their communities. Housing authorities generally have monthly tenant meetings that provide a platform for MassEDP to inform residents. Senior centers and COAs routinely host health fairs, support groups and educational programs that address specific needs of the aging and disabled population.

Recently, the Harvard COA hosted an event where they put on a health fair for the residents of the greater Harvard area. MassEDP joined vendors from local health and safety agencies, community advocacy groups, and private businesses with the goal of educating people on how MassEDP can work for them. Pamela McInnis, Program Coordinator at the Harvard COA talked about the value of these events. According to her, the second annual health fair is a growing and valuable tool for her constituents. *"We want to make sure that the seniors can get as much information as they need to make decisions about their futures. This health fair centers specifically on seniors, where a lot of health fairs are for everyone."*

Of course, MassEDP was happy to attend and participate as well. These kinds of events and the partnerships we have at the local and state level are an invaluable tool for us. We will continue to work together to provide the best possible service for everyone in Massachusetts. Look for us at an outreach event near you!



To speak with a MassEDP Customer service representative about how joining MassEDP can help you or a family member, call **1-800-300-5658 Voice/TTY**.

ATTACHMENT R.R. 1-3

THE COMMONWEALTH OF MASSACHUSETTS

MASSACHUSETTS STATE 911 DEPARTMENT

151 CAMPANELLI DRIVE, SUITE A
MIDDLEBOROUGH MA 02326



Request for Response (RFR)

Consultant Services for the Evaluation of Massachusetts PSAP Regionalization: Trends, Progress, and Future Direction

COMMBUYS Bid#: BD-25-1044-EPS90-ADMN-112607

Agency Document Number: State 911 25-003

April 16, 2025

Please Note: This is a single document associated with a complete Bid (also referred to as Solicitation) that may be found on [COMMBUYS](https://www.commbuys.com) ([www..com](https://www.commbuys.com)). Bidders are responsible for reviewing and adhering to all information, forms, and requirements for the entire Bid, which are incorporated into the Bid. Bidders also may contact the OSD Help Desk at OSDHelpDesk@mass.gov or by phone at 1-888-MA-STATE (627-8283). The OSD Help Desk is staffed from 8:00 p.m. to 5:00 p.m. Monday through Friday, Eastern Time, except during federal, state, and Suffolk county holidays.

REQUEST FOR RESPONSE
Evaluation of Massachusetts PSAP Regionalization
RFR #25-003 / COMMBUYS Bid# BD-25-1044-EPS90-ADMN-112607

ISSUE DATE:

Purchasing Department	State 911 Department
Address	151 Campanelli Drive Suite A
City, State Zip Code	Middleborough MA 02346
Procurement Contact Person	Kevin Kroner
Telephone Number	508-821-7318
E-Mail Address	kevin.t.kroner@mass.gov
RFR Name/Title	Consultant Services for the Evaluation of Massachusetts PSAP Regionalization: Trends, Progress, and Future Direction
RFR Number	State 911 25-003
COMMBUYS Bid Number	BD-25-1044-EPS90-ADMN-112607

1. Description or Purpose of Procurement:

The State 911 Department (Department) is responsible for coordinating, administering, and implementing the 911 system throughout the Commonwealth of Massachusetts to ensure a consistent statewide approach for 911 services. The Department has undergone significant regionalization efforts aimed at improving service delivery, operational efficiency, and cost-effectiveness. Currently there are one hundred ninety-nine (199) public safety answering points (PSAPs), a reduction from 264. The Department seeks a qualified consultant to evaluate the progress made, analyze current trends, identify strengths, weaknesses, opportunities, and threats (SWOT), and provide strategic recommendations. Additionally, the qualified consultant will assess the success, growth potential, operational viability, and feasibility of existing regional centers and evaluate such centers joining or consolidating with other centers to enhance their effectiveness.

2. Applicable Procurement Law

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Check Appropriate Box ("X"):	Type of Purchase	Applicable Laws
	Executive Branch Goods and Services	
<input checked="" type="checkbox"/>	Goods and Services	MGL c. 7, § 22; c. 30, § 51, § 52; 801 CMR 21.00
<input type="checkbox"/>	Human and Social Services	MGL c. 7, § 22, § 22N; c. 30, § 51, § 52; 801 CMR 21.00; 808 CMR 1.00
<input type="checkbox"/>	Legal Services	MGL c. 30, § 51, § 52 and § 65; c. 7, § 22; and 801 CMR 21.01(2) (b)
<input type="checkbox"/>	Grants	MGL c. 7A, § 7; St. 1986 c. 206, § 17; 815 CMR 2.00

3. Acquisition Method:

Check All Applicable ("X"):	Category
<input checked="" type="checkbox"/>	Fee-For-Service
<input type="checkbox"/>	Outright Purchase
<input type="checkbox"/>	Rental (not to exceed 6 months)
<input type="checkbox"/>	Term Lease
<input type="checkbox"/>	License
<input type="checkbox"/>	Other:

4. Whether Single or Multiple Contractors are Required for Contract:

Check One ("X"):	
<input checked="" type="checkbox"/>	Single Contractor
<input type="checkbox"/>	Multiple Contractors

a. Estimated Number of Awards

The target maximum number of Contractors is one. The Department may award more or fewer contracts, if it is in the best interests of the Commonwealth to do so.

5. Entities Eligible to Use the Resulting Contract

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Check One ("X"):	Eligible Entities
<input type="checkbox"/>	Limited User Contract – Restricted to Use by Defined Entities Only. Any Contract(s) resulting from this Bid will be open for use by the issuing Purchasing Department and the following other entities: All agencies falling within and under the Executive Office of Public Safety and Security
<input checked="" type="checkbox"/>	Limited User Contract – Restricted to Use by Issuing Entity Only.

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6. Expected Duration of Contract (Initial Duration and any Options to Renew):

The contract duration shall not exceed five years. All contracts will begin on the day on which it is executed by the State 911 Department or July 1, 2025 - whichever is later.

Contract Duration	Number of Options	Number of Years/Months	Instructions
Initial Duration		5 Years	Initial Contract Term 7/1/25 – 6/30/2030
Renewal Options	N\A	N\A	
Total Maximum Contract Duration		5 Years	Contract Term 7/1/25 –6/30/2030

Performance and Payment Time Frames Which Exceed Contract Duration: All term agreements for services entered into during the duration of this Contract and whose performance and payment time frames extend beyond the duration of this Contract shall remain in effect for performance and payment purposes (limited to the time frame and services established per each written agreement). No written agreement shall extend more than six (6) months beyond the current contract term of this Contract. No new agreements for services may be executed after the Contract has expired.

7. Anticipated Expenditures, Funding, or Compensation:

Estimated Value of Procurement: \$500,000 Annually

8. Contract Performance and Business Specifications:

Project Background and Objectives

The Massachusetts State 911 Department has undergone significant regionalization efforts aimed at improving service delivery, operational efficiency, and cost-effectiveness for Public Safety Answering Points (PSAPs) across the Commonwealth. This project aims to evaluate the progress made, analyze current trends, identify strengths, weaknesses, opportunities, and threats (SWOT), and provide strategic recommendations. Additionally, it will assess the success, growth potential, operational viability, and feasibility of existing regional centers and evaluate such centers joining or consolidating with other centers to enhance their effectiveness.

The Department seeks a consultant with demonstrated experience in organizational analysis within the public safety sphere to assess progress and propose future strategies. Interested bidders should submit a project proposal, including proposed budget, outlining their approach to the work tasks, deliverables and goals listed below.

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Business Specifications

The Department seeks a bidder with a deep range of experience that can be brought to bear on evaluating the regionalization of 911 call centers and future strategic direction in the Commonwealth. Interested bidders shall describe previous experience in providing assessments, analysis, evaluations, and recommendations for clients. Responses shall include descriptions of previous projects including objectives, stakeholders, and deliverables.

Qualified bidders shall demonstrate experience with comparable projects in

- State 911 programs and Public Safety Answering Points
- Regionalization of public safety agencies or organizations
- Public Safety

The Department will give preference to bidders who can demonstrate experience with comparable projects for the regionalization of 911 call services.

Project Description and Scope

Work under this procurement is in three primary areas – Assessment, Evaluation, and Analysis. Bidders shall have the ability to conduct all of the work described below. The Department does not intend for the subject areas to be addressed chronologically. Interested bidders should outline an approach for addressing all three goal areas along with cost estimates.

Further, bidders are advised, the Department reserves the right to utilize the selected bidder for related projects, studies, and associated consulting services not specifically identified herein throughout the Term of this contract.

A) Assessment

Document the milestones, challenges, and successes of regionalization efforts that have taken place thus far. Gather documentation on past and current regionalization efforts. Review and assess the financial impact on completed regionalization projects.

Assessment Deliverables:

- 1) Draft Assessment Report
- 2) Interview and Survey Summaries
- 3) Final Assessment Report

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B) Evaluation

Existing Regional Centers: Evaluate the operation, growth trajectory, glide path, and potential for consolidation or integration with other centers.

Potential Mergers of Existing Regional Centers: Examine the impact of significant mergers on operations, governance, financial sustainability, and service delivery. Identify key drivers, challenges, and best practices, with a focus on operational efficiencies, governance structures, financial outcomes, and service levels. Conduct a sunk cost analysis of previous grant-funded investments to determine financial implications and potential redundancies when merging centers. Make recommendations as to the viability of the potential merger.

Expansion of Existing Centers: Adding communities to existing RECC and Regional PSAPs has been challenging. Identify methodologies and incentives the Department can undertake to further capitalize on existing investments.

Work tasks for this section include:

- Conduct in-depth case studies of existing regional centers in Massachusetts;
- Analyze metrics for success, growth potential, and operational sustainability;
- Assess each center's glide path, future viability, and need or potential for integration with other centers;
- Review operational data, including call volumes, staffing, and service quality; and,
- Perform a cost-benefit analysis of regionalization and potential consolidation scenarios.

Evaluation Deliverables

- 1) Provide recommendations to optimize future consolidation efforts while maintaining high-quality emergency communications and strategies to minimize stranded investments.
- 2) Identify grant investments that produce greater 911 regional and public safety goals. Identify grant investments that produce low impact for 911 regionalization and public safety goals.
- 3) Draft report on evaluation of existing centers, potential mergers, and expansion of existing centers.
- 4) Final report on evaluation of existing centers, potential mergers, and expansion of existing centers.

Timeline

Bidders are advised that work tasks and deliverables under this section are the leading priority for the Department. Bidders shall complete all Evaluation tasks and deliverables within 7 months of the contract start date.

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C) Analysis

Trend Analysis: Evaluate current state and national 911 regionalization trends, including technological advancements.

SWOT Analysis: Identify the strengths, weaknesses, opportunities, and threats associated with regionalization initiatives and continued regionalization efforts.

Path to Regionalization Analysis: Create a blueprint for evaluating future regionalization proposals including resource evaluation and incentives for stakeholders to regionalize where appropriate.

Stakeholder Insights: Collect input from key stakeholders to gauge perceptions and recommendations.

Work Tasks for this section include:

- Benchmark Massachusetts efforts against national best practices and trends;
- Evaluate internal strengths and weaknesses of the regionalization efforts that have taken place to date;
- Identify external opportunities and threats, including regulatory, technological, financial, and operational factors;
- Conduct interviews, focus groups, and/or surveys with stakeholders such as regional center leaders, field responders, and policymakers;
- Document perspectives on the feasibility and implications of further regionalization;
- Develop scenarios for continued regionalization or consolidation; and,
- Provide recommendations on governance, funding models, and operational strategies.

Analysis Deliverables

- 1) Draft report on state and national trend analysis
- 2) Draft SWOT report
- 3) Draft report on stakeholder insights
- 4) Final Analysis Report

Bidders are further advised that that the Department may – at its discretion - direct the awarded bidder to review the results of the various final reports and produce an analysis of those findings along with recommendations into a single comprehensive document. This document may include an executive summary for leadership and presentation materials for stakeholder briefings. Pricing for this task would be negotiated by the parties after award but subject to the personnel titles and hourly rates listed in the Cost Response Form.

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Bidders are advised that all data collected from Massachusetts PSAPS/stakeholders, surveys, interviews, draft reports, final reports, and any other documentation related to this study shall be the sole property of the Massachusetts State 911 Department. No duplication or distribution shall be made without prior written authority of the State 911 Department. Survey questions must be approved by the Department before dissemination.

Timeline

Upon contract award, the successful bidder shall work with the Department to develop a project schedule for all work areas, project tasks, and deliverables. While this overall project schedule is subject to negotiation between the parties, the Department requires the successful bidder to complete all tasks and deliverables in the Evaluation section within seven (7) months of the contract award.

Submission Requirements

Bidder shall provide a detailed narrative, not to exceed 20 pages, highlighting its overall experience – including any experience in Massachusetts - with public safety projects and summarizing relevant projects which demonstrates its ability to successfully complete the project goals outlined in this RFR. The page limit for this narrative does not include forms, budgets, resumes, or other items listed below.

Bidder shall provide a listing of proposed staff for this project. Said listing shall include staff member's noted expertise and a listing of relevant past projects the staff member participated on.

Bidder shall provide a minimum of three (3) references for similar projects within public safety. Said reference shall provide a brief description of the projects, project timeframe, and contact information for the customer to whom services were provided.

Bidder shall provide a cost proposal for each deliverable noted above using the cost response form in Appendix A.

Bidder shall provide a listing of functional job titles and hourly rates for staff needed in the performance of the project noted in this RFR.

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9. Supplier Diversity Program

Program Background

Pursuant to [Executive Order 599](#), the Commonwealth's [Supplier Diversity Program](#) (SDP) promotes business-to-business relationships between awarded Contractors and diverse businesses and non-profit organizations ("SDP Partners") certified or recognized (see below for more information) by the [Supplier Diversity Office \(SDO\)](#).

Financial Commitment Requirements

All Bidders responding to this solicitation are required to make a significant financial commitment ("SDP Commitment") to partnering with one or more SDO-certified or recognized diverse business enterprise(s) or non-profit organization(s). This SDP Commitment must be expressed as a percentage of contract sales resulting from this solicitation that would be spent with the SDP Partner(s).

After contract award (if any), the Total SDP Commitment shall become a contractual requirement to be met annually on a Massachusetts fiscal year basis (July 1 – June 30) for the duration of the contract. The minimum acceptable Total SDP Commitment in response to this solicitation shall be 1%. Bidders shall be awarded additional evaluation points for higher SDP Commitments.

No contract shall be awarded to a Bidder without an SDP Commitment that meets the requirements stated herein. This requirement extends to **all** Bidders regardless of their own supplier diversity certification.

Eligible SDP Partner Certification Categories

SDP Partners must be business enterprises and/or non-profit organizations certified or recognized by the SDO in one or more of the following certification categories:

- Minority-Owned Business Enterprise (MBE)
- Minority Non-Profit Organization (M/NPO)
- Women-Owned Business Enterprise (WBE)
- Women Non-Profit Organization (W/NPO)
- Veteran-Owned Business Enterprise (VBE)
- Veteran Non-Profit Organization (V/NPO)
- Service-Disabled Veteran-Owned Business Enterprise (SDVOBE)
- Disability-Owned Business Enterprise (DOBE)
- Lesbian, Gay, Bisexual, and Transgender Business Enterprise (LGBTBE)

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Eligible Types of Business-to-Business Relationships

Bidders and Contractors may engage SDP Partners as follows:

- **Subcontracting**, defined as a partnership in which the SDP partner is involved in the provision of products and/or services to the Commonwealth.
- **Ancillary Products and Services**, defined as a business relationship in which the SDP partner provides products or services that are not directly related to the Contractor's contract with the Commonwealth but may be related to the Contractor's own operational needs.

Other types of business-to-business relationships are not acceptable under this contract. If subcontracting is proposed, it must meet all the subcontracting provisions (if any) listed in this RFR.

Program Flexibility

The SDP encompasses the following provisions to support Bidders in establishing and maintaining sustainable business-to-business relationships meeting their needs:

- SDP Partners are **not** required to be subcontractors.
- SDP Partners are **not** required to be Massachusetts-based businesses.
- SDP Partners **may be changed or added** during the term of the contract, provided the Contractor continues to meet its SDP Commitment.

SDP Plan Form Requirements

All Bidders must complete the SDP Plan Form included in this solicitation and attach it to their bid response. In addition to proposing an SDP Commitment, each Bidder must propose one or more SDP Partner(s) to utilize to meet its SDP Commitment. Certified diverse Bidders may not list their own companies, or their subsidiaries or affiliates, as SDP Partners and may not meet their SDP Commitment by spending funds internally or with their own subsidiaries or affiliates.

Bidders may propose SDP Partners that are:

- **Certified or recognized by the SDO:** Such partners appear in the [SDO Directory of Certified Businesses](#) or in the [SBA Veterans Small Business Certification \(VetCert\)](#) directory. After contract award (if any), spending with such partners will contribute to meeting the Contractor's SDP Commitment.
- **Certified by one of SDO's recognized third-party certification bodies but not yet listed in the SDO Directory of Certified Businesses:** Such partners must be certified in eligible categories by one of SDO's recognized third-party certification bodies, which include the [City of Boston](#), the [Greater New England Minority Supplier Development Council \(GNEMSDC\)](#), the [Center for Women & Enterprise \(CWE\)](#), [Disability: IN](#), [National LGBT Chamber of Commerce \(NGLCC\)](#), or the [National Veteran Owned Business Association \(NaVOBA\)](#), but have not yet opted to be listed in the SDO Directory of Certified Businesses. In order to opt into SDO's Directory of Certified

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Businesses, the SDP partner must follow the applicable expedited instructions on SDO's Apply for Recognition as a Third-Party Certified Business webpage. Self-certification is not acceptable. While Bidders may list such proposed SDP Partners on their SDP Plans, spending with such partners will not contribute to meeting the Contractor's SDP Commitment unless they apply for and are granted SDO supplier diversity certification or recognition. If proposed SDP Partners do not receive SDO supplier diversity certification or recognition, the Contractor must find alternative SDP Partners to meet the SDP Commitment.

- **Not yet certified or recognized by the SDO or one of SDO's recognized third-party certification bodies:** Such partners must be certified in eligible categories by other third-party certification bodies that are not yet recognized by the SDO, such as another city or state supplier diversity certification office, the [National Minority Supplier Development Council](https://nmsdc.org/mbes/mbe-certification/)<https://nmsdc.org/mbes/mbe-certification/>, or the [Women Business Enterprise National Council](https://www.womenbusinessenterprise.com/), but are not listed in the above-mentioned directories. Self-certification is not acceptable. While Bidders may list such proposed SDP Partners on their SDP Plans, spending with such partners will not contribute to meeting the Contractor's SDP Commitment unless they apply for and are granted SDO supplier diversity certification or recognition. If proposed SDP Partners do not receive SDO supplier diversity certification or recognition, the Contractor must find alternative SDP Partners to meet the SDP Commitment.

It is the responsibility of the Contractor to ensure that their proposed SDP Partners obtain such certification or recognition by the SDO after contract award (if any). The issuing department and the SDO will not conduct outreach to proposed SDP Partners to ensure their certification. Furthermore, no guarantee may be made that a proposed SDP Partner will be certified, or regarding the time it may take to process a proposed SDP Partner certification. Contractors may direct partners to the SDO's homepage, www.mass.gov/sdo and the [Certification Self-Assessment Tool](#) for guidance on applying for certification.

It is **desirable** for Bidders to provide a description of supplier diversity businesses practices. Specifically, listing contact information for the individual or unit responsible for establishing and maintaining supplier diversity relationships, and including a written policy for establishing and maintaining supplier diversity relationships.

It is also **desirable** for Bidders to use the SDP Plan Form to describe additional initiatives related to engaging, buying from and/or collaborating with diverse businesses. Such initiatives may include but not be limited to:

- Serving as a mentor in a mentor-protégé relationship.
- Technical and financial assistance provided to diverse businesses.
- Participation in joint ventures between nondiverse and diverse businesses.
- Voluntary assistance programs by which nondiverse business employees are loaned to diverse businesses or by which diverse business employees are taken into viable business ventures to acquire training and experience in managing business affairs.

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Evaluation of SDP Forms

To encourage Bidders to develop substantial supplier diversity initiatives and commitments as measures valuable to the Commonwealth, at least 25% of the total available evaluation points for this bid solicitation shall be allocated to the evaluation of the SDP Plan submissions. Because the purpose of the SDP is to promote business-to-business partnerships, the Bidders' workforce diversity initiatives will not be considered in the evaluation.

SDP Spending Reports and Compliance

After contract award, Contractors must submit reports at least annually to demonstrate compliance with the agreed-upon SDP Commitment. To submit SDP spending reports using the Supplier Diversity Hub (Hub), Contractors must create a profile in the Hub. Contractors must follow report submission instructions from the issuing department and the SDO.

Only spending with SDP Partners that appear in the [SDO Directory of Certified Businesses](#) or in [SBA Veterans Small Business Certification \(VetCert\)](#) directory shall be counted toward a Contractor's compliance with their SDP Commitment. Spending with SDP Partners that do not appear in the directories above shall not be counted toward meeting a Contractor's SDP Commitment.

It is the responsibility of the Contractor to ensure they meet their SDP Commitment, and the SDO, and the issuing department, assume no responsibility for any Contractor's failure to meet its SDP Commitment.

SDP Spending Verification

The SDO and the contracting department reserve the right to contact SDP Partners at any time to request that they attest to the amounts reported to have been paid to them by the Contractor.

Program Resources and Assistance

Contractors seeking assistance in the development of their SDP Plans or identification of potential SDP Partners may visit the SDP webpage, www.mass.gov/sdp, or contact the SDP Help Desk at sdp@mass.gov.

10. Environmentally Preferable Products

Products and services purchased by state agencies must be in compliance with [Executive Order 515](#), issued October 27, 2009. Under this Executive Order, Executive Departments are required to reduce their impact on the environment and enhance public health by procuring environmentally preferable products and services (EPPs) whenever such products and services perform to satisfactory standards and represent best value, consistent with 801 CMR 21.00. In line with this directive, all Contracts, whether departmental or statewide, must comply with the specifications and guidelines established by OSD and the EPP Program. EPPs are products and services that help to conserve natural resources, reduce waste,

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protect public health and the environment, and promote the use of clean technologies, recycled materials, and less toxic products. Bid responses must identify how a contractor meets these goals.

11. Evaluation Criteria

Bidders shall submit responses that meet all the submission requirements of the RFR. Only responsive proposals that meet the submission requirements will be evaluated and scored by the strategic sourcing services team (SSST) according to the evaluation criteria noted below. Additional information may be requested for evaluation purposes.

Evaluation Criteria:

- Demonstrated experience providing analysis and evaluation of the of public safety entities, 911 call centers, and/or regionalization of similar entities – including qualifications and experience of proposed staff.
- Quality and detail of project proposal covering work tasks and deliverables described in the RFR
- Proposed Budget including billable rates
- Supplier Diversity Plan

Any submission that fails to meet the submission requirements of the RFR may be found non-responsive without further evaluation unless the SSST, in its discretion, determines that the non-compliance is insubstantial and may be corrected. In these cases, the SSST may allow the bidder to make minor corrections to the submission.

12. Instructions for Submission of Responses:

Only electronic quotes submitted via COMMBUYS will be accepted in response to this RFR. Responses must be sent via the "Create Quote" functionality in COMMBUYS. For instructions concerning how to submit a Quote, please contact the COMMBUYS help desk.

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13. Estimated Procurement Calendar

Procurement Activity	Date	Time
Bid Release Date	April 16, 2025	
Deadline for Submission of Questions through COMMBUYS "Bid Q&A"	April 30, 2025	5:00 PM EST
Official Answers for Bid Q&A published (Estimated)	May 7, 2025	5:00 PM EST
Bid Amendment Deadline / Online Quote Submission Begins. Bid documents will not be amended after this date.	May 14, 2025	5:00 PM EST
Deadline for Quotes/Bid Responses ("Bid Opening Date/Time" in COMMBUYS)	May 21, 2025	5:00 PM EST
Notification of Apparent Successful Bidder(s) (Estimated)	June 30, 2025	
Estimated Contract Start Date	July 1, 2025	

Bidders are required to monitor COMMBUYS for changes to the procurement calendar for this Bid.

a. Online Questions (Bid Q&A)

Written Questions must be entered using the "Bid Q&A" tab for the Bid in COMMBUYS no later than the "Online Questions Due" date and time indicated in the Estimated Procurement Calendar (above). The issuing department reserves the right to not respond to questions submitted after this date. It is the Bidder's responsibility to verify receipt of questions.

It is the responsibility of the prospective Bidder and awarded Contractor to maintain an active registration in COMMBUYS and to keep current the email address of the Bidder's contact person and prospective contract manager, if awarded a contract, and to monitor that email inbox for communications from the Purchasing Department, including requests for clarification. The Purchasing Department and the Commonwealth assume no responsibility if a prospective Bidder's/awarded Contractor's designated email address is not current, or if technical problems, including those with the prospective Bidder's/awarded Contractor's computer, network, or internet service provider (ISP) cause email communications sent to/from the prospective Bidder/Awarded contractor and the Purchasing Department to be lost or rejected by any means including email or spam filtering.

Written Responses to Questions will be released on or about the "Responses to Questions Posted Online" date indicated in the Estimated Procurement Calendar (above).

(Written questions and responses will be posted on the Bid Q&A Tab for this Bid in COMMBUYS.)

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b. Bid Amendment Deadline

The Purchasing Department reserves the right to make amendments to the Bid after initial publication. It is each Bidder's responsibility to check COMMBUYS for amendments, addenda, or modifications to this Bid, and any Bid Q&A records related to this Bid. The Purchasing Department and the Commonwealth accept no responsibility and will provide no accommodation to Bidders who submit a Quote based on an out-of-date Bid or on information received from a source other than COMMBUYS.

c. Quotes (Bid Responses) Deadline (Bid Opening Date/Time)

See the Quotes (Bid Responses) Deadline (Bid Opening) Date and Time indicated in the Estimated Procurement Calendar (above).

d. Estimated Contract Start Date

This is the approximate start date. The actual start date will be the Contract Effective Date which is the date the Contract is executed by the parties.

14. Required Forms

Responses to this RFR must contain the following documents

Check if applicable ("X")	Form/Document	Notes/Instructions (if any)
<input checked="" type="checkbox"/>	Narrative Response – including previous experience and project proposal	
<input checked="" type="checkbox"/>	Detailed Budget	
<input checked="" type="checkbox"/>	Request for Taxpayer Identification Number & Certification (Massachusetts Substitute W-9 Form)	
<input checked="" type="checkbox"/>	Standard Contract Form and Instructions	
<input checked="" type="checkbox"/>	Contractor Authorized Signatory Listing	
<input checked="" type="checkbox"/>	Authorization for Electronic Funds Transfer	
<input checked="" type="checkbox"/>	Prompt Payment Discount Form	
<input checked="" type="checkbox"/>	Supplier Diversity Form	

The above attachments are available as part of the Bid record on [COMMBUYS \(WWW.COMMBUYS.COM\)](http://WWW.COMMBUYS.COM).

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15. RFR Attachments

Appendix A: Required Specifications

<https://www.mass.gov/doc/rfr-required-specifications-of-commodities-and-services>

16. Acceptable Forms of Signature

Effective June 15, 2021, for all 1) CTR forms, including the Standard Contract Form, W-9s, Electronic Funds Transfer (EFT) forms, ISAs, and other CTR-issued documents and forms, or 2) documents related to state finance and within the statutory area of authority or control of CTR (i.e. contracts, payrolls, and related supporting documentation), CTR will accept signatures executed by an authorized signatory in any of the following ways: 1. Traditional "wet signature" (ink on paper); 2. Electronic signature that is either: a. Hand drawn using a mouse or finger if working from a touch screen device; or Page 2 b. An uploaded picture of the signatory's hand drawn signature 3. Electronic signatures affixed using a digital tool such as Adobe Sign or DocuSign. If using an electronic signature, the signature must be visible, include the signatory's name and title, and must be accompanied by a signature date. Please be advised that typed text of a name not generated by a digital tool such as Adobe Sign or DocuSign, even in computer-generated cursive script, or an electronic symbol, are not acceptable forms of electronic signature.

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APPENDIX A
COST RESPONSE FORM

Bidder Name:

Bidder responses shall be in three parts:

- A) Assessment**
- B) Evaluation**
- C) Analysis**

Bidders shall break down costs by the three work areas described in the scope. All costs proposed to be charged to the Commonwealth under this RFR shall be described herein.

A) Assessment

Document the milestones, challenges, and successes of regionalization efforts that have taken place thus far. Gather documentation on past and current regionalization efforts. Review and assess the financial impact on completed regionalization projects.

Personnel Costs			
Job Title (add lines as needed)	Estimated # of Hours	Rate	Total
		\$	\$
		\$	\$
		\$	\$
Total Personnel Costs			\$

Bidders shall include estimations and description of non-personnel costs

Non-Personnel Costs	
(insert description; add lines as needed)	Total
Estimated Travel Costs	\$
Data Acquisition Costs	\$
Report Production Costs	\$
Other (detail)	\$
Total Non-Personnel Costs	

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B) Evaluation

- Evaluate Existing Regional Centers
- Examine Potential Mergers of Existing Regional Centers
- Evaluate Expansion of Existing Centers

Personnel Costs			
Job Title (add lines as needed)	Estimated # of Hours	Rate	Total
		\$	\$
		\$	\$
		\$	\$
Total Personnel Costs			\$

Bidders shall include estimations and description of non-personnel costs

Non-Personnel Costs	
(insert description; add lines as needed)	Total
Estimated Travel Costs	\$
Data Acquisition Costs	\$
Report Production Costs	\$
Other (detail)	\$
Total Non-Personnel Costs	

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C) Analysis

- Trend Analysis
- SWOT Analysis:
- Stakeholder Insights:

Personnel Costs			
Job Title (add lines as needed)	Estimated # of Hours	Rate	Total
		\$	\$
		\$	\$
		\$	\$
Total Personnel Costs			\$

Bidders shall include estimations and description of non-personnel costs

Non-Personnel Costs	
(insert description; add lines as needed)	Total
Estimated Travel Costs	\$
Data Acquisition Costs	\$
Report Production Costs	\$
Other (detail)	\$
Total Non-Personnel Costs	

Total Cost Proposal

Total Personnel and Non-Personnel Costs from Above	Total
A) Assessment	\$
B) Evaluation	\$
C) Analysis	\$
Total Cost Proposal	