

# Los Alamos County, New Mexico



*"Unleashing the Power of Technology"*

## Proposal for: Project Management and Consulting Services for Police and Fire CAD, Mobile Software Systems, Police Records, and Jail Management



**Federal  
Engineering®**

**RFP Number: 22-19**

**August 19, 2021**



**Federal Engineering, Inc.**

10560 Arrowhead Drive  
Fairfax, VA 22030  
703-359-8200

August 19, 2021

*Submitted via email: lacbid@lacnm.us*

Ms. Annalisa Miranda, Chief Purchasing Officer  
Los Alamos County Procurement Division  
101 Camino Entrado, Building 3  
Los Alamos, New Mexico 87544

Dear Ms. Miranda:

Federal Engineering, Inc. (**FE**) is pleased to submit this proposal to Los Alamos County, New Mexico to provide Project Management and Consulting Services for Law and Fire CAD, Mobile Software Systems, Law Records, and Jail Management. This proposal details the tasks required for successful completion of the project as defined in your RFP #22-19 and clarified in Addendum 1 and email Questions and Answers, both dated August 14, 2021. **FE** values this opportunity to serve the County and will provide a completely independent assessment of the current and future business needs for CAD, Mobile, RMS, and JMS (CMRJ) functionality for the County.

**FE** has experience working on multiple CMRJ projects across the country. A sampling of our background includes systems similar to yours in Gwinnett County, Georgia; Washoe County/Reno, Nevada; MACC911 (Grant County), Washington; Harrisonburg, Virginia; and Winnebago County, Illinois. Our services include planning, system assessment, needs analysis, gap analysis, requirements definition, procurement documents, vendor evaluations, contract negotiations, project management during implementation, and go-live oversight.

To assure success, our senior management team is involved in all projects, providing technical and operational executive management. As the founder of **FE**, I will participate in the negotiation of contractual issues. By my signature below, I hereby authorize submission of this proposal and bind Federal Engineering, Inc. to its terms and conditions for a period of 90 days from the date of submittal.

If you have any questions regarding our proposal, please contact Jeffrey Paré, Senior Account Executive, by phone at 530-263-8541 or via email to [jpare@fedeng.com](mailto:jpare@fedeng.com). Federal Engineering looks forward to working with Los Alamos County on this critically important project.

Sincerely,

Ronald F. Bosco  
President and Chief Executive Officer  
Federal Engineering, Inc.

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## I. CONSULTANT/FIRM QUALIFICATIONS, KNOWLEDGE, AND EXPERIENCE

### I.1 FE's Knowledge & Experience (RFP I.A)

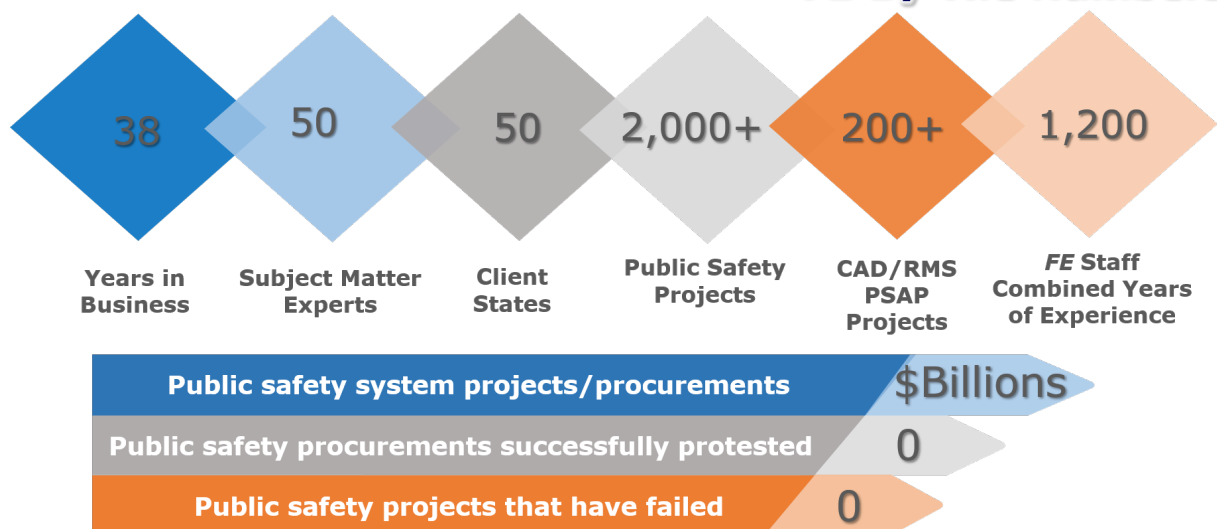
Federal Engineering was founded 38 years ago and has a rich history of providing system analysis and design for public safety organizations. Our founder, Ronald F. Bosco, a former first responder and degreed engineer, continues to lead the firm and has kept his vision steady to improve the functionality and cost-effectiveness of public safety communications. This consistency in ownership translates into consistency in performance as evidenced by the fact that our earliest government clients from the 1980s remain clients today, over a third of a century later.

*FE's philosophy to "exceed client expectations to retain that client for life" has resulted in client retention and repeat business since the firm's inception.*

Federal Engineering offers Los Alamos County a combination of core qualifications and public safety consulting experience. With the addition of the L.R. Kimball communications practice five years ago, **FE** continues to grow as the leading North American public safety consulting firm. We have integrated into our firm Kimball's 30+ years of experience consulting in public safety answering point (PSAP) efficiency and technology assessments, including CAD, Mobile, RMS, JMS, NG9-1-1, E9-1-1, and other dispatch technologies.

*As demonstrated in our proposal, FE offers Los Alamos County a combination of qualifications and experience unmatched by any other firm. FE* has earned the reputation as the premier public safety software consulting firm. We bring the following attributes and experience to this engagement, which are critical to the successful assessment, planning, procurement, and most importantly, seamless implementation and cutover to a new public safety software solution.

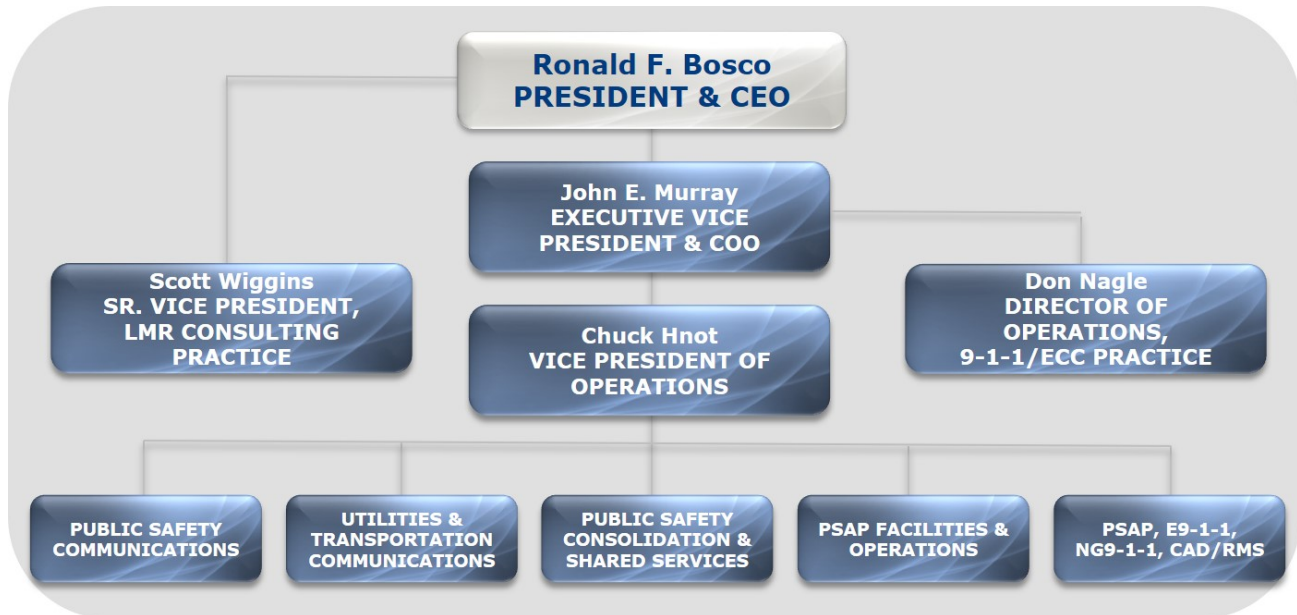
### FE By The Numbers





The first contract a firm gets from a new client reflects the quality of its proposal and its price. Subsequent contracts, however, are dependent upon the quality of the consultant's work. *FE's add-on contracts and repeat business with clients is the strongest testament to our reputation, the great work of our consultants, and the high quality of our work products.*

Our corporate organization, shown below in Exhibit 1, exemplifies the depth of our staff's PSAP consulting expertise.



**Exhibit 1—Federal Engineering's Corporate Structure**

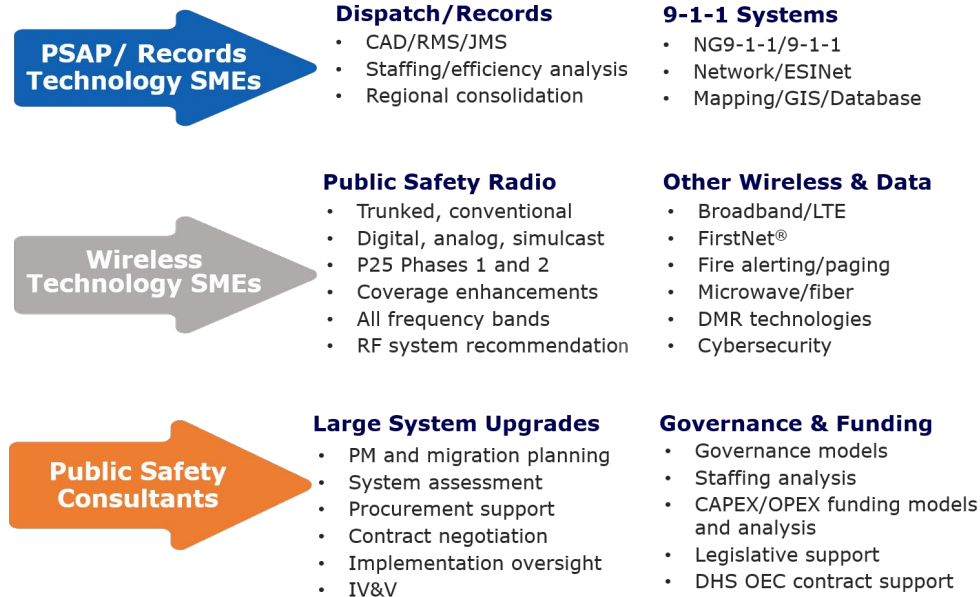
***FE's corporate capabilities align with Los Alamos County's dispatch requirements.***

*FE's* private ownership provides a distinct advantage to the County: corporate decisions are not impacted by outside investors or venture capital firms. Mr. Bosco and Mr. Murray care deeply about their clients and the reputation of the company they have built from the ground up. They are heavily invested in the success of this and all other projects involving *FE*. As a result, the County can count on the direct, personal involvement of *FE's* owners in every aspect of this critical project. As they have done for all clients, they will be active in overseeing the project, cementing a strong professional relationship focused on achieving the County's goals. *Our senior management team is fully available to provide support as needed throughout the project, at no additional cost.*

### ***FE Consulting Services/Specialties***

Public safety consulting is Federal Engineering's sole business. Our staff has real-world ECC (Law, EMS, and Fire), Records, and Jail systems experience; they understand what you do and why you do it. Federal Engineering provides consulting services for the full life cycle of emergency communications technology projects, as highlighted below.

## Capabilities and Expertise



### I.2 FE's Client History of Similar Sized Projects (RFP I.B)

FE has worked with many jurisdictions and agencies to conduct assessments, develop recommendations and technical specifications, and support procurement and implementation for public safety CAD/Mobile/RMS/JMS solutions. Our involvement includes understanding our client's requirements, strategic technology vision, and documenting their current and future business processes. The vast and diverse experience of FE's subject matter experts sets us apart from our competition.

The table below provides an abbreviated list of our clients and major accounts for similar CAD/Mobile/RMS/JMS consulting projects and the consulting services we provided to each client. As noted in the table, we have provided CMRJ consulting services to clients ranging from a population of 14,000 and a single agency to clients serving dozens of agencies and millions of citizens. The table lists Client, its Population and 9-1-1 Agency Size (where known), the Consulting Budget for FE's Services, Project Description, and Scope of Work Summary. We have included the total Consulting Budget for FE's Services throughout the duration of the project; the annual breakdown is considered proprietary client information that we cannot share.

*We include references for three of these projects—City of Harrisonburg, Virginia; Loudoun County, Virginia; and Gwinnett County, Georgia—below in Section I.3. We also include detailed project descriptions and references for five of these projects later in Section IV, References, as requested by the RFP.*

**FE Public Safety Systems Project Experience**

Client	Project Description	Needs Analysis/ Techniques for User Interviews & Buy-in	Business Requirements and RFP Development	Vendor Proposal Evaluations	Contract Negotiation	Software Selection	Implementation	Experts in public safety software
Washoe County/City of Reno, Nevada Pop: 472,000 Dates: 2020-ongoing Agency Size/Staffing: Regional Dispatch, 3 PSAPs, 2 facilities, 33 consoles <b>FE's Contract: \$79,561</b>	Needs assessment of CAD/RMS/JMS supporting six law enforcement and fire agencies, requirements definition, technical specifications/RFP development, procurement support, and contract negotiations, with potential implementation support.	✓	✓	✓	✓	✓		✓
MACC911/Grant County, Washington Pop: 97,733 Dates: 2021-Present Agency Staffing: 26 <b>FE's Contract: \$70,782</b>	Needs assessment of CAD/RMS/JMS, requirements definition, technical specifications/RFP development, procurement support, and contract negotiations, with potential implementation support.	✓	✓	✓	✓	✓	✓	✓
City of San Francisco, California Pop: 874,964 Dates: 2021-ongoing Agency Size/Staffing: N/A. CAD/RMS network includes 58 hosts and 150 workstations; 1.3M CFS <b>FE's Contract: \$479,411</b>	RMS and NIBRS assessment and requirements to upgrade City's RMS and CIBRS reporting.	✓	✓	✓	✓	✓		✓
City of Worcester, Massachusetts Pop: 182,000 Dates: 2020-2021 Agency Size/Staffing: 19- position center with 9- position remote backup <b>FE's Contract: \$124,937</b>	Needs assessment of CAD/RMS supporting law enforcement and fire agencies, requirements definition, technical specifications/RFP development, procurement support, and contract negotiations, with potential Phase II implementation support.	✓	✓	✓	✓	✓		✓
Idaho State Police Pop: 1.8 million Dates: 2019-2020 <b>FE's Contract: \$253,181</b>	Needs assessment of CAD/RMS supporting state law enforcement, requirements definition, technical specifications/RFP development, procurement support, and contract negotiations, implementation support	✓	✓	✓	✓	✓	✓	✓
Gwinnett County, Georgia Pop: 936,250 Dates: 2017-ongoing Agency Staffing: 124 <b>FE's Contract: \$590,000</b>	Law and Fire CAD/LERMS/FRMS/RTCC business and technology analysis, discovery and requirements gathering, technical specifications and RFP, RFP evaluation, implementation project management	✓	✓	✓	✓	✓	✓	✓

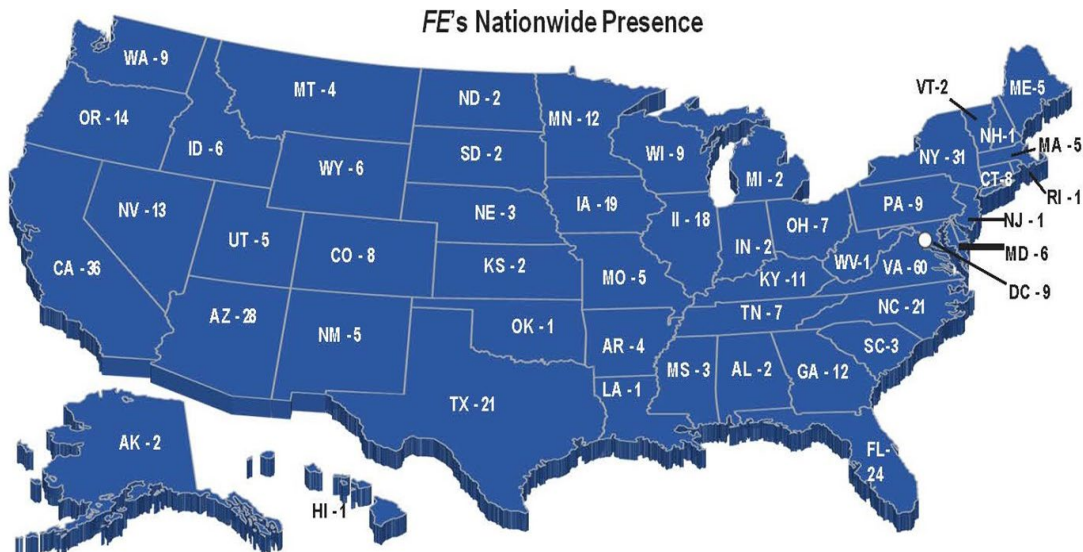


<b>FE Public Safety Systems Project Experience</b>								
<b>Client</b>	<b>Project Description</b>	<b>Needs Analysis/ Techniques for User Interviews &amp; Buy-in</b>	<b>Business Requirements and RFP Development</b>	<b>Vendor Proposal Evaluations</b>	<b>Contract Negotiation</b>	<b>Software Selection</b>	<b>Implementation</b>	<b>Experts in public safety software</b>
City of Paducah, Kentucky Pop: 25,000 Dates: 2016-ongoing Agency Staffing: 22 <b>FE's</b> Contract: \$426,000	Police and Fire CAD/LERMS/FRMS/mobile data systems requirements definition, procurement documents development, and development two RFPs: CAD and 9-1-1 CPE. Gap analysis; contract negotiations and implementation oversight, including reviewing detailed design plans/network diagrams, developing migration strategies, and monitoring vendor contract compliance.	✓	✓	✓	✓	✓	✓	✓
City of Harrisonburg, Virginia Pop: 53,273 Dates: 2016-2020 Agency Size/Staffing: Regional dispatch for 15 agencies <b>FE's</b> Contract: \$405,366	Needs assessment CAD/LERMS/JMS, procurement support, requirements definition, technical specifications/RFP development, implementation & post cutover support, FRMS upgrade	✓	✓	✓	✓	✓	✓	✓
Spotsylvania County, Virginia Pop: 136,200 Dates: 2016-2021 Agency Size/Staffing: Center under Sheriff's Office, dispatches 5 agencies <b>FE's</b> Contract: \$301,000	Law and Fire CAD/mobile data/LERMS needs assessment; RFP requirements/specifications; RFP development; procurement support/vendor evaluation; contract negotiations; implementation	✓	✓	✓	✓	✓	✓	✓
Winnebago County, Illinois Pop: 295,270 Dates: 2017-2021 Agency Size/Staffing: 2 ECCs, total of 30 positions, dispatch for 19 Law/Fire agencies <b>FE's</b> Contract: \$369,911	CAD/mobile data/RMS needs assessment; RFP requirements and specifications; RFP development; procurement support/vendor evaluation; contract negotiations; implementation	✓	✓	✓	✓	✓	✓	✓
Essex County, Massachusetts Pop: 789,000 Dates: 2012-2014 Agency Size/Staffing: Regional PSAP, 12 positions <b>FE's</b> Contract: N/A	CAD/RMS/JMS/MDC needs assessment, RFP, procurement support and implementation. Project also included PSAP consolidation, building design, and radio tower.	✓	✓	✓	✓	✓	✓	✓
Loudoun County, Virginia Pop: 413,500 Dates: 2013-2018 Agency Staffing: 40 <b>FE's</b> Contract: \$143,833	CAD, RMS, JMS, MDC and related public safety systems and Interfaces—needs assessment, specifications, RFP, procurement and implementation support	✓	✓	✓	✓	✓	✓	✓



### ***National Presence***

As a national firm, **FE** brings the experiences and best practices of many other jurisdictions to your project. The map below highlights our nationwide presence. In addition to our headquarters in Fairfax, Virginia, we have regional offices in Arizona, California, Florida, Tennessee, and Pennsylvania. **FE** has a distributed workforce with consultants located in over 17 states, supporting efficient response to our clients.



### ***Experience in the Southwestern United States***

Our team has extensive experience in the Southwestern United States, including providing public safety consulting services to the State of New Mexico since 2007. Our New Mexico projects are highlighted below.

- 9-1-1 Billing Review**—**FE** completed a review and audit of the monthly E9-1-1 billing for the 45 PSAPs submitted by CenturyLink to the New Mexico E9-1-1 (NM E911) Department. We identified issues and recommended corrections that were provided to NM E911 in spreadsheet form for delivery to, and discussion with, CenturyLink. CenturyLink has reviewed its billing processes and is in the process of revising the billing submitted to the State. We are now providing NM E911 with a bi-weekly report tracking progress for each PSAP, next steps, and issues for NM E911 to monitor progress.
- 9-1-1 Statute Assessment and Legislative Language**—**FE** reviewed the State's 9-1-1 statute and developed recommendations for legislation based on 9-1-1 initiatives. Statutory provisions reviewed include definitions, funding, program scope and authority, security, enforcement and penalties, and 9-1-1 provisions requiring updating. We also reviewed a sampling of statutory provisions from other states.
- ATM Network Assessment Services**—The State selected **FE** to assess the statewide ATM network provided by the incumbent LEC. The ATM network resided in all 33 county offices and supported the State's 47 primary PSAPs. In Phase 2 of the project, **FE** provided

planning and oversight support for a proof-of-concept NG 9-1-1 trial utilizing the ATM network, as well as MPLS technologies, at one of the PSAP locations. Upon successful completion of the trial, statewide strategic planning and implementation of the NG 9-1-1 networks project was completed.

- **Cybersecurity Services**—*FE* was chosen to perform a comprehensive analysis of the cybersecurity posture within the State of New Mexico E9-1-1 program. *FE* provided consulting services and developed a roadmap and security plan for statewide National Emergency Number Association (NENA) Security for Next-Generation 9-1-1 Standard (NG-SEC) compliance of all 9-1-1 agencies and external entities. This project included evaluating the State's implemented controls against the NENA NG-SEC cybersecurity standard and conducting on-site NG-SEC readiness assessments of eight PSAPs. *FE* also evaluated NENA NG-SEC readiness assessments in five additional PSAPs and provided a corresponding report of each audit area and summarization of findings. Finally, *FE* developed an NG-SEC cybersecurity compliance roadmap and security plan and delivered a cybersecurity charter for the State's E9-1-1 program office and statewide NG-SEC compliance roadmap and security plan, identifying activities necessary to integrate NG-SEC compliance into the ongoing NG9-1-1 project.
- **Public Safety Radio Systems Assessment and Procurement Support**—*FE* was selected by the City of Albuquerque to assess the City/County's existing radio systems, determine system needs and requirements, and develop technical specifications for a new system or systems. We conducted multiple interviews to determine how the existing systems were used, agency communications and interoperability requirements, as well as where the systems met or did not meet user needs and what future features and improvements were required. *FE* then developed reports for each of the three existing systems, identifying the technical and operational characteristics. *FE* developed alternatives for the replacement of the current systems and worked with users to identify solutions that would best meet the needs of the user community. *FE* then developed technical specifications and supported procurement efforts in the selection of a replacement radio system.



*FE's* Southwestern U.S. experience also includes the state agencies, councils of government (COG), regional planning commissions (RPC), 9-1-1 districts, and municipalities listed below.

Arizona Department of  
Administration  
Arizona Commission for the Deaf  
and Hard of Hearing  
Arizona Public Service Company  
Texas Commission on State  
Emergency Communications  
Texas Dept. of Public Safety  
Alamo Area COG, Texas  
Ark-Tex COG, Texas  
Bexar Metro 9-1-1 District, Texas  
Brazos Valley COG, Texas

Capital Area COG, Texas  
City of Casa Grande, Arizona  
Central Texas COG, Texas  
Coastal Bend COG, Texas  
Denco Area 9-1-1 District, Texas  
Deep East Texas COG  
East Texas COG  
City of El Paso, Texas  
Town of Florence, Arizona  
Greenlee County, Arizona  
Golden Crescent RPC, Texas  
City of Mesa, Arizona

Missouri City, Texas  
North Central Texas COG  
North Texas COG  
Permian Basin COG, Texas  
Pinal County, Arizona  
Salt River Pima-Maricopa Indian  
Community, Arizona  
Smith County 9-1-1 District, Texas  
South East Texas RPC  
Heart of Texas COG  
South Texas Development Council  
City of Sugar Land, Texas

### I.3 Response to Consultant Questionnaire (RFP I.C)

<b>Federal Engineering's Experience "At a Glance"</b>	
<b>1. Number of years the company has been in business</b>	38 years, founded in October 1983  <b>Years Engaged in Relevant Work:</b> 38 years: radio dispatch communications consulting 30 years: CAD/RMS consulting
<b>2. Number and general description of similar projects completed.</b>	Hundreds of public safety systems including CAD/Mobile/RMS/JMS assessments and implementation projects completed. Sample clients located in Texas, Arkansas, New Mexico, California, Washington, Illinois, Georgia, Kentucky, Virginia, and Nevada, as a few examples.  Specialties: Consulting services for the full life cycle of public safety technology system projects: CAD, RMS, JMS, MDS, PSAP audits, NG9-1-1/9-1-1, land mobile radio (LMR), P25 voice and data
<b>3. In detail, describe two projects completed and include project-specific results: on-time, on-budget, and met customer expectations</b>	<p><b>Spotsylvania County, Virginia—FE</b> was selected to identify user requirements for an upgraded public safety software solution, including CAD/RMS/JMS, NG9-1-1, and mapping. We completed a needs assessment and gap analysis of existing systems compared to user needs. <b>FE</b> developed specifications and RFP language for the procurement of a new public safety software solution, evaluated vendor proposals and demonstrations, and supported contract negotiations. FE has been assisting with project management and technical support during implementation, with cut-over anticipated later in 2021. To date, the project phases have completed on-time, on-budget, and met client expectations.</p>  <p><b>Harrison-Rockbridge ECC—FE</b> conducted visioning meetings and review sessions with HRECC stakeholders, including end users through administration, to develop a comprehensive understanding of the project and specific needs and requirements for a regionalized CAD/RMS/MDC solution. <b>FE</b> provided comprehensive consultation for the HRECC by supporting the selection of a vendor for a CAD/RMS and Multi-Discipline Data Management System, then managing system implementation so that the vendor fulfilled project objectives. Stakeholders included James Madison University Police Department and Dispatch Center, City of Harrisonburg Police Department, Rockingham County Sheriff's Office, and police departments from seven towns.</p> 
<b>4. Number of comparable projects in the last 5 years.</b>	64 PSAP assessment and technology projects in the past five years, as outlined in chart in Section IV.

**Federal Engineering's Experience "At a Glance"**

**5. List names of software firms with whom you have successfully negotiated contracts**

The table below highlights a few of FE's recent clients and the vendors selected for their public safety software solutions. The diversity of vendors chosen demonstrates we are unbiased and vendor neutral, and attests to our ability to assist clients to successfully negotiate contracts.

Jurisdiction	Vendor
Chicago, Illinois (Assessment)	Northrop Grumman
Elmore County, Idaho	EIS
Essex County, Massachusetts	Motorola (Spillman)
Gwinnett County, Georgia	Central Square (Tiburon/Inform)
Harrisonburg/Rockingham County, Virginia	Tyler Technologies
Loudoun County, Virginia	Tiburon/Motorola (Premier)
Monterey County, California	Central Square (Tiburon/Inform)
Oakland, California	Motorola (Printrak/Premier)
Paducah/McCracken County, Kentucky	Tyler Technologies
REDCOM/Marin County Fire	Hexagon
Seattle, Washington	Versaterm
Spotsylvania County, Virginia	Central Square (Inform)
Winnebago County, Illinois	Central Square (Inform)

**6. Disclose legal, organizational, or marketing alliance relationships (including business agency as broker, manufacturer, dealer, independent representative, or franchisee) your company has with suppliers of CMRJ software. Describe the nature of the relationship.**

**FE** does not have any legal, organizational, marketing alliance or any other relationships with suppliers of CMRJ software.

**FE's** certified independence guarantees that Los Alamos County will receive totally objective analyses, free from the influences of hardware vendors, software suppliers, and service providers. Our firm has never worked for any manufacturer or software supplier. We do not have software products to design into our client recommendations. ***Our recommendations are unbiased toward any technology, product, approach, or vendor.***

**FE** is not engaged in nor associated with the business of selling, servicing, providing managed services or leasing radio communications, CAD, RMS, data integration solutions, telephony, 9-1-1/ NG9-1-1, mobile computer, map/GIS, cybersecurity, or any other public safety systems, hardware, or software. ***We are truly the County's independent, trusted advisor.*** A sampling of our experience with vendors is provided below.





**Federal Engineering's Experience "At a Glance"**

<b>7. Disclose any conflict of interest that may potentially affect your ability to advise County on hardware, software, or service selection in an objective manner.</b>	None. <b>FE</b> does not have any conflict of interest with regards to this project.	
<b>8. Provide three to five references for similar projects. Be sure to include the name of the agency, contact information, the dates that the services were provided, and the scope of the services provided. County reserves the right to seek information from other sources in addition to the references provided.</b>	The table below summarizes five references for similar CMRJ projects. Additional information is included in Section IV, References.	
	<b>Agency Name, Dates, and Scope of Services</b>	<b>Contact Info</b>
	Agency Name: Spotsylvania County, VA Dates: 2016-2021 Scope of Services: CAD, Mobile Data, Fire RMS, Law RMS, JMS Consulting	Bobbie Magee Public Safety Project Manager 540-507-7977 bmagee@apotsylvania.va.us
	Agency Name: Gwinnett County, GA Dates: 2017-Present Scope of Services: Public Safety Software Replacement Consulting (CAD/RMS)	Laurie Rodriguez Office of IT Services 770-822-7175 Laurie.Rodriguez@gwinnettcountry.com
	Agency Name: Washoe County/Reno, NV Dates: 2020-Present Scope of Services: Public Safety Software Replacement Consulting (CAD/RMS)	Quinn Korbolic, Manager Regional Services Division 775-334-2026 QKorbolic@washoecounty.us
	Agency Name: Harrisonburg/Rockingham County, VA Dates: 2016-2020 Scope of Services: Public Safety Software Replacement Consulting (CAD/RMS)	Jim Junkins HRECC Director 540-434-4436 jljunkins@hrecc.org
	Agency Name: Loudoun County, VA Dates: 2013-2018 Scope of Services: Public Safety Software Replacement Consulting (CAD/RMS)	Diane Smith Contracting Officer Department of Finance and Procurement 571-258-3190 Diane.smith@loudoun.gov

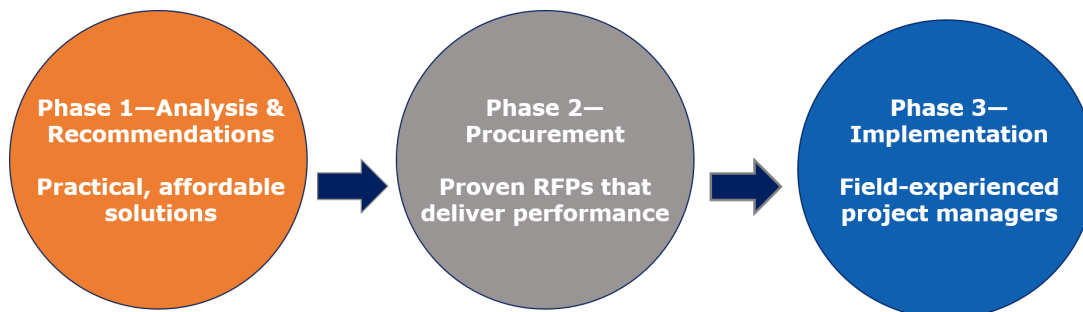
**Delivering the Best-Value Solutions**

Jurisdictions across the country are struggling with budget issues in today's environment. Economical recommendations are now, more than ever, critical to the ability for a public safety technology project to move forward. Federal Engineering delivers practical and affordable solutions that meet our clients' needs. *Los Alamos County can realize significant savings as you move to implement a new CAD/RMS/JMS solution by engaging FE during this phase of the project.*



A CAD/Mobile/RMS/JMS software solution is highly technical and complex, with numerous and potentially costly issues that will arise during the solution's purchase, contract negotiations, and implementation. As we have highlighted throughout this proposal, **FE** is a highly qualified professional consulting firm, best able to provide project management services to facilitate the County's specification and acquisition of a new solution, including police and fire dispatch and mobile, law records, and jail records. Our subject matter experts have real-world experience working in law enforcement and fire disciplines, so we offer a unique combination of hands-on knowledge of emergency response operations, requirements, and expectations. Our team members also bring technical project management expertise gained by consulting with similarly sized counties during successful CMRJ transition projects.

Typical public safety technology projects have three phases: analysis and recommendations, procurement, and implementation. The first phase is the lowest cost, involving thousands of dollars in consulting fees while the last phase is by far the highest, often involving millions of dollars in software and equipment costs. Hiring the right consultant for the first phase can result in substantial savings in subsequent phases. Federal Engineering is that consulting firm. We have saved our clients millions of dollars while delivering solutions that meet or exceed their needs. Through hundreds of PSAP technology projects we have developed unmatched skills, methodologies, and databases that consistently yield results.

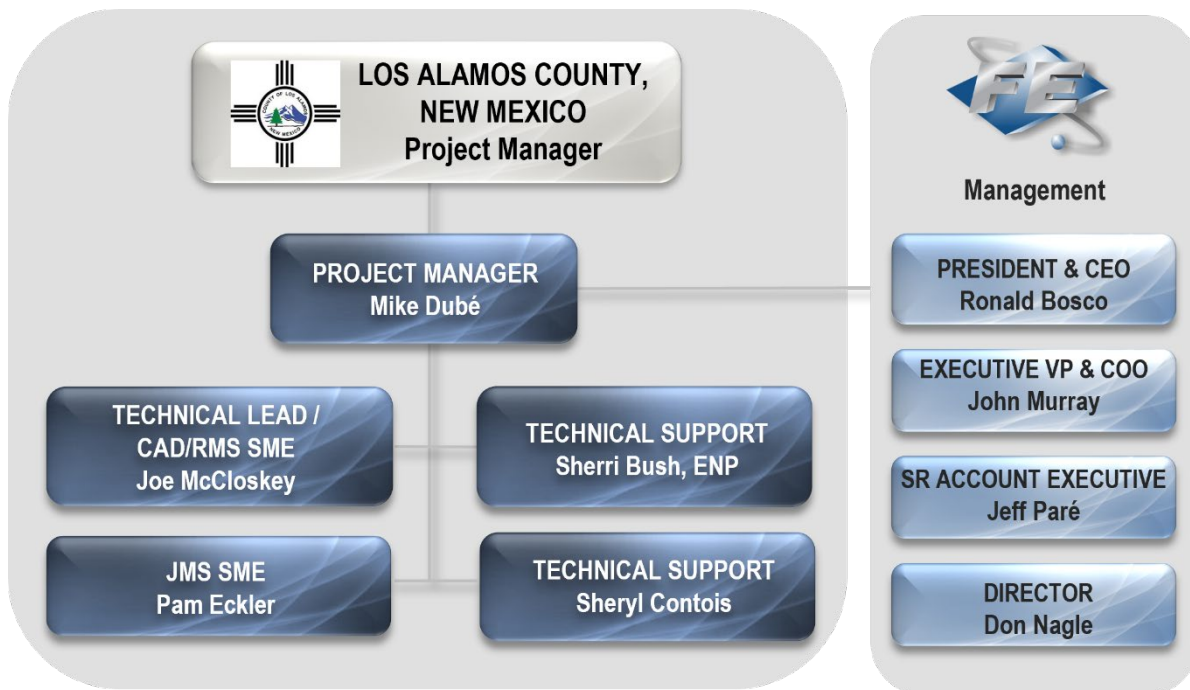


## II. PROJECT TEAM

As shown in the organization chart below, **FE** has carefully selected our team to meet the County's CMRJ project needs, proposing those with the most relevant qualifications to best complete the required scope of work. The **FE** personnel proposed for this project have previously assisted numerous clients with the types of public safety software solution assessment and planning desired by Los Alamos. Our team can take the most complex technical information relative to dispatch systems and present it in ways that non-technical audiences can understand. This strength comes from our hands-on experience in the field; we understand the operational needs and not just the technology, because we have "been in our clients' chairs." Our consultants have personal experience in the following:

- Directors of PSAPs, dispatch centers, emergency operation centers
- Managers of NG9-1-1, 9-1-1, CAD, RMS, mobile, JMS, and telephony systems
- Law enforcement, fire, corrections, and EMS personnel
- Radio system managers and technicians
- Business analysts selected for their ability to lead focus groups to consensus
- Local and state government public safety communications officials

As highlighted in their resumes, each person has significant experience working with clients conducting business needs assessments and developing requirements and procurement documents to upgrade CMRJ systems and other related PSAP software and systems.



**Exhibit 2—Project Team Organizational Chart**

Don Nagle will be the Project Director for this engagement, managing the assigned resources toward meeting the project schedules and objectives. He will review regular progress reports and make resource and other adjustments to align the project throughout its lifecycle with the County's desired goals and outcomes. Mr. Nagle will be responsible for the overall success of the project for both Los Alamos County and **FE**.

Mr. Mike Dubé, will be the Project Manager for the duration of the project, managing our internal team on a day-to-day basis. He will lead all meetings and calls, track and document progress, identify issues or risks, and develop mitigation strategies as needed.

Both Mr. Nagle and Mr. Dubé will work closely with our technical team, consisting of Technical Lead and CAD/RMS SME Mr. Joe McCloskey; Technical Support and PSAP Training SME Ms. Sherri Bush; Technical Support and JMS SME Ms. Pam Eckler; and Implementation Technical Support Ms. Sheryl Contois.

As we demonstrate in this section and throughout our proposal, each of the team members understands public agency regulations and procedures. To be able to make proper recommendations regarding public safety communications, one must have knowledge of both the applicable technology and the various regulations and procedures that govern those communications. This insight has contributed greatly to the success of our teams and our firm.

**FE** will commit the staff and resources needed to meet the County's scope and schedule fully, on time, within budget, and in a high-quality manner. The key individuals listed above as the project team will perform the work and will not be substituted with other personnel or reassigned to another project without the County's prior approval.

At times however, life happens. People get sick, they switch jobs, they get into accidents, and sadly they pass away. Life situations can have a devastating impact on a project, especially if it were to involve a key person. The County deserves a firm that is prepared for when "life happens". ***Federal Engineering is that firm.*** In our nearly four decades of doing business, we have experienced all of these. But with a deep bench and overlapping skill sets, we have consistently overcome life's happenings and successfully completed over 2,000 projects on schedule and to our clients' satisfaction.

We have identified your project team above—but also, when you hire **FE**, you hire all the unique skillsets of each member of the firm. There are no issues—neither technical nor administrative—in the realm of public safety communications that we have not advised our clients on how to address.

Resumes for the proposed team are provided on the following pages, listing each person's education, experience, applicable professional credentials, and examples of professional experience related to the services required to complete the County's project.



## DONALD C. NAGLE

Project Director



### EDUCATION

- A.S., Criminal Justice, Northeastern University
- Administration of Law & Justice, University of Massachusetts-Lowell

### AREAS OF EXPERTISE

- CAD/RMS
- E9-1-1 and NG9-1-1
- Emergency Communications Centers (ECCs) and Public Safety Answering Points (PSAPs)
- Dispatch operations
- Public safety mobile radio
- 700 / 800 MHz

### GENERAL BACKGROUND

Mr. Don Nagle is a senior public safety communications consultant with proven experience in many fields, including industry leadership positions specializing in CAD/RMS software and wireless technology, and many projects involving assessments of and upgrades to NG9-1-1. Mr. Nagle has held multiple leadership positions for Massachusetts law enforcement agencies. He is uniquely qualified to provide direction, leadership and vision in public safety technology.

Mr. Nagle has evaluated functional technology of CAD/RMS and radio dispatch systems, NG9-1-1 systems, and 9-1-1 networks. He has analyzed operational models, command structures, staffing, and processes of communications centers and dispatch systems. As Director of Telecommunications for the Massachusetts State Police, he centralized command and control centers for each troop and regional E9-1-1 PSAP for over 50 cities and towns, providing interoperability between state and local agencies.

### RELEVANT PROJECT EXPERIENCE

#### State of New Mexico

- New Mexico 9-1-1 Billing Review

#### State of Arizona

- Pinal County CAD/RMS Needs Assessment and Requirements

#### State of Georgia

- Gwinnett County CAD/RMS Upgrade

#### State of Illinois

- Winnebago County CAD/RMS Systems Technical Consulting

#### State of Kentucky

- City of Paducah CAD Contract Negotiations Support

#### State of Montana

- Statewide 9-1-1 Planning

#### State of North Carolina

- City of Charlotte CAD Consolidation Study

#### State of Texas

- City of Sugar Land Dispatch Assessment

#### State of Ohio

- Ohio NG9-1-1 Implementation Oversight
- Clark County Dispatch Center Planning, Design, and Procurement

#### Commonwealth of Virginia

- Loudoun County CAD Selection and Procurement Services

#### State of Washington

- Seattle Police Department CAD/RMS Technical and Operational Needs Assessment

### PROFESSIONAL ORGANIZATIONS

- National Public Safety Planning Advisory Committee Planning Committee
- Massachusetts ETS, Standards Board
- Massachusetts ETS, Training Committee

### TRAINING AND CERTIFICATIONS

- Public Safety Communications, University of Delaware, Wilmington, Delaware



## MICHEL C. (MIKE) DUBÉ

Project Manager



### EDUCATION

- Master of Arts, Leadership and Training, Royal Roads University
- Bachelor of Arts, Political Science, University of Toronto
- Associates, Law and Security Administration, Humber College

### AREAS OF EXPERTISE

- CAD, Mobile, RMS data applications
- GIS
- AV
- ICS 100-400
- Army tactical command and control information systems
- CPIC
- Fire station alerting
- CBRNE

### GENERAL BACKGROUND

Mike Dubé has served more than 32 years in emergency services, most recently as Deputy Chief of Support Services for Port Moody Fire/Rescue, where he spent the last three years under secondment to Canada's Emergency Management College as the National Program Manager of the CBRNE First Responder Training Program. In his Support Services role, he oversaw the implementation of E-Comm's CAD, RMS, and mobile wireless workstations. Prior, he served as Division Chief of Information and Communication Systems for Toronto Fire Services, the 5th largest fire agency in North America as well as on-call team leader and logistics chief of CAN-TF3, Toronto's HUSAR Team. This role also included project management of the Motorola SmartZone voice and Dataradio data communications systems. Mike recently retired from the Royal Canadian Corps of Signals with the rank of Major.

### RELEVANT PROJECT EXPERIENCE

#### State of Arizona

- Pinal County CAD/RMS Assessment

#### State of California

- City of Oakland CAD Consulting and ECC Staffing Study

#### State of Colorado

- City of Arvada CAD Training

#### State of Georgia

- Gwinnett County CAD Implementation Support and Real Time Crime Center Assessment

#### State of Idaho

- State of Idaho RMS Consulting Services

#### State of Illinois

- Winnebago County CAD/RMS Assessment, Procurement, and Implementation

#### Commonwealth of Kentucky

- City of Paducah CAD Contract Negotiations and Implementation Support

#### State of North Carolina

- City of Charlotte Emergency Communications CAD Study

#### Commonwealth of Virginia

- Spotsylvania County CAD/GIS/LERMS/Fire-EMS Assessment and 9-1-1 Systems Proposal Review

#### State of Connecticut

- Towns of Westport and Fairfield ECC Relocation and Consolidation Support, including CAD assessment

### PROFESSIONAL ORGANIZATIONS

- Project Management Institute (PMI)
- APCO
- NENA
- Canadian Association of Chiefs of Police (CACP)
- Canadian Association of Fire Chiefs (CAFC)
- Canadian Police Research Centre
- Centre for Security Science

### CERTIFICATIONS

- Top Secret (Level III) Security Clearance



## JOE MCCLOSKEY

Technical Lead and CAD/RMS SME



AREAS OF EXPERTISE	GENERAL BACKGROUND
<ul style="list-style-type: none"><li>Consolidated PSAP management, operations, and technology</li><li>Communications center staffing</li><li>SOGs</li><li>Facility programming</li><li>CAD</li><li>RMS</li><li>Mobile data interfaces</li><li>E9-1-1</li><li>CPE</li><li>ALI data</li></ul>	<p>Joe McCloskey has more than 30 years of experience in the operations of consolidated, multi-jurisdiction and multi-discipline 9-1-1 communications centers of all sizes.</p> <p>He possesses experience in communication center staffing, SOGs, and facility programming with considerable experience in consolidated PSAP management, operations, and technology. He has extensive knowledge of all technology installed in PSAPs including CAD, RMS, mobile data/interfaces, E9-1-1 CPE, ALI data, GIS/mapping, wireless 9-1-1, VoIP, NG9-1-1, and various radio systems and digital logging recorders. Mr. McCloskey has conducted technology system assessments, procurements, acceptance tests, and cutovers.</p>
RELEVANT PROJECT EXPERIENCE	PROFESSIONAL ORGANIZATIONS
<p><b>State of Arizona</b></p> <ul style="list-style-type: none"><li>Pinal County CAD/RMS Needs Assessment and Requirements</li></ul> <p><b>State of California</b></p> <ul style="list-style-type: none"><li>City of Oakland CAD Consulting and ECC Staffing Study</li></ul> <p><b>State of Georgia</b></p> <ul style="list-style-type: none"><li>Gwinnett County CAD/RMS Upgrade and Real-Time Crime Center</li></ul> <p><b>State of Idaho</b></p> <ul style="list-style-type: none"><li>Elmore County CAD Consulting</li></ul> <p><b>State of Illinois</b></p> <ul style="list-style-type: none"><li>Winnebago County CAD/RMS Systems Technical Consulting</li><li>Boone County, Illinois NINGA NG9-1-1 Consulting Services</li></ul> <p><b>State of Iowa</b></p> <ul style="list-style-type: none"><li>City of Marion PSAP Consolidation Study, Planning, and Support</li></ul> <p><b>Commonwealth of Kentucky</b></p> <ul style="list-style-type: none"><li>City of Paducah CAD/RMS Implementation Oversight Services</li></ul> <p><b>Commonwealth of Massachusetts</b></p> <ul style="list-style-type: none"><li>Worcester CAD/RMS Consulting</li></ul> <p><b>State of Missouri</b></p> <ul style="list-style-type: none"><li>Audrain County Facility and Technology Study</li></ul> <p><b>State of Nevada</b></p> <ul style="list-style-type: none"><li>Washoe County/City of Reno CAD/RMS/JMS Consulting</li></ul> <p><b>State of North Carolina</b></p> <ul style="list-style-type: none"><li>City of Charlotte CAD Consolidation Study</li></ul> <p><b>State of Texas</b></p> <ul style="list-style-type: none"><li>City of Sugar Land Dispatch Assessment</li></ul> <p><b>Commonwealth of Virginia</b></p> <ul style="list-style-type: none"><li>Spotsylvania County CAD/RMS/JMS and NG9-1-1 Consulting</li><li>Berks County CAD Implementation</li></ul> <p><b>State of Washington</b></p> <ul style="list-style-type: none"><li>MACC911/Grant County CAD/RMS/JMS/JDC Consulting</li><li>King County E9-1-1 Consulting Services</li><li>City of Seattle Public Safety Consulting Services</li></ul>	<ul style="list-style-type: none"><li>Emergency Number Professional (ENP)</li><li>National Emergency Number Association (NENA)</li></ul>
	TRAINING
	<ul style="list-style-type: none"><li>Project Management Fundamentals</li><li>NCI 9-1-1 Manager Course</li><li>NENA Managing the 9-1-1 Center</li><li>The 9-1-1 Puzzle</li><li>E9-1-1 Database</li></ul>





## **SHERRI BUSH, ENP**

### **PSAP Operations Technical Support**

#### **EDUCATION**

- B.S., Government Administration, Affairs & Criminal Justice Concentration, Christopher Newport University

#### **AREAS OF EXPERTISE**

- E9-1-1/NG9-1-1 systems
- PSAP consolidation planning
- Operations and technical transition
- ANI/ALI
- Network engineering
- Wireless validation

#### **GENERAL BACKGROUND**

Ms. Sherri Bush is experienced in managing the procurement and implementation of E9-1-1 IP-capable phone systems to include CPE and GIS/mapping, directing, studying and fulfilling consolidated multi-jurisdictional, multi-agency 9-1-1 communications centers, and providing strategic planning guidance and public safety technology and operations centric consulting services.

Ms. Bush possesses extensive experience in specification and procurement support for automated systems and project management for successful implementation, PSAP management, facility design input, operations and technology, with substantial experience in the consolidation of communications centers, staffing and organizational assessments.

#### **RELEVANT PROJECT EXPERIENCE**

##### **State of Nevada**

- Washoe County/City of Reno CAD/RMS/JMS Consulting

##### **State of North Carolina**

- City of Charlotte CAD Consolidation Study

##### **State of Georgia**

- Gwinnett County CAD/RMS Upgrade

##### **State of Illinois**

- Winnebago County CAD/RMS Systems Technical Consulting

##### **Commonwealth of Virginia**

- Spotsylvania County CAD/RMS/JMS Consulting

##### **State of Washington**

- MACC911 Grant County CAD/RMS/JMS Consulting
- King County E9-1-1 Consulting Services
- City of Seattle Public Safety Consulting Services

##### **State of Texas**

- City of Sugar Land Dispatch Assessment

##### **State of Arizona**

- Pinal County Continuity of Operations Gap Analysis

##### **State of California**

- City of Oakland ECC Staffing Study

##### **State of Idaho**

- State of Idaho NG9-1-1 Consulting

##### **Commonwealth of Kentucky**

- City of Paducah Multimedia Logging Recording System Procurement Support

#### **AREAS OF EXPERTISE (cont.)**

- Grant support
- CPE
- GIS/mapping
- CAD/RMS/JMS/CMS
- 800 MHz, VHF, UHF
- ESInet

#### **PROFESSIONAL ORGANIZATIONS**

- NENA, 2-term chapter president
- E9-1-1 Institute
- VA Chapter of National Assoc. of Telecommunications Officers Advisors
- APCO

#### **LICENSES & CERTIFICATIONS**

- Emergency Number Professional (ENP)

#### **TRAINING**

- DCJS General Instructor Certification
- VCIN Instructor Certification





## PAM ECKLER

JMS SME



### EDUCATION

- Master of Arts, Organizational Development & Applied Criminology, Western Carolina University
- Bachelor of Science, Applied Criminology/Biochemistry, Western Carolina University

### AREAS OF EXPERTISE

- Criminal justice standards and accreditation
- Criminal justice training
- Correctional agency needs assessments

### GENERAL BACKGROUND

Ms. Pam Eckler specializes in the design, development, and implementation of training programs for criminal justice agencies. She conducts needs assessments and mock audits for agencies who want to attain or maintain national accreditation from the American Correctional Association. She is nationally renowned as a member of the American Corrections Association Congress of Corrections and co-author of the accreditation standards for small jails and corrections facilities in the U.S.

### FE PROJECT EXPERIENCE

#### Washoe County/Reno Nevada CAD/RMS/JMS Assessment

- Assessed needs for new corrections management systems and provided guidance/recommendations for corrections office stakeholders

#### MACC911/Grant County, Washington

- Provided guidance for jail management system upgrade

#### Charleston County, South Carolina JMS Consultant

- Assessed requirements/specifications for replacing corrections management systems during PSAP Consolidation project and provided recommendations for corrections office stakeholders and sheriff's staff

### ADDITIONAL RELEVANT EXPERIENCE

#### American Correctional Association, Senior Accreditation Specialist

- Assisted criminal justice agencies throughout U.S. in obtaining national accreditation for facilities
- Designed/conducted training at facilities and conferences

#### Orange County, Florida Corrections Division, Shift Supervisor and Training Manager

- Managed care, custody, control, supervision of 1,700 inmates and 120 staff
- Designed, developed, and implemented staff training programs

#### HTE/Sungard Systems, Training and Account Executive

#### CorrLogic, Inc., National Account Manager

#### AllStar Knowledge Systems, National Training Manager

#### Xwave, Inc., National Training Manager

#### State of Maryland Judiciary, Mgr. of Prof. Development

### PROFESSIONAL ORGANIZATIONS

- Florida State Certified Law Enforcement & Corrections Officer, Central Florida Criminal Justice Institute
- National certification in Myers-Briggs, Prime Solutions (drug offenses) and Prime for Life (alcohol/drug addiction) programs

### AWARDS

- National Criminal Justice Honor Society Lifetime Achievement
- Certified Jail Manager, American Jail Association, 1998
- Correctional Officer of the Year 1984



## SHERYL CONTOIS

### Implementation Technical Support



#### EDUCATION

- Organizational Management coursework, University of Phoenix
- Business and Criminal Justice coursework, University of Portland & West Valley College

#### AREAS OF EXPERTISE

- CAD/RMS SME
- NIBRS SME
- Project management
- LE/FIRE/EMS/EMD/9-1-1 policy & operations
- 9-1-1 technology and operations
- Project schedule development
- 9-1-1 systems implementation
- Integration of complex systems
- Organizational transition planning
- Team facilitation and consensus building
- Current member NENA 9-1-1 Scheduling Working Group

#### GENERAL BACKGROUND

Ms. Sheryl Contois is experienced in public safety technology, including E9-1-1 and NG9-1-1 systems, CAD, RMS, radio infrastructure, logging recorders, mobile data computers, in-car video systems, GIS/mapping systems, and wireless broadband. Ms. Contois is an experienced 9-1-1 executive well versed in emergency communications, fire, EMS/EMD, and law enforcement operations with an emphasis in project management, consulting services, selection and implementation of public safety technology, business process and organizational change management, and implementing new systems and programs. Sheryl is a retired public safety professional with 27 years of local government service and 18 years as a member of executive fire and law enforcement command staff organizations. Her work experience has been at the local, state and federal levels.

#### RELEVANT PROJECT EXPERIENCE

##### State of California

- City of Oakland Emergency Communications Center Study
- State of California Parks Department CAD/RMS Replacement
- Silicon Valley Regional CAD Interoperability Project
- City of Mountain View 9-1-1 Upgrade and Magic MIS Implementation

##### State of Georgia

- Gwinnett County CAD/RMS and Real Time Crime Center

##### State of Illinois

- Winnebago County CAD/RMS Upgrade Project

##### State of Nevada

- Washoe County/City of Reno CAD/RMS/JMS Upgrade

##### State of New York

- New York City Mayor's Office of Citywide Emergency Communications Fire Department of New York (FDNY) 9-1-1 CAD/RMS System Implementation Project

##### Commonwealth of Virginia

- City of Harrisonburg CAD Implementation
- Spotsylvania County CAD/RMS Replacement Project

##### State of Washington

- Seattle Police Department CAD/RMS Technical and Operational Needs Assessment

#### AWARDS

- Award of Distinction, California Police Officer's Association, Interoperability/Integrations Project
- Lion's Award for Excellence in Community Service Interoperability Project
- Susan A. Voellger Award for Excellence in Leadership and Management

#### PAST AFFILIATIONS

- Northrop Grumman Corporation
- Palo Alto Police Department
- Mountain View Fire Department
- San Jose Fire Department



### **III. PROJECT APPROACH**

#### **III.1 Project Understanding and Management**

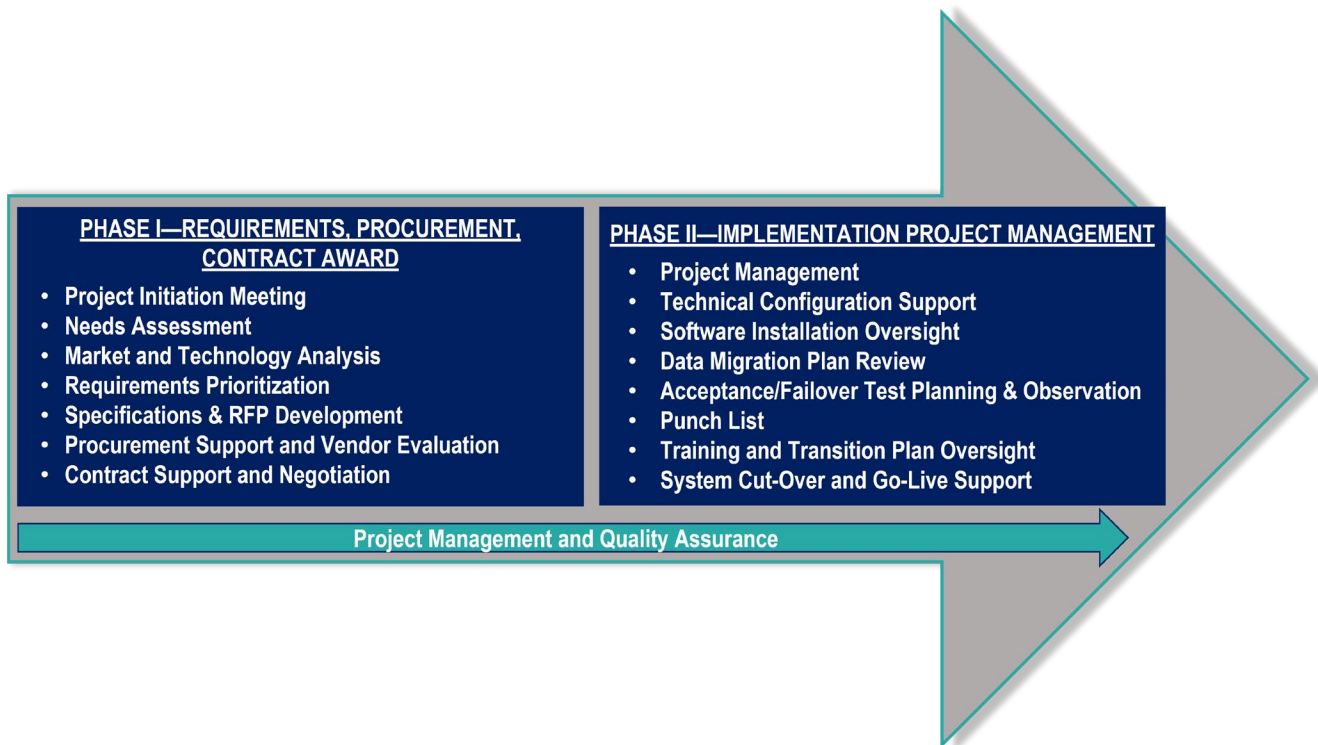
The incorporated City and County of Los Alamos seeks project management and subject matter expertise to provide solutions to a variety of issues and tasks related to the procurement and replacement of its current CAD, MDS, Police RMS, and JMS with one, robust unified CMRJ system for Fire, Police, and Detention.

The County is looking for a solution with the ability to conduct Dispatch center operations from existing centers in Los Alamos Town and White Rock as well as enable the use of temporary or field deployable emergency dispatch operation centers if necessary. The new CMRJ system will utilize the on-premises network data center with failover capabilities and also have the potential to use the County's remote network data center located in Albuquerque. Los Alamos County has a strong preference for a commercial-off-the-shelf product that is configurable to meet Fire, Jail, and Law Enforcement requirements.

*FE* will serve as overall project manager for the replacement of the current CAD, RMS and JMS systems with the desired CMRJ solution. *FE* conduct onsite interviews to assess needs and finalize requirements, analyze CMRJ solutions' strengths and weaknesses, prepare specifications and RFP, assist the County with vendor evaluation and contract execution, and provide project management during implementation and the go-live of the CMRJ solution.

*FE* will work closely with County stakeholders to finalize requirements for the new CMRJ solution. The desired solution will provide flexibility, redundancy, and mobility while capitalizing on the latest best practices in public safety information technology. Based on user requirements, *FE* will develop an RFP for the County to acquire the new public safety software solution and integrate into the County's overall software environment.

*FE* appreciates that each client and every technology upgrade or replacement is unique. We will tailor your solutions and the project approach to fit your needs, designing customized results that solve your unique challenges. Exhibit 1 summarizes our approach to your project.



### **Exhibit 3—Tasks to Complete Los Alamos County’s Project**

**FE** acknowledges the County’s concerns and objectives for a successful transition to the new solution:

- Concern: To minimize the amount of time that two systems are operating concurrently and ideally avoid this completely.
- Goal: Continuous availability of data for required reporting. This may require retrieving data from two systems during the transition period.
- Goal: Continuous availability of CAD services to mobile clients with a minimum amount of disruption. The County expects that mobile users will cut over to the new system at the same time as the dispatch centers.
- Goal: Call history available during and after cutover.

**FE** understands the steps required—and potential pitfalls—in selecting a solution that best meets user needs and then phasing it in successfully and without disruption to mission critical operations. We will work with County stakeholders to develop your plan of action for a successful migration to a new software solution.

### ***Project Management and Planning***

***Our project management methodology, applied with our public safety and technology experience, produces success on every project.***

Federal Engineering understands that a close relationship with our client is key to the success of a project. To keep you well informed, in real time, as to the status of your project, **FE** has developed a methodical project management approach aligned with the Project Management Institute's (PMI) principles. We apply these proven principles, along with our refined methodologies and public safety experience, throughout the entire lifecycle of our projects. ***Our project management approach centers on collaboration, open communication, consensus building, and the discovery and mitigation of risks.***

**FE** will conduct this project in an interactive manner, working closely with your project stakeholders. At the start of the project, we will review your vision and desired outcomes and finalize our proposed project plan. **FE's** consultants will participate in regularly scheduled conference calls with the County's project team, during which status, schedule, submittals, action items, risks, and other issues will be discussed. In addition, tasks and deliverables will be reviewed, including any items at risk and concerns the team may have. The outcome of these meetings will be documented in project status reports.

### ***Quality Assurance***

**FE** recognizes that no project is successful without rigorous quality assurance. We have developed a comprehensive deliverable review program through industry best practices, client feedback, and subject matter experts. Shown in Exhibit 4, our Quality Assurance Review Board manages a well-defined peer review process to assure that our internal procedures, delivered documentation, reports, and recommendations are of the highest quality. Peer reviewers are individuals with skill sets directly applicable to the project. They challenge the project team to assure that all decisions have been well thought-out and delivered documentation is of the highest quality. The County's designated project stakeholders will be active participants in our review process by providing feedback on draft deliverables, so we can include necessary revisions in the final documentation.





**Exhibit 4—Quality Assurance Review Board**

***FE's quality assurance review process takes advantage of best practices, SMEs, and client feedback to assure the highest quality in our project deliverables.***

FE has followed our QA Approach for all the public safety software projects listed throughout our proposal. Each report prepared for our clients was evaluated internally through the QA Board before being submitted as a draft report to the client. We then provided ample time for stakeholders to review and provide comments on the draft reports. Client comments were reviewed and incorporated into the final report. ***This is why 100% of FE's projects have been completed successfully and we have never had a project end in default or litigation.***

Our consultants and principals have appeared before the U.S. Congress, governors, and other elected officials. They have also provided expert testimony to many state agencies, regional consortiums, and a host of local government agencies and supervisors. We are particularly sensitive to the intricacies of presenting sensitive issues to legislative bodies. Only through such diverse experience can a consulting firm develop the sophistication necessary to combine economic and technical issues into a politically palatable form.

### ***Participation by Los Alamos County Stakeholders (RFP Page 8)***

Our proposed team understands that you have limited time that can be devoted to working with consultants because you are already performing core job responsibilities. We are fully prepared to take the burden from your shoulders and guide you through this project. FE will work closely with Los Alamos County to efficiently execute the project. We anticipate the County will have the following responsibilities during the effort:

- Identify reporting relationships and roles/responsibilities of the project team and Steering Committee

- Appoint a primary project manager for the project
- Appoint a project team of County personnel at the appropriate technical and management levels to collaborate with **FE** consultants and make decisions throughout the project
- Provide available CMRJ documentation to **FE** to facilitate a quick start to the project
- Identify personnel and system stakeholders who will participate in project activities
- Schedule and confirm availability of required County personnel for project activities
- Provide adequate conference rooms for onsite meetings
- Review deliverables within the timeframe of the mutually agreed upon project timeline

### **III.2 Phase I Scope of Services and Project Plan: Requirements, Procurement, Vendor Award**

#### ***Project Initiation Meeting***

**FE** is prepared to begin this project immediately upon contract execution and will schedule a project initiation meeting with the County's project manager and designated representatives at a mutually agreed upon date. During this meeting, we will establish lines of communications, discuss the proposed work plan and schedule, and define responsibilities of County staff and stakeholders. We will support the County in forming the project team and suggest which functions and departments should be included on it.

The project initiation meeting allows background data related to the project to be identified and collected, helps to solidify goals and objectives, and clarifies project scope, methodology, and schedule. Our project manager will set project expectations, introduce the project team and participants, develop the framework for ongoing work efforts, and identify critical success factors for the project.

#### ***Existing Documentation Review***

**FE** will request that Los Alamos County provide system documentation, including software versions, interfaces, network diagrams, workflow diagrams, maintenance contracts, screen shots, and other relevant documentation regarding the existing CMRJ solution and its functional modules. Performing a detailed review of this documentation provides our team with a common starting point and a foundation for a complete understanding of current status. We will also review the list of requirements already identified by County stakeholders.

#### ***Needs Assessment Interviews and Observations (RFP Task I.b)***

During the needs assessment process, **FE** places considerable emphasis on documenting existing practices and defining related priorities to accurately determine the needs of the agencies, CMRJ application users, and support personnel. This process also fosters consensus because the applicable groups are involved from the start.

**FE's** project manager will work with the County's project manager to finalize which stakeholders will be interviewed and identify the most effective method to obtain input, including advance surveys, individual interviews, focus group meetings, observations, and business process/workflow review sessions. We will conduct interviews and business process observations onsite. It is critically important that the appropriate personnel attend these sessions to adequately represent the unique needs of each agency, department, division, and section. Our team will conduct follow-up discussions with participants as necessary to complete the needs assessment.

We will discuss current business processes and assess the use of CMRJ applications and their integration with other systems to support operational workflows. Our observation techniques lead to meaningful impromptu discussions with agency personnel that complement our understanding of the operation, issues, local culture, current frustrations, and future desires at the user level.

### ***Market and Vendor Analysis (RFP Task I.a)***

**FE** will conduct market and vendor research based on the agreed-upon County technical and operational goals and requirements. **FE's** subject matter experts (SME) know the marketplace and will identify potential vendors and alternative service providers who can meet County requirements and best fit the needs of the County's business operations and dedicated budget, acknowledging the County's desire for a locally hosted solution.

Since public safety technology continues to evolve, requirements must consider industry changes and advancements in technology when determining future system migrations. **FE** maintains ongoing communications with CMRJ vendors, and we understand currently available solutions and planned features that may meet the County's requirements and long-term goals. These vendors will be notified of the RFP, when it is issued.

The replacement CMRJ must be capable of a phased implementation and orderly migration. The analyses of applications will evaluate the advantages and disadvantages of available option, and high-level cost estimates based on **FE's** experience with potential public safety CMRJ vendors and integrators. **FE** will also consider the existing County budget and investments that can be leveraged for the new system.

### ***Requirements Finalization (RFP Task I.c)***

Following the interviews and market analysis, **FE** will update the previously prepared list of requirements, prioritized based on user needs. When considering system technologies, important components to consider are statistics, analytics, and reporting. Vendors now generally provide robust business intelligence applications that offer tremendous management opportunities for law enforcement and fire agencies, including dashboards and web-based tools for monitoring activity. These will be included in the requirements, as applicable. We will document requirements in the following areas:

- Hardware and software
- Business requirements
- Interface and integration requirements with existing external systems
- System context diagram
- Implementation
- Data conversion and migration
- Operational requirements

- Technical requirements
- Data management/information reporting to include required data elements
- Migration specifications
- Requirements for vendor's identification and presentation of solution costs
- Technical architecture
- User interface requirements
- Training requirements
- Security requirements
- Maintenance/support requirements

**FE** will create a *Requirements Matrix* to document functional, performance, and operational requirements that must be included in the vendor's detailed design to confirm that all identified requirements are adequately implemented and tested by the vendor. During the procurement phase, the *Requirements Matrix* will become a primary tool to facilitate the County's evaluation of vendor proposals to assess compliance with each technical and non-technical requirement. We will also prepare tools for the County to evaluate the cost-benefit elements of vendor proposals.

**FE** will then schedule a requirements workshop via conference call to review and prioritize the requirements. Interactive communication is the key to productive finalization of the County's business practices and requirements for a new integrated CMRJ solution. **FE** will employ a hierarchical approach for the requirements workshop, determining strategic direction from management, while ascertaining systems performance and functional business requirements from "boots on the ground" end-users. We will gain consensus and agreement among stakeholders on the "must have" versus the "would like to have" and "future" features and functionality. **FE** will refine the requirements based on the input of the workshop participants. During the workshop, we will review technology alternatives and work with County stakeholders to identify solutions that best meet your agreed-upon, prioritized requirements and budget.

### ***Specifications and RFP Development (RFP Task I.d)***

The **FE** project team has extensive experience in developing specifications and RFPs for public safety systems. We will use proven practices and tools to tailor the RFP to the County's procurement practices and draft the specifications and RFP to solicit fair, vendor-neutral responses.

***FE's past and current clients have expressed satisfaction and given prompt approval of the RFPs we have written. We have received feedback from system vendors that RFPs developed by FE are fair and allow them to prepare comprehensive, clear responses. In addition, no procurement that FE was involved in has been successfully protested by a vendor. This is a testament to our proven procurement methodologies.***

Our public safety experts will prepare a single document that can be issued by the County to solicit qualified responses from vendors for the CMRJ solution, integration, required interfaces, and support and version management needs based on County-approved requirements. These specifications will describe the desired solution's functional and performance requirements in sufficient detail for vendors to submit consistent proposals that will be verifiable through future acceptance testing and will stress the use of existing investments wherever possible.

**FE** will perform the following tasks:

- Review the County's standard content and format for functional specifications and RFPs.
- Finalize the requirements matrix for tracking vendor compliance to the requirements during proposal review and subsequent solution implementation.
- Develop a set of hardware and software specifications for the CMRJ solution and advise the County's project manager on the detailed specifications. We will identify which functional and performance requirements will be mandatory and which will be optional.
- Support the County's project team and purchasing department in developing evaluation criteria, based upon the requirements matrix and other County criteria.
- Organize and categorize the specifications into a logical order to facilitate proposal review and vendor selection. Our intent is to provide a procurement document that directly supports the effective review and evaluation of vendor responses for the County's ease in selection of the most appropriate offerings.

We will work with the County's purchasing department to integrate the specifications and evaluation criteria with required contract terms and conditions to develop a system procurement RFP consistent with Los Alamos County purchasing policies, legal requirements, and standards.

**FE** will prepare a draft *Los Alamos County CAD, Mobile, RMS, and JMS Solution RFP* that incorporates the technical specifications, boilerplate terms and conditions from the County's Procurement Department, and other local purchasing requirements. We will review the draft RFP with the County, including the specifications and evaluation criteria, with County purchasing, legal, and other designated representatives. Following this meeting, we will incorporate approved changes and then deliver the final RFP in electronic format to the County for release to vendors.

### ***Procurement Support (RFP Task I.e)***

**FE** will provide technical guidance to support the County in conducting an unbiased review of vendor proposals for the CMRJ solution. As stated previously, we will provide evaluation tools to assist the County in reviewing vendor proposals, including the *Requirements Matrix*, an evaluation workbook, and instructions and forms for assessing costs based on criteria established in the RFP.

**FE's** experts will evaluate proposals against the defined evaluation criteria. We will perform an item-by-item comparison of technical specification and non-technical requirements documenting compliance or non-compliance to each, with concise assessments of non-compliance and relative strengths and weaknesses of each response.

Vendor solutions will be evaluated based on their operational and technical capabilities compared to the requirements matrix. The operational capability evaluation will focus on the system's features and functions and how they could be used to support the County's business processes. The technical capability evaluation will focus on how the system is designed and how it can be configured to provide the system functional capabilities to end users and provide failover and redundancy capabilities. Our financial evaluation will focus on each vendor's cost proposal, identifying inappropriate costs, costs of the usual range, and any specified features that have not



been included in the vendor costs. We will prepare an *Evaluation Workbook*, summarizing our evaluation of each vendor proposal.

*FE's* technical expert will attend the Los Alamos County evaluation committee's review meeting to present our technical analysis of vendor proposals. We will facilitate the County's decision-making process and answer any technical questions about the vendor proposals.

Following the County's selection of a short-list of vendors, our technical expert will help the County plan and attend shortlisted vendor interviews and demonstrations. Our experience has shown that it is beneficial for our clients to observe a hands-on demonstration of CMRJ solutions to become comfortable with the look and feel of the software and to meet and interact with the company representatives. To support this effort, we will prepare a set of scenarios for each vendor to handle during the demonstration facilitating an "apples to apples" comparison. Immediately following the vendor interviews, *FE* will meet with the evaluation committee to address any technical questions and then update the *Vendor Evaluation Workbook*.

#### ***Contract Support and Negotiation (RFP Task I.f)***

*FE* will assist drafting the final contract documentation and facilitate reviews by designated parties from the County. Contract documentation for review will include the RFP's statement of work, RFP requirements and specifications, the selected vendor's scope of work, the County's boilerplate terms, and vendor's proposed contractual terms.

Our technical expert will attend onsite negotiations with the selected vendor to provide support and answer any questions for the project team.

Following vendor negotiations, *FE* will review the County's and vendor's proposed revisions to the contract documents to evaluate that agreed-upon changes have been incorporated. We will facilitate a final review with County decision makers, as necessary.

### **III.3 Phase II Scope of Work and Project Plan—Implementation Project Management**

#### ***Project Management (RFP Tasks II.a, h, and j)***

*FE's* implementation support services take a project from the initiation, planning, and design review phases through installation, testing, and final cutover. Our project manager will work with the County's project team and coordinate work of the CMRJ vendor's team. We will verify that proper planning takes place before major commitments are made and will provide the County with technical project management with the visibility necessary to eliminate surprises and create a proactive project management environment. We will determine if the selected vendor is compliant with the contract's agreed-upon system requirements, schedule, and cost milestones. We will provide technical project management and support the County through the implementation, acceptance testing, cutover, and go-live processes, as described below.

Our subject matter expertise will be provided during the implementation phase to provide technical support, address project status, and assess vendor contract compliance. **FE** will provide the following project management consulting services to the County:

- Help establish an implementation project team of participating County public safety entities, **FE**, and vendor staff to identify specific roles, responsibilities and time commitments for the services described.
- Attend the onsite implementation kickoff meeting, led by the selected vendor.
- Participate in bi-weekly status meetings with the system vendor and the County project team. Provide regular reporting to the County on the project's progress. Review accomplishments, discuss upcoming deliverables, assess project expenditures, and track assignments for tasks. Scribe meeting minutes and record action items and decisions.
- Assist in the management of the vendor-developed Implementation Plan and detailed project schedule, a preliminary draft of which is to be provided by the vendor as part of the negotiated contract.
- Maintain a punch list of items that are not compliant with the contract, who is responsible for correcting them, and the status of the corrective actions.

#### ***Technical Configuration Support (RFP Task II.b)***

**FE** will provide technical advice on configurations and features of the CMRJ solution. **FE's** project manager will provide direction to County IT on public safety standards as well as potential future systems needs to support the long-term investment by the County. Our technical expert will coordinate meetings with the County IT team to oversee infrastructure readiness for the new solution. We will review the County's Technology Standards to assess the selected product's compliance and coordinate with IT a punch list for implementation if needed.

#### ***Software Installation Oversight (RFP Task II.c)***

We will provide technical project management and support the County through the software installation. Our subject matter expertise will provide technical support, address project status, and assess vendor contract compliance.

**FE** will provide project management and technical support to the County through the software installation, based upon our experience in other similar projects. Our subject matter expert will provide onsite oversight as the vendor installs the new solution software, manage project status, and assess vendor contract compliance with schedules and punch lists.

#### ***Data Migration Plan Review (RFP Task II.d)***

One of the most complex issues surrounding the migration to a new CMRJ solution, particularly if provided by a vendor different from the current one, is data conversion. More broadly, depending on the vendor's proposed approach, access to legacy data is a critical issue. In order to effectively manage the conversion of data between disparate systems, we recommend that a formal data conversion plan be developed by the system vendor.

It has also been our experience that, depending on the data files, it may not be financially viable to convert certain types of data. Entering that data directly into the new system is often more effective, less costly, and produces fewer, if any, errors.

**FE** will review and monitor the vendor's plans for data migration and advise the County concerning the adequacy and feasibility of the migration strategies for implementation of the new CMRJ solution. Our subject matter experts will help stakeholders gain an understanding of the vendor's data conversion processes, conversion tools, and industry best-practice recommendations regarding the use of historical information and the migration of data.

### ***Acceptance Test Planning and Observation (RFP Task II.f)***

We will work closely with the County and vendor to identify failover testing strategies, evaluate test plans and scripts, and review test results that ultimately support final acceptance of the procured solution's features and its successful integration with existing applications. Our subject matter expert will observe test set-up and parameters. The system testing reviews will be conducted utilizing agreed upon performance criteria. **FE** will provide support in developing error reports for use in monitoring test results and notification to the vendor when testing criteria have not been met.

### ***Punch (Deficiency) Lists (RFP Task II.e)***

**FE** will create and maintain a master punch list that will call out the item to be corrected, its owner, its deficiency, intended resolution, planned resolution date, and tentative re-inspection and/or retesting date if known. **FE** will report discrepancies to the County and verify that corrective actions are taken before any punch list items are closed. Upon substantial system completion, **FE** will assist the County in the final inspection and approval of the installation.

### ***Training and Transition Plan Oversight (RFP Task II.g)***

**FE** will assist in the review of the selected vendor's training plans specific to system administrator and user training. We will assist the County and participating public safety entities in the organization, scheduling, and oversight of the training necessary for applicable officials and staff to effectively implement the new system. **FE** will monitor the vendor-provided training so that it fulfills the contract requirements. We will track system issues that arise from training and need to be addressed by the CMRJ solution vendor.

### ***System Cutover Support and Post Go-Live Support (RFP Task II.i)***

**FE** will review the vendor's cutover plan and support the County in providing input from stakeholders into the cutover plan.

We will review the installed CMRJ solution, interfaces, and components to assess that contract requirements have been met prior to go-live. Our subject matter experts will identify and document requirements that are not met and add them to the punch list of items that should be addressed prior to final payment. We will represent the County's interests that the selected vendor successfully delivers a functional CMRJ solution with all related interfaces operational.

As part of contract close-out, we will verify that documents, such as specifications, technical documentation, interface documentation, training manuals for users and administrators, and technical architecture drawings and deliverables, have been received and approved. We will verify that any remaining post go-live issues have been resolved to the County's satisfaction before recommending final payment to the vendor.

### **III.4 Project Schedule**

**FE** will commit the staff and resources needed to meet the County's scope and schedule. **FE** is prepared to begin this project immediately upon execution of contract. As shown in the high-level GANTT chart on the following page, this proposal is based upon a 6-month completion of Phase I and a 15-month completion of Phase II. This tentative schedule can be modified to meet the County's needs and will be finalized with the County's project manager upon contract execution. Tasks in which **FE** expects involvement of County staff are highlighted in red for each activity in the GANTT chart.

There are several factors beyond **FE's** control that may affect this schedule: County stakeholders will need to be available when scheduled and be able to meet the timelines established for document review cycles; the County must complete the vendor evaluation and selection in the designated timeframe; the selected vendor must agree to complete contract negotiation within the designated timeframe; and the vendor must be able to meet a 15-month implementation and cutover schedule.

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ID	Task Name	Duration	Start	Finish	Attachment D																															
1	Notice to Proceed/Project Commencement	0 days	Fri 10/1/21	Fri 10/1/21	Sep	4Q21	Oct	Nov	Dec	1Q22	Jan	Feb	Mar	2Q22	Apr	May	Jun	3Q22	Jul	Aug	Sep	4Q22	Oct	Nov	Dec	1Q23	Jan	Feb	Mar	2Q23	Apr	May	Jun	3Q23	Jul	Aug
2	Phase I: Needs Assessment/Specs	126 days	Fri 10/1/21	Thu 3/31/22																																
3	Project Management	126 days	Fri 10/1/21	Thu 3/31/22																																
4	Issue RFI/Review County Info & Preliminary Requirements	5 days	Fri 10/1/21	Thu 10/7/21																																
5	Project Initiation Conf. Call	1 day	Fri 10/8/21	Fri 10/8/21																																
6	Finalize Project Plan	3 days	Mon 10/11/21	Wed 10/13/21																																
7	Conduct Onsite Interviews/Observations	3 days	Thu 10/14/21	Mon 10/18/21																																
8	Research Market Technologies/Potential Vendors	1 day	Tue 10/19/21	Tue 10/19/21																																
9	Prepare Prioritized Requirements Matrix	8 days	Wed 10/20/21	Fri 10/29/21																																
10	Lead Requirements Workshop/Update on Market Features	1 day	Mon 11/1/21	Mon 11/1/21																																
11	Finalize Technology Requirements/Potential Vendors	1 day	Tue 11/2/21	Tue 11/2/21																																
12	Prepare CMRU Specifications	12 days	Wed 11/3/21	Thu 11/18/21																																
13	Review Specifications (Client Review)	5 days	Fri 11/19/21	Mon 11/29/21																																
14	Finalize Specifications	1 day	Tue 11/30/21	Tue 11/30/21																																
15	Prepare Draft RFP	4 days	Wed 12/1/21	Mon 12/6/21																																
16	Review RFP with County and Finalize	3 days	Tue 12/7/21	Thu 12/9/21																																
17	County Issues RFP	1 day	Fri 12/10/21	Fri 12/10/21																																
18	Open Procurement (No Consultant Involvement)	18 days	Mon 12/13/21	Fri 1/7/22																																
19	Review Proposals/Prepare Evaluation Workbook	10 days	Mon 1/10/22	Fri 1/21/22																																
20	Attend Evaluation Committee Meeting (conf. call)	1 day	Mon 1/24/22	Mon 1/24/22																																
21	Develop Interview Plans and Scripts for Demos	6 days	Tue 1/25/22	Tue 2/1/22																																
22	Participate/Evaluate Short-List Vendor Demos	2 days	Wed 2/2/22	Thu 2/3/22																																
23	Attend Evaluation Committee Meeting (Vendor Selection)	1 day	Fri 2/4/22	Fri 2/4/22																																
24	Review/Coment upon Vendor Contract and SOW	10 days	Mon 2/7/22	Fri 2/18/22																																
25	Attend County's Contract Negotiations with Vendor	3 days	Mon 2/21/22	Wed 2/23/22																																
26	Review Changes and Discuss with County (conf. call)	3 days	Thu 2/24/22	Mon 2/28/22																																
27	Council Meeting - Approve Vendor Contract/Award	1 day	Thu 3/31/22	Thu 3/31/22																																
28	Phase II Implementation Oversight	331 days	Mon 4/4/22	Fri 7/21/23																																
29	Project Management Throughout Implementation	331 days	Mon 4/4/22	Fri 7/21/23																																
30	Attend Vendor's BI-Weekly Status Calls/Prepare Minutes	331 days	Mon 4/4/22	Fri 7/21/23																																
31	Maintain Punch List and Oversee Resolution of Issues	331 days	Mon 4/4/22	Fri 7/21/23																																
32	Attend Implementation Kickoff Meeting	1 day	Mon 4/11/22	Mon 4/11/22																																
33	Manage and Oversee Infrastructure Readiness	60 days	Mon 4/4/22	Mon 6/27/22																																
34	Manage and Oversee Software Installation	60 days	Tue 6/28/22	Wed 9/21/22																																
35	Review and Advise on Data Migration Plan Feasibility	30 days	Thu 9/22/22	Wed 11/2/22																																
36	Oversee CRM System and Acceptance Testing	30 days	Thu 11/3/22	Fri 12/16/22																																
37	Address/Oversee Vendor Resolution of Issues	30 days	Mon 12/19/22	Tue 1/31/23																																
38	Oversee Data Migration/Copying and Vendor Resolution	60 days	Wed 2/1/23	Tue 4/25/23																																
39	Review Vendor Training Plans and Oversee Initial Execution	30 days	Wed 4/26/23	Wed 6/7/23																																
40	Support System Cutover	30 days	Thu 6/8/23	Thu 7/20/23																																
41	System Go-Live Date (All Systems/Users)	1 day	Fri 7/21/23	Fri 7/21/23																																
Project: Los Alamos NM SCHED Date: Tue 8/17/21		Task	<div></div> Project Summary	<div></div> Manual Task	<div></div> Start-only	<div></div> Deadline																														
		Split	<div></div> Inactive Task	<div></div> Duration-only	<div></div> Finish-only	<div></div> Progress																														
		Milestone	<div></div> Inactive Milestone	<div></div> Manual Summary Rollup	<div></div> External Tasks	<div></div> Manual Progress																														
		Summary	<div></div> Inactive Summary	<div></div> Manual Summary	<div></div> External Milestone	<div></div>																														
Page 1																																				



## IV. REFERENCES

Provided on the following pages are references and information for several projects involving CMRJ consulting, followed by a table listing all PSAP projects during the past five years. **FE** offers a broad range of capabilities in providing dispatch technical and operational assessments to clients of various sizes—from communities with 15,000 residents and one PSAP to large regions involving a dozen PSAPs serving millions of residents.

### *Why Federal Engineering?*

- ***Demonstrated success with public safety software projects***
  - We have supported projects of the same size as yours, and we are confident we can bring the same success to Los Alamos County.
  - Because of our proven procurement support skills, **FE** has never had to re-issue a CMRJ RFP or had an **FE** RFP successfully protested.
- ***Deep, current knowledge of the latest emerging public safety technology***
  - **FE** has provided support to thousands of public safety technology projects, from the simplest interface to multi-service, multi-agency projects involving CAD, Mobile data, RMS, JMS, GIS, E/NG9-1-1, and radio. We have experience with a broad range of ancillary CAD, records management, and jail management applications, NIBRS, interfaces and their integration, including analytics, mugshot, Victim Information and Notification Everyday (VINE), evidence tracking, location verification, and regional/statewide database integration.
- ***Unbiased, vendor-neutral approaches that only a truly independent consultant can provide***
  - We have never entered a partnership or affiliation with a vendor of public safety software, hardware, or services nor do we have any conflicting services or products of our own. The County can rest assured that we are only interested in solutions that work best to meet your unique needs.
- ***Staff with real-world public safety experience***
  - Our staff's experience is not limited to academic knowledge of public safety business practices. We know the challenges facing public safety agencies and we are ready with best practices to resolve them. In addition to their extensive experience as consultants, most of our staff also have hands-on experience in roles ranging from dispatcher/call-taker, first responder, communications supervisor, PSAP director, corrections shift manager, and beyond.
- ***Dedicated project support at the executive level***
  - **FE** is a privately-owned company. As you will learn throughout this project, **FE's** executive management team is extremely "hands-on" at every phase of a project. The County can count on our senior leadership for active engagement in this project.



## WASHOE COUNTY/ CITY OF RENO, NEVADA CAD/RMS/JMS Consulting

**Project Dates:** 2020 – Present

**Contract Value:** \$472,000

**Population:** 465,735



### **Relevant Technologies**

- CAD
- RMS
- JMS
- NG9-1-1

### **Project Contact**

Quinn Korbolic, Manager  
Regional Services Division  
1 E. First Street  
Reno, NV 89505  
775-334-2026

QKorbolic@washoecounty.us

### **Project Snapshot**

- Systems assessment
- Requirements gathering
- Gap analysis
- Governance framework
- Technical specifications
- RFP development
- Procurement Support
- Contract Negotiation Guidance

### **Project Description**

The City of Reno Public Safety Department has three PSAPs that used a legacy, highly customized CAD system. They are City of Reno Public Safety Dispatch, Washoe County Sheriff's Office Dispatch, City of Sparks Dispatch, and the University of Nevada Reno. The City contracted with **FE** to facilitate a smooth transition from the legacy system to a new NG9-1-1 ready regional CAD solution fulfilling stakeholder needs today and in the future that includes an RMS and JMS.

**FE** conducted systems assessments by gathering documentation on the existing systems, conducting user interviews, and researching the latest technology trends in NG9-1-1 and provided stakeholders with an analysis of gaps between existing and potential new solutions.

After finalization of CAD, RMS, and JMS requirements, our experts developed technical specifications and worked with stakeholders to develop and issue requests for proposal (RFPs) that will meet the needs of the City and Regional Partners.

Ongoing work includes development of a Requirements Tracking Matrix (RTM) and Evaluation Workbook for verifying vendor compliance with the RFP requirements. The **FE** team will provide guidance and input throughout the procurement process, evaluation and vendor selection process, including contract negotiations.

**FE** will advise the City and its Regional Partners on maintenance and warranty plans and a governance framework to assure that the future system is reliable and has a long lifecycle, and an IT governance plan to assist the City with getting the highest level of service from the system.

# **SPOTSYLVANIA COUNTY, VIRGINIA CAD/RMS/JMS/MDC Consulting**



**Project Dates:** 2016-2021

**Contract Value:** \$301,000

**Population:** 136,200

## **Relevant Technologies**

- CAD
- Mobile data
- Field-based Reporting
- Fire RMS
- Law Enforcement LERMS

## **Project Contact**

Bobbie Magee  
Public Safety Project Manager  
9119 Dean Ridings Lane  
Spotsylvania, VA 22553  
540-507-7977  
bmagee@spotsylvania.va.us

## **Project Snapshot**

- Needs Assessment
- RFP specifications development
- Procurement support
- Vendor evaluations and selection
- Contract negotiations
- Implementation Project Management

## **Services Provided**

The County tasked the **FE** team to identify and analyze user requirements for all facets of its public safety system, including but not limited to: CAD, NG9-1-1 communications, mapping, and RMS. We developed a Needs Assessment / Gap Analysis of existing systems compared to required systems and provided recommendations on whether to retain the current system or replace it with new systems.

**FE** worked directly with County dispatch, operations, IS and Procurement staff to develop functional specifications and RFP language for the procurement of an integrated new suite of public safety systems. Our experts provided support through the evaluation of RFP responses and vendor demonstrations, vendor selection and negotiations to create the contract and SOW required for new system implementation.

**FE** is assisting with project management and technical support through the final implementation and cut-over phase of the project. The project is progressing on schedule, within budget, and to the client's satisfaction.



# LOUDOUN COUNTY, VIRGINIA

## Public Safety Software Replacement Consulting

**Project Dates:** 2013 – 2018

**Contract Value:** \$143,833

**Population:** 413,500



### Relevant Technologies

- 9-1-1
- CAD
- RMS
- JMS
- Related subsystems

### Project Contact

Diane Smith, Contracting Officer  
Dept. of Finance and Procurement  
1 Harrison Street SE, 4<sup>th</sup> Floor  
Leesburg, VA 20175  
571-258-3190  
Diane.smith@loudoun.gov

### Project Snapshot

- Needs assessment
- Requirements analysis
- Specification development
- Cost analysis
- Negotiation support
- Implementation oversight
- Vendor oversight

### Project Description

Loudoun County, Virginia, selected **FE** to provide a spectrum of consulting services to assist in the preparation of RFPs to replace the County's existing public safety CAD/RMS/JMS/MDC and related subsystems. **FE** conducted a needs assessment, requirements analysis, specification development, and cost analysis for the required systems. **FE** provided procurement, evaluation, and vendor selection support to the County. **FE** also provided negotiation support to the County to finalize the contract with the selected vendor.

**FE** supported Loudoun County by assuring contract compliance, effective design execution, timely scheduling and task completion, and inventory certification.

**FE** provided project implementation management and vendor oversight support to assure that the specified system is correctly and effectively implemented by the contracted vendor. **FE's** consulting services focused on the following:

- System functionality and capabilities
- Equipment specifications and performance levels
- Unique hardware requirements and installation guidelines
- Interfaces and Integration with other County, regional, state, and national systems
- User training requirements
- System cutover and acceptance
- Warranties and maintenance support



## HARRISONBURG- ROCKINGHAM ECC CAD/RMS/MDC Consulting



**Project Dates:** 2016-2020

**Project Value:** \$405,366

**Population:** 53,273

### Relevant Technologies

- CAD/RMS/JMS
- Mobile data terminals
- GIS
- AV

### Project Contact

Jim Junkins, ECC Director  
101 North Main Street, 5<sup>th</sup> Floor  
Harrisonburg, VA 22802  
540-434-4436  
jjunkins@hrecc.org

### Project Snapshot

- Conduct stakeholder interviews
- Assess user needs
- Review requirements documentation/ diagrams
- Develop system specifications
- Develop vendor RFP
- Support vendor RFP evaluation
- Support vendor demonstrations including development of scripts
- Provide procurement support
- Support implementation IV&V

### Project Description

In 2015, the Harrison-Rockbridge ECC (HRECC) was notified that its CAD vendor was ceasing new software releases and ending support of its CAD and RMS, as well as other data collection and management systems used by the HRECC, including Law Enforcement criminal and investigative records management, Jail records management, regional criminal records repositories, and integration among many state and national systems.

**FE** was selected to assist the HRECC in its selection of a vendor for a new CAD/RMS and Multi-Discipline Data Management System to provide all existing functionality, then manage the vendor's system implementation. **FE** conducted visioning meetings and review sessions with HRECC stakeholders to finalize requirements for a regional CAD/RMS/MDC solution. Stakeholders included James Madison University Police Department and Dispatch Center, City of Harrisonburg Police Department, Rockingham County Sheriff's Office, and police departments from seven towns.

**FE** worked with stakeholders to assess the existing system's functionality, complete a gap analysis of desired features versus market availability, prioritize each agency's operational needs, and develop baseline specifications. We prepared a vendor RFP and assisted with evaluation of responses, supported contract negotiations, and reviewed the vendor agreement. Finally, **FE** supported implementation project management, including review of deliverables, installation schedules, Interface Control Documents, cutover plans, development of functional test scripts, and observation of functional test and cutover execution. The project was completed on time, within budget and to the client's satisfaction.



## **GWINNETT COUNTY, GEORGIA CAD/ RMS Consulting Services**



**Project Dates:** 2017 – Present

**Contract Value:** \$590,000

**Population:** 936,250

### **Relevant Technologies**

- CAD
- RMS
- ARS
- Mapping
- AVL
- Call logging

### **Project Contact**

Laurie Rodriguez  
Office of Information Technology Services  
75 Langley Drive  
Lawrenceville, GA 30046  
770-822-7175  
Laurie.Rodriguez@gwinnettcountry.com

### **Project Snapshot**

- Business and technology analysis
- Existing systems assessment
- Requirements gathering
- RFP development
- Procurement Support, including evaluations
- Implementation management

### **Project Description**

**FE** performed an E9-1-1 business and technology analysis including user needs assessments, review of current processes, and a systems assessment. The team gathered business, technical, and financial requirements to use in the development of a vendor RFP. These requirements include best practices and methodology that will be applied and who the major stakeholders are to have represented in the RFP. The team made the County aware of best in class new technologies currently available in the public safety solution marketplace and incorporated the functionality of these technological innovations in the technical specifications of the replacement solution.

**FE** drafted and finalized the procurement documents with County staff, and assisted with the evaluation process including technical support, reference checking, presentation and demonstration attendance, and contract negotiations assistance.

The team is currently providing onsite implementation support including project management, review of regulatory compliance, data migration planning, review of training plans, system testing oversight, and contract compliance monitoring. The project is progressing on schedule, within budget, and to the client's satisfaction.

In a separate project, **FE** is also supporting the County with a business and technology analysis, as well as procurement and implementation project management, for upgrading the County's Real Time Crime Center.

**PSAP Project Experience in the Past Five Years**

<b>Public Safety Answering Point Project Experience in the Past Five Years</b>			
<b>Project Name</b>	<b>Project Description</b>	<b>Project Name</b>	<b>Project Description</b>
<b>State of Arkansas</b> 2020 – 2021	Public Safety Communications Consulting Services	<b>Central County, Missouri</b> 2021-ongoing	Central County Emergency 911 Backup Communications District Consulting and Project Management
<b>Pinal County, Arizona</b> 2019-2021	Continuity of Operations Gap Analysis and PSAP Performance Improvement and CAD/RMS Systems Needs Assessment	<b>Pulaski County, Missouri</b> 2017-2018	PSAP Audit
<b>California Governor's Office of Emergency Services</b> 2017-2019	PSAP Incumbent Local Exchange Carrier (ILEC) Support	<b>State of Montana</b> 2019 – 2020	PSAP Audit of 58 PSAPS across the State in support of HB61, 9-1-1 Plan Continued Development Advisory Council Support
<b>Mono County, California</b> 2020	PSAP Consolidation	<b>Washoe County / Reno, Nevada</b> 2018-ongoing	Washoe Co NV 911 Emergency Response Five Year Master Plan Update and Implementation Support
<b>Merced County, California</b> 2020	Environmental Historic Preservations Screening Form	<b>Charlotte, North Carolina</b> 2020	Emergency Communications CAD Study
<b>City of Oakland, California</b> 2018-ongoing	Emergency Communications Center Staffing Study (Project 1 & 2); CAD Provisioning Services; CAD Implementation	<b>Halifax County, North Carolina</b> 2018-2019	PSAP Facility Project
<b>Redwood Empire Communications Authority (REDCOM), California</b> 2019-2020	Fire and EMS Dispatch Consolidation Feasibility Study	<b>Town of Cary, North Carolina</b> 2017 – 2018	PSAP Improvement Study
<b>San Francisco, California</b> 2021-ongoing	Records Workflow and User Needs Assessment in support of National Incident-Based Reporting System (NIBRS) Assessment	<b>State of North Carolina</b> 2015 – 2019	PSAP Concept of Operations Assessment for upgrade to Next Generation 9-1-1 Consulting Services
<b>Santa Monica, California</b> 2021 - ongoing	Evaluation of Regional Dispatch Opportunities	<b>Pitt County, North Carolina</b> 2016-2020	PSAP Consulting



<b>Public Safety Answering Point Project Experience in the Past Five Years</b>			
<b>Project Name</b>	<b>Project Description</b>	<b>Project Name</b>	<b>Project Description</b>
<b>City of Denver, Colorado</b> 2017	PSAP Customer Premises Equipment Proposal Review and Procurement Support	<b>Ashtabula County, Ohio</b> 2017-2018	Fund Management Study and Funding Model Onsite Presentation
<b>City and County of Denver, Colorado</b> 2017	RFP Review for Phone System Replacement	<b>Clark County, Ohio</b> 2017 – 2020	Countywide Dispatch Center Project Management
<b>Cities of Westport and Fairfield, Connecticut</b> 2018-2021	ECC Relocation and Consolidation Consulting Services	<b>Niagara Region, Ontario</b> 2018-2019	Communications Unit Study
<b>Washington, D.C.</b> 2021-ongoing	Washington DC Office of the Auditor OUC 911 Operations Division Audit	<b>Charleston County, South Carolina</b> 2005 – 2017	PSAP Operations and Consolidation Consulting Services
<b>Gwinnett County, Georgia</b> 2017 – 2021	CAD/RMS Assessment and Upgrade and Implementation Support; Public Safety IT Solution Management Consulting; Consulting Services for an On-site Assessment for a Real Time Crime Center; Situational Awareness and Crime Response Center System Contract Negotiation Support	<b>State of South Dakota</b> 2017-2019	Installation Oversight
<b>State of New Mexico 911</b> 2018	Billing Review	<b>City Sugar Land, Texas</b> 2019	Public Safety Dispatch Assessment
<b>Elmore County, Idaho</b> 2020 – 2021	CAD Consulting	<b>State of Utah</b> 2021 - ongoing	Valley Emergency Communications Center (VECC) PSAP Performance Audit
<b>State of Idaho</b> 2019 – 2020	CAD/RMS Consulting Services	<b>Eastern Shore of Virginia</b> 2021-ongoing	PSAP Assessment
<b>City of Marion, Iowa</b> 2017-2018	PSAP Consolidation Study, Planning and Support Services	<b>City of Harrisonburg, Virginia</b> 2016 – 2021	CAD-Data Management Systems Consulting

<b>Public Safety Answering Point Project Experience in the Past Five Years</b>			
<b>Project Name</b>	<b>Project Description</b>	<b>Project Name</b>	<b>Project Description</b>
<b>Northern Illinois Next Generation Alliance (NINGA)</b> 2014 – 2017	PSAP Equipment Vendor Installation Oversite Consulting Services for CAD/RMS/ESInet for 11 counties	<b>Loudoun County, Virginia</b> 2013-2018	CAD/RMS/JMS and Emergency Communications Center Consolidation
<b>Village of Schaumburg, Illinois</b> 2016-ongoing	Real-Time Information Center Consulting Services	<b>Spotsylvania County, Virginia</b> 2016 – ongoing	CAD/RMS Replacement; Public Safety Consulting Implementation Support
<b>Winnebago County, Illinois</b> 2015-2021	CAD/RMS Consulting and Implementation Support; CAD, LERMS, and PSAP Consolidation Consulting	<b>MACC911 Grant County, Washington</b> 2021-ongoing	Multi Agency Communications Center 911 WA CAD/RMS/JMS Consulting
<b>City of Paducah, Kentucky</b> 2016 – 2021	CPE, CAD, Logging Recorder Procurement Support, Contract Negotiations Meeting Support and Implementation Oversight	<b>King County, Washington</b> 2020	PSAP Data Analysis and System Needs Assessment and Procurement Support for E9-1-1 Platform Modernization
<b>Department of Homeland Security office of Emergency Services (OEC)</b> 2018	PSAP Operating Environment Presentations, Performance Improvement, Cybersecurity Consulting	<b>City of Seattle, Washington</b> 2016-ongoing	CAD/RMS Public Safety Consulting
<b>University of Massachusetts Lowell</b> 2020-2021	Police Communications Systems Implementation Oversight	<b>Iqaluit, Nunavut, Canada</b> 2021-ongoing	Dispatch Systems Requirements Study
<b>City of Worcester, Massachusetts</b> 2020 – 2021	CAD/RMS Consulting	<b>Peterborough, Ontario, Canada</b> 2020-ongoing	Dispatch Systems Requirements Study

## **V. ORAL PRESENTATION**

Federal Engineering acknowledges that the County will require an oral presentation that will be conducted electronically. Furthermore, we understand that the presentation will be used to assess the firm's suitability and will include the questions provided in the RFP. *FE* looks forward to the opportunity to meet with Los Alamos County.

**The balance of this page is intentionally left blank.**



## VI. COST

### VI.1 *Firm Fixed Price*

The total firm fixed price, including labor, travel, and other direct costs, for the Los Alamos County, New Mexico Project Management and Consulting Services for Police and Fire CAD, Mobile Software Systems, Police Records, and Jail Management project is \$199,443.

*FE*'s proposed price for this project is indicative of the efficiency of our operations, our proven automated tools, our vast experience completing similar projects, and our view of the strategic nature of Los Alamos County's project. Further, it is not our culture to "up-scope" during contract negotiations or during the project, unless the County adds scope of work beyond that outlined their RFP.

### VI.2 *Price Breakdown per Task*

A breakdown of activities and proposed costs for services and deliverables is provided in the County's Cost Summary Sheet on the following pages.

The stated costs for each task are not intended to represent invoicing milestones. There may be multiple invoicing milestones within each task that will be mutually agreed upon.

**The balance of this page is intentionally left blank.**

**Exhibit "E"**  
**COST SUMMARY SHEET**  
**RFP Number: 22-19**

**RFP Name: Project Management and Consulting Services for Police and Fire CAD, Mobile Software Systems, Police Records, and Jail Management**

**\*This attachment shall be returned with the RFP submittal.\***

Offeror (Company Name): Federal Engineering, Inc.

1. NAME OF RFP: Project Management and Consulting Services for Police and Fire CAD, Mobile Software Systems, Police Records, and Jail Management			2. RFP #: 22-19	
3. NAME OF PROPOSER: Federal Engineering, Inc.			4. DATE OF PROPOSAL: August 19, 2021	
5. ADDRESS OF PROPOSER: 10560 Arrowhead Drive, Fairfax, VA 22030				
<b>BASIC SERVICES</b>				
<i>Propose billable stages for the project. For each stage, propose total cost. If cost is to be billed at an hourly rate, include estimated hours and hourly rate. Otherwise, leave hours and rates blank.</i>				
6. PROPOSED PROJECT COST CATEGORIES	ESTIMATED HOURS	HOURLY RATE	PROPOSED COST	TOTALS
<b>Phase 1: Needs Assessment and RFP Development</b>	N/A	N/A	\$69,228	
<b>Phase 2: Implementation Project Management</b>	N/A	N/A	\$107,680	
<b>TOTAL FOR BASIC SERVICES</b>			<b>\$176,908</b>	
<b>SUPPLEMENTAL SERVICES</b>				
7. SUBCONTRACTS (Identify & purpose)			PROPOSED COST	
N/A				
SUBCONTRACTOR TOTAL:				
8. TRAVEL			PROPOSED COST	
A. Mileage:			\$3,660	
B. Per Diem: (Ref. LAC per diem policy)			\$5,285	
TRAVEL TOTAL:			<b>\$8,945</b>	

## Attachment D

9. OTHER REIMBURSABLE COSTS		PROPOSED COST	
N/A			
OTHER REIMBURSABLE TOTAL:			
SUBTOTAL OF ITEMS 6-9:			\$185,853
10. GROSS RECEIPTS TAX			\$13,590
11. TOTAL PRICE			<b>\$199,443</b>
12. SIGNATURE OF PREPARER:	TITLE:	DATE:	
<i>Ronald F. Bosco</i>	President and CEO	08/19/2021	

### **VI.3 Hourly Rates**

If required by Los Alamos County, New Mexico, **FE** can provide additional services in accordance with the rate schedule below.

#### **SCHEDULE A**

Effective through December 31, 2021

Director/Chief Consultant	\$ 250.00 per hour
Senior Consultant	\$ 210.00 per hour
Consultant	\$ 180.00 per hour
Senior Analyst	\$ 150.00 per hour
Analyst	\$ 110.00 per hour
Administrative / Computer Services	\$ 76.00 per hour

#### **Proprietary Notice**

This proposal, its contents, and appendices are proprietary to Federal Engineering, Inc. and shall not be disclosed to third parties without prior written permission from Federal Engineering, Inc. Should this proprietary notice conflict with any government procurement regulations, policies, or practices, the government procurement regulations shall take precedence.

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Fairfax, Virginia

#### **VI.4 Basis of our Proposal**

1. This proposal assumes Federal Engineering, Inc. will perform all of the tasks as called out in the technical proposal (excluding optional tasks). The deletion of a task, a significant change in scope of one or more tasks, or use of a phased implementation approach may affect the overall price.
2. **FE** will provide draft and final deliverables electronically to Los Alamos County, New Mexico.
3. This proposal assumes that Los Alamos County's project manager will schedule meetings, provide meeting facilities, notify attendees, and arrange for onsite visits.
4. Any optional or additional tasking will be authorized by mutual agreement of the County and **FE**. Such tasking will be performed on a time and materials basis in accordance with the rates in Schedule A or on a fixed price basis as mutually agreed upon in a task order by the County and **FE**.
5. **FE's** ability to fulfill this task depends, in part, on the willingness and ability of Los Alamos County, County participants, equipment vendors, service providers, third parties, and others to provide information in a timely manner, and upon the accuracy of the information as supplied. The accuracy of input data, whether provided in electronic or hard copy form, and the recommendations, actions, system designs, system procurements, and license filings resulting therefrom cannot, therefore, be warranted by **FE** nor can the performance, suitability, or reliability of said systems be warranted by **FE**. **FE** accepts no responsibility or liability to any third party in respect to any information or related content delivered by **FE**. This information is subjective in certain respects, and, thus, susceptible to multiple interpretations and may be in need of periodic revisions based on actual experience and subsequent developments.
6. The level of effort for contract negotiation support in Phase I can vary greatly depending upon the winning system vendor and the County's procurement practices. **FE** will provide 72 hours of negotiation support to the County during the vendor contract negotiation process, including three days onsite. If additional hours are required, a mutually agreeable amendment to the scope of work will be executed by both parties."
7. The level of effort for Phase II Implementation Project Management can vary greatly depending upon the winning vendor's proposal as well as the division of responsibilities among the vendor, Los Alamos County, and Consultant. This proposal, therefore, is based upon a maximum of 624 hours of **FE** senior consultant support. If additional hours are required, a mutually agreeable amendment to this SOW will be executed by both parties.
8. **FE** is prepared to begin this project immediately upon execution of the contract. This proposal is based upon a start date on or before October 1, 2021 and assumes a 21-month schedule to completion. Delays to the project schedule due to actions or lack of actions on the part of the Los Alamos County, New Mexico, County participants, third parties, and



others including, but not limited to vendor protests, protracted contract negotiations, vendor delays that impact the program schedule and/or costs to the County will be brought to the attention of the County's project manager in a timely manner and the schedule and cost impacts will be reduced to writing via a mutually agreed upon contract amendment.

9. In the event of a project delay by the County, **FE** reserves the right to invoice for efforts expended towards the completion of a task or deliverable and client agrees to paid said invoice.
10. This proposal assumes a mutually agreeable invoicing schedule for work completed.
11. Federal Engineering reserves the right to assign/reassign work efforts and associated costs across tasks and between our professional staff members in order to meet our contractual obligations to Los Alamos County, New Mexico.

## **VII. REQUIRED FORMS**

As required by the RFP, the forms listed below are provided on the following pages.

- Addendum 1 and Email Answers to Questions, followed by the email providing answers to **FE's** questions
- Exhibit B—Certification Regarding Debarment, Suspension, and other Responsibility Matters - Primary Covered Transactions
- Exhibit C—Campaign Contribution Disclosure Form
- Exhibit D—Verification of Authorized Offeror
- Proof of **FE's** Good Standing with the State of New Mexico as a Foreign Profit Authority

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# INCORPORATED COUNTY OF LOS ALAMOS

101 Camino Entrada, Building 3  
Los Alamos, New Mexico 87544 (505) 663-1889  
Procurement Division

**August 13, 2021**

## **TO ALL HOLDERS OF SOLICITATION DOCUMENTS FOR:**

### **Request for Proposals No. RFP22-19**

**RFP Name:** Project Management and Consulting Services for Police and Fire CAD, Mobile Software Systems, Police Records, and Jail Management

### **Addendum No. 1**

This Addendum No. 1 forms a part of the Solicitation Documents and modifies, as noted below, the original Solicitation Documents identified above.

Questions received and the County's answers to all potential Offerors/Proposers:

- 1) Question: "What is the projected timeframe for Phase 1 and Phase II?"

Answer: Refer to "Project Focus" on page 6 of the RFP.

- 2) Question: This RFPs will involve IT, procurement, and multiple departments within the State. Which teams and HOW MANY individuals will serve as stakeholders and evaluators as part of the project team?

Answer: The stakeholders for this RFP22-19, Project Management and Consulting Services Project Management and Consulting Services for Police and Fire CAD, Mobile Software Systems, Police Records, and Jail Management include various individuals from County Police Department, Fire Department, and Information Management. No specific number of individuals has been defined. The RFP Evaluation Committee for this RFP consists of three members and a chairperson.

- 3) Question: Between Oct 21, 2021 and July 2023 how often does the project team wish to meet?

Answer: No set number of project team meetings has been defined. The successful Offeror should expect to be available when and as requested by County.

- 4) Question: Will you be able to also have a ppt. during oral?

- 5) Answer: Yes, a PowerPoint may be included during the oral portion of the Proposal, reference Section IV. Oral Presentation on page 9 of the RFP.

- 6) Question: I see that the County Council has to approve contracts over \$200,000. Has that already been approved?

Answer: No because there is no contract yet. Should the contract exceed \$200,000, it would need to go to County Council for approval. We don't anticipate having a budget that large for the Project Management and Consulting Services.

- 7) Question: Is there a preference for New Mexico State residents?

Answer: Refer to Item 14. of the GENERAL INFORMATION section of the RFP.


- 8) Question: The Proposal Format section includes an instruction, "Proposals shall include, but need not be limited to, the six (6) components that are identified below." We are unclear what six components are being referred to.

Answer: The six "components" referenced are the six Proposal Evaluation Criteria.

All other provisions of the Solicitation Documents shall remain unchanged. This Addendum No. 1 is hereby made a part of the Solicitation Documents to the same extent as those provisions contained in the original documents and all itemized listings thereof.

Each Respondent is requested to acknowledge receipt of this Addendum No. 1 with the Proposal Forms.

I hereby acknowledge receipt of this Addendum No. 1.

	Ronald F. Bosco	August 16, 2021
Signed	Print Name	Date
President and CEO	Federal Engineering, Inc.	
Title	Company	

## Laura Cross

---

**From:** Patti D'Andrea  
**Sent:** Monday, August 16, 2021 9:34 AM  
**To:** Laura Cross  
**Cc:** Jennifer Bosco  
**Subject:** Fwd: Addendum 1 RFP22-19 Project Management and Consulting Services for Police and Fire CAD, Mobile Software Systems, Police Records, and Jail Management

I also received this directly, as response to our questions, which weren't addressed in the addendum.

### Patti D'Andrea

Senior Manager, Capture Group  
Federal Engineering  
Tel: 732-771-3456  
Email: pdandrea@fedeng.com

**Company Proprietary Information:** *This email and any attachments may include Company sensitive and/or proprietary information and are for the exclusive use of the intended recipient. If you have received this email in error, please do not read, distribute, or take any action regarding its contents. Instead, please notify me immediately by return email and promptly delete this message and its attachments from your computer system. Federal Engineering does not waive any privilege by the transmission of this message nor is it intended that any Company sensitive or proprietary information contained herein that is owned by Federal Engineering or its clients be received or viewed by anyone other than the intended recipient.*

Begin forwarded message:

**From:** "Miranda, Annalisa" <annalisa.miranda@lacnm.us>  
**Date:** August 14, 2021 at 7:01:44 PM EDT  
**To:** Patti D'Andrea <pdandrea@fedeng.com>  
**Subject:** RE: Addendum 1 RFP22-19 Project Management and Consulting Services for Police and Fire CAD, Mobile Software Systems, Police Records, and Jail Management

[See responses next to your questions.](#)

---

**From:** Patti D'Andrea <pdandrea@fedeng.com>  
**Sent:** Saturday, August 14, 2021 9:16 AM  
**To:** Miranda, Annalisa <annalisa.miranda@lacnm.us>  
**Subject:** [EXTERNAL]RE: Addendum 1 RFP22-19 Project Management and Consulting Services for Police and Fire CAD, Mobile Software Systems, Police Records, and Jail Management

**CAUTION:** This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Annalisa,

Thank you for forwarding Addendum 1 for RFP22-19.



## Attachment D

It does not include the questions that had been submitted by Federal Engineering on August 11. Will the County be releasing a second Addendum? I've copied our questions below, for your consideration.

1. Under General Conditions, Items 10-11 state this will be a 7-year contract, with a request for respondents to propose pricing for each year of the contract. The project schedule included in the RFP indicates a desired Go-Live date of July 2023. Please clarify the expectations of a 7-year contract. The County reserves the right to enter into a multi-year contract, in case needed. This is a separate matter than the project schedule. If your services may extend beyond that time, you must propose pricing for the additional years.
2. The Proposal Format introductory paragraph requests response to six components, but only five are listed. Should "Project Team" be added as a new Component II, per the evaluation scoring table? The six components refer to the evaluation criteria.
3. Clarify requirements under Proposal Format, Section I Consultant/Firm Qualifications/Knowledge/Experience, to provide a sample questionnaire of critical questions to ask of target suppliers who will respond to the RFP for the CMRJ. Are you requesting this information from our firm responding to the consultant RFP? Yes, that is what is being requested. The questions asked of target suppliers is part of our proprietary work product, customized based on each client and opportunity. We can share examples of it during an interview but prefer not including a sample in a publicly available proposal. Refer to the RFP, Item 9., under GENERAL INFORMATION.
4. References are requested under Proposal Format Component I, Item 8, and also requested as Component III. Should we include references in both sections of our response? Yes. Also confirm – the description under Component III requests examples of ERP consulting services. Should this be CMRJ consulting services? I am not clear what you mean by "CMRJ."
5. Please clarify the Cost Proposal. The RFP indicates respondents are to provide an all-inclusive firm fixed price to complete the project as outlined in the scope of work. However, the Cost Summary Sheet asks for itemization of hours, rates, and travel expense per task, implying that this is a Time and Materials contract. Typically, firm fixed price proposals do not separately itemize the hours, rates, and travel expense. I recommend you submit pricing based on the Cost Summary Sheet. Should you have questions about any reference to an all-inclusive firm fixed price to complete the project, you can so state in the RFP response.

*Patti*

Patti D'Andrea  
Federal Engineering, Inc  
Cell: 732-771-3456  
[pdandrea@fedeng.com](mailto:pdandrea@fedeng.com)

**Company Proprietary Information:** This e-mail and any attachments may include Company sensitive and/or proprietary information and are for the exclusive use of the intended recipient. If you have received this email in error, please do not read, distribute, or take any action regarding its contents. Instead, please notify me immediately by return email and promptly delete this message and its attachments from your computer system. Federal Engineering does not waive any privilege by the transmission of this message nor is it intended that any Company sensitive or proprietary information contained herein that is owned by Federal Engineering or its clients be received or viewed by anyone other than the intended recipient.

Exhibit "B"

CERTIFICATION REGARDING DEBARMENT, SUSPENSION, AND  
OTHER RESPONSIBILITY MATTERS – PRIMARY COVERED TRANSACTIONS  
RFP Number: 22-19

RFP Name: **Project Management and Consulting Services for Police and Fire CAD, Mobile  
Software Systems, Police Records, and Jail Management**

**\*This document should be returned with RFP submittal.\***

- (1) I or We, Federal Engineering, Inc. (the "Vendor") hereby  
certify to the best of our knowledge and belief that neither the Vendor nor any of its principals:
- (a) are presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded from covered transactions by any federal, state, or local department or agency;
  - (b) have, within a 3-year period preceding this proposal, been convicted of or had a civil judgment rendered against them for - commission of fraud or a criminal offense in connection with obtaining, attempting to obtain, or performing a public (federal, state, or local) transaction or contract under a public transaction; violation of federal or state antitrust statutes; or commission of embezzlement, theft, forgery, bribery; falsification or destruction of records; making false statements; or receiving stolen property;
  - (c) are presently indicted for or otherwise criminally or civilly charged by a governmental entity (federal, state, or local) with commission of any of the offenses enumerated in paragraph (1)(b) of this certification; and
  - (d) are not considered to be an "immediate family member" of a County employee or public official. Immediate family means the employee's or public official's spouse, parents, step-parents, child, step-child, sibling, step-sibling, half-sibling, grandparent, grandchild, aunt, uncle, niece, nephew, or their in-laws, or an individual claimed by the public official or his/her spouse as a dependent under the United States Internal Revenue Code.
  - (e) have within a 3-year period preceding this Application had one or more public transactions (federal, state, or local) terminated for cause or default.
- (2) If we are unable to certify to any of the statements in this certification, we shall attach an explanation hereto.
- (3) Certification to any of the statements in this certification will be thoroughly reviewed, and may not necessarily preclude the Vendor from consideration for award.
- (4) Falsification of any statement in this Form shall constitute grounds for non-consideration of the vendor's proposal or rescinding of a contract award.

August 12, 2021

Date

Ronald F. Bosco

Authorized Representative's Signature

Ronald F. Bosco

Print Name

President and CEO

Print Title

**Exhibit "C"**

**CAMPAIGN CONTRIBUTION DISCLOSURE FORM**

**RFP Number: 22-19**

**RFP Name: Project Management and Consulting Services for Police and Fire CAD, Mobile Software Systems, Police Records, and Jail Management**

**\*This document should be returned with RFP submittal.\***

Any prospective contractor seeking to enter into a contract with the Incorporated County of Los Alamos must file this form disclosing whether they, a family member or a representative of the prospective contractor has made a campaign contribution to an applicable public official during the two (2) years prior to the date on which prospective contractor submits a proposal or, in the case of a sole source or small purchase contract, the two (2) years prior to the date prospective contractor signs the contract, if the aggregate total of contributions given by the prospective contractor, a family member or a representative of the prospective contractor to the public official exceeds TWO HUNDRED FIFTY DOLLARS (\$250.00) over the two (2) year period.

THIS FORM MUST BE FILED BY ANY PROSPECTIVE CONTRACTOR WHETHER OR NOT THEY, THEIR FAMILY MEMBER, OR THEIR REPRESENTATIVE HAS MADE ANY CONTRIBUTIONS SUBJECT TO DISCLOSURE.

The following definitions apply:

**"Applicable public official"** means a person elected to an office or a person appointed to complete a term of an elected office, who has the authority to award or influence the award of the contract for which the prospective contractor is submitting a competitive sealed proposal or who has the authority to negotiate a sole source or small purchase contract that may be awarded without submission of a sealed competitive proposal.

**"Campaign Contribution"** means a gift, subscription, loan, advance or deposit of money or other things of value, including the estimated value of an in-kind contribution, that is made to or received by an applicable public official or any person authorized to raise, collect or expend contributions on that official's behalf for the purpose of electing the official to either statewide or local office. "Campaign Contribution" includes the payment of a debt incurred in an election campaign, but does not include the value of services provided without compensation or unreimbursed travel or other personal expenses of individuals who volunteer a portion or all of their time on behalf of a candidate or political committee, nor does it include the administrative or solicitation expenses of a political committee that are paid by an organization that sponsors the committee.

**"Contract"** means any agreement for the procurement of items of tangible personal property, services, professional services, or construction.

**"Family member"** means a spouse, father, mother, child, father-in-law, mother-in-law, daughter-in-law or son-in-law of:  
(a) a prospective contractor, if the prospective contractor is a natural person; or  
(b) an owner of a prospective contractor;.

**"Pendency of the procurement process"** means the time period commencing with the public notice of the request for proposals and ending with the award of the contract or the cancellation of the request for proposals.

**"Person"** means any corporation, partnership, individual, joint venture, association or any other private legal entity.

**"Prospective contractor"** means a person who is subject to the competitive sealed proposal process set forth in the Procurement Code or is not required to submit a competitive sealed proposal because that person qualifies for a sole source or a small purchase contract.

**"Representative of a prospective contractor"** means an officer or director of a corporation, a member or manager of a limited liability corporation, a partner of a partnership or a trustee of a trust of the prospective contractor.

DISCLOSURE OF CONTRIBUTIONS: (Report any applicable contributions made to the following - COUNTY COUNCILORS: Denise Derkacs; David Izraelevitz; David Reagor; James Robinson; Randal Rytli; Sara Scott; and Sean Williams.)

<b>Contribution Made By:</b>		N/A	
<b>Relation to Prospective Contractor:</b>			
<b>Name of Applicable Public Official:</b>		Governor _____	
<b>Contribution(s) Date(s)</b>	<b>Contribution Amount(s):</b>	<b>Nature of Contribution(s):</b>	<b>Purpose of Contribution(s):</b>
	\$		
	\$		
	\$		
	\$		
	\$		

(Attach extra pages if necessary)

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Title (position)

—OR—

**NO CONTRIBUTIONS IN THE AGGREGATE TOTAL OVER TWO HUNDRED FIFTY DOLLARS (\$250.00) WERE MADE** to an applicable public official by me, a family member or representative.

*Ronald F. Bosco*

\_\_\_\_\_  
Signature

August 12, 2021

\_\_\_\_\_  
Date

\_\_\_\_\_  
President and CEO

\_\_\_\_\_  
Title (position)

**Exhibit "D"**

**VERIFICATION OF AUTHORIZED OFFEROR**

**RFP Number: 22-19**

**RFP Name: Project Management and Consulting Services for Police and Fire CAD, Mobile Software Systems, Police Records, and Jail Management**

**\*This document should be returned with RFP submittal.\***

Sec. 31-261. - State and local preferences.

(a) *Definitions.* For the purposes of this section:

- (1) The terms "resident business" and "resident veteran business" shall be defined as set out in NMSA 1978, § 13-1-21;
- (2) The term "local" as applied to a business shall mean that it meets the requirements of the above definition, maintains its principal office and place of business in Los Alamos County, and has a required Los Alamos County business license.

(b) *Requirements for preference qualification.* The chief purchasing officer shall determine if a preference is applicable to a particular bid or offer on a case-by-case basis. A bidder or offeror must submit a written request for preference, with a copy of the state-issued preference certificate, with its bid or proposal to qualify for this preference.

- (1) If a corporation, it shall be incorporated in New Mexico and maintain its principal office and place of business in the state;
- (2) A person shall have qualified with the state chief purchasing officer as a resident business or resident veteran business and obtained a certification number as provided in NMSA 1978, § 13-1-22.

(c) *Preference factor.*

- (1) The preference factor for qualifying resident and local businesses applied to bids and proposals shall be five percent.
- (2) The preference factor for qualifying resident veteran businesses shall be in accordance with the requirements set forth in NMSA 1978, § 13-1-21.

(d) *Invitations for bids.* When bids are received, the price quoted by the qualifying vendor shall be multiplied by 0.95. After application of the preference factor, the contract shall be awarded to the lowest bidder. If one or more low prices are equal, the bid shall be awarded with respect to the next category of offerors listed below, and the next, until an offer qualifies for award. The priority of categories of offers is as follows:

- (1) Local business;
- (2) Resident business.

(e) *Requests for proposals.* When proposals are received, the total evaluation score with or without the cost factor of each proposal received from a qualifying vendor shall be multiplied by 1.05. After application of the factor, the contract shall be awarded to the highest score. If one or more scores are equal, the same procedure shall be followed with respect to the next category of offerors listed, and the next, until an offer qualifies for award. The priority of categories of offerors is the same as listed in subsection (d) of this section.

(f) *Exemptions from preferences.* The resident and local preference specified in this article shall not be applied:

- (1) To requests for qualifications;
- (2) To any purchase of goods or services in excess of \$500,000.00;
- (3) When the expenditure of federal funds designated in whole or in part for a specific purchase is involved; or
- (4) When the expenditure of grant funds, a condition of which prohibits a local preference, is involved.

(Ord. No. 02-098, § 2, 12-2-2008; Ord. No. 02-305, § 8, 2-25-2020)



Are you requesting Preference?

☐ YES

☒ NO

By answering "yes," the bidder or offeror is submitting a written request for preference.

A Bidder or Offeror must submit a copy of the state-issued preference certificate with its bid or proposal to qualify for this preference.

Having read the proposal conditions and examined the scope of services and deliverables for this RFP, this Proposal is hereby submitted by:

<u>Ronald F. Bosco</u> / Ronald F. Bosco		President and CEO	
Signature and Printed Name of Authorized Offeror		Title	
<u>Federal Engineering, Inc.</u>		Maryland	
Organization's Legal Name		State of Incorporation	
<u>rbosco@fedeng.com</u>			
Email Address			
<u>10560 Arrowhead Drive, Suite 100</u>	<u>Fairfax</u>	<u>VA</u>	<u>22030</u>
Mailing Address	City	State	Zip Code
<u>10560 Arrowhead Drive</u>	<u>Fairfax</u>	<u>VA</u>	<u>22030</u>
Physical Address	City	State	Zip Code
<u>(703) 359-8200</u>			
Telephone No.			
<u>52-1316269</u>	<u>N/A</u>		
Federal Tax I.D. #	NM CRS # (if located in-state)		
<u>Ronald F. Bosco, President and CEO / rbosco@fedeng.com</u>			
Contract Manager Printed Name, Title and Email Address			

If your firm meets the definition of one or more of the types of business described below as defined by the Small Business Administration, please check the appropriate box:

- ☐ Small Business
- ☐ Woman-owned Business
- ☐ Minority-owned Business

[HOME](#)

## Search Information

 [Home](#)

### Entity Details

Business ID#:	<b>5270049</b>	Status:	<b>Active</b>
Entity Name:	<b>Federal Engineering, Inc.</b>	Standing:	<b>Good Standing</b>
DBA Name:			

### Entity Type and State of Domicile

Entity Type:	<b>Foreign Profit Corporation</b>	State of Incorporation:	<b>Maryland</b>
Benefit Corporation:	<b>No</b>	Statute Law Code:	<b>53-17-1 to 53-17-20</b>

### Formation Dates



### Reporting Information



### Period of Existence and Purpose and Character of Affairs



### Outstanding Items

#### Reports:

No Pending Reports.

#### Registered Agent:

No Records Found.

#### License:

No Records Found.

### Contact Information

Mailing Address:	<b>10560 Arrowhead Drive, Suite 100, Fairfax, VA 22030</b>
Principal Place of Business in New Mexico:	<b>MC-CSC1, 726 E. Michigan Dr., Ste. 101, Hobbs, NM 88240</b>
Secondary Principal Place of Business in New Mexico:	<b>Not Applicable</b>
Principal Office Outside of New Mexico:	<b>10560 Arrowhead Drive, Suite 100, Fairfax, VA 22030</b>

Registered Office in State of  
Incorporation: **7 St. Paul Street, Suite 820, Baltimore, MD 21202**

Principal Place of Business in  
Domestic State/ Country: **10600 Arrowhead Drive, Suite 160, Fairfax, VA 22030**

Principal Office Location in NM: **Not Applicable**

### Registered Agent Information

Name: **CORPORATION SERVICE COMPANY**

Geographical Location  
Address:

Physical Address: **MC-CSC1, 726 E. Michigan  
Dr., Ste. 101, Hobbs, NM  
88240**

Mailing Address: **MC-CSC1726 E. Michigan  
Dr STE 101, Hobbs, NM  
88240**

Date of Appointment: **12/16/2019**

Effective Date of  
Resignation:

### Director Information

Title	Name	Address
Director	Ronald F. Bosco	11210 Stuart Mill Rd, Oakton, VA 22124

### Officer Information

Title	Name	Address
Vice President	John E. Murray	1043 Old Bay Ridge Rd., Annapolis, MD 21403
Corporate Secretary	Shawn E Dickerson	5172 William Colin Court, Centreville, VA 20120
President	Ronald F. Bosco	11210 Stuart Mill Rd, Oakton, VA 22124

### Organizer Information

**Not Applicable**

### Incorporator Information

**Not Applicable**

**Trustee Information**

**Not Applicable**

**Filing History**



**License History**



- Back
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**Federal  
Engineering®**

10560 Arrowhead Drive

Fairfax, VA 22030

Tel 703.359.8200

Email [info@fedeng.com](mailto:info@fedeng.com)

**[www.fedeng.com](http://www.fedeng.com)**