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COUNTY OF MARIN

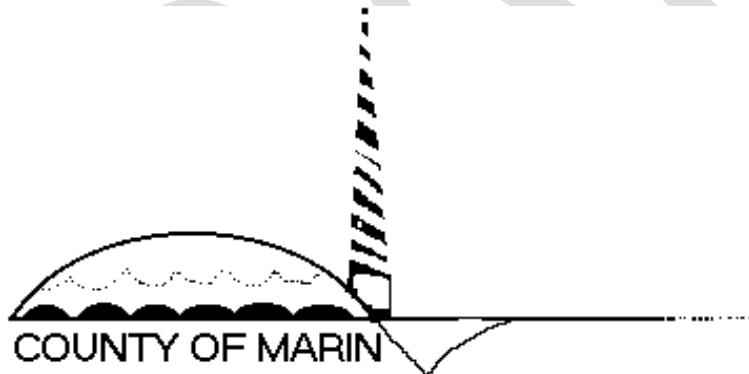
Request for Proposals

For

**Wireless Communications Consulting
Services**

**For Marin Emergency Radio Authority
Next Generation Communications System**

Issued:



Submittals Due

On



At



**Department of Public Works
3501 Civic Center Drive, Room 304
San Rafael, CA 94903**

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I. Introduction

On behalf of the Marin Emergency Radio Authority (MERA), Marin County Public Works will implement a 700 MHz P25 6.25 KHz spectrum efficiency system. MERA will convene a Next Generation System Project Oversight Committee to provide project oversight. Technical input will be provided through the MERA Operational Issues Working Group.

Marin County is seeking proposals from qualified consultants that have expertise and experience with public safety land mobile radio systems to assist in procurement and implementation of a replacement of the current system. The Wireless Communications Consultant will report to the MERA Operations Officer in Marin County Public Works, who serves as the Project Manager (County Project Manager).

II. Background

Background on the current system and the proposed system is contained in the Marin Emergency Radio Authority Next Generation Radio System Implementation Feasibility Study, which can be found at: http://www.meraonline.org/mera_docs.cfm

Since the completion of that report, Measure A, the parcel tax to fund the Next Generation System, was approved by the voters on November 4, 2014. Ballot information can be found at:

<http://www.marincounty.org/~media/files/departments/rv/elections/2014/nov-2014/measure/measure-a.pdf?la=en>

Next steps are summarized in a staff report to the MERA Governing Board on December 10, 2014 and can be found here:

http://www.meraonline.org/merarpts/2891_MERA_GB_Meeting_12_10_14_E_2a_Fiscal_Year_2014_15_Next_Gen_Systems_Cash_Flow_Needs.pdf

III. Scope of Work

The Scope of Work for the Consultant RFP is broken down into phases, with specific tasks and work products required for each phase. On behalf of MERA, the County intends to execute Phase 1 initially, and will have the ability to execute options for future phases within the contract. Prior to making a decision on whether to proceed with a Phase 2 contract, MERA will evaluate the Consultant's performance, particularly schedule, quality, and staying within budget.

It is the intent that the Consultant will develop all required documentation, analysis, and reports to support the project and the responsibility of the County staff, in coordination with MERA, will be to review and approve the Consultant's work product.

The Consultant should respond to all phases of this RFP with a detailed scope of work, project plan, and methodology for completing the project. The scope of work should outline the tasks, responsibilities and deliverables of the Consultant, as well as the responsibilities of the County on behalf of MERA.

PHASE 1 – SYSTEM PROCUREMENT

Task 1.1 - Conduct Project Kickoff Meeting and Project Planning

The Consultant shall conduct a Project kickoff meeting, designed for both the County's Project Manager, MERA staff, and the Consultant's Project Manager to establish mutual acquaintance, clarify roles, and reach a mutual understanding of the next steps to implement the replacement communications system. Other key objectives of the kick-off meeting include:

- Verifying project and task milestones, schedules and deliverables
- Collecting all pertinent master plans, initiatives, prior reports, memos, letters, surveys, FCC documents and licenses, presentation material, etc. which are relevant to the project

Task 1.2 – Develop Communications Plan

The Consultant will develop a plan that outlines the content and frequency of reporting on the project to the Next Generation System Project Oversight Committee and other entities.

The expectation is that the Wireless Communications Consultant attends MERA Operational Issues Working Group and Next Generation System Project Oversight Committee meetings, conducts weekly teleconferences with the County and MERA staff, as well as bi-weekly face-to-face meetings to review deliverables and work products. The Consultant is expected to provide monthly reports, meeting minutes, and other necessary reports throughout all phases of the contract. It is expected that the consultant will use project management/scheduling software to track documentation and progress of the project, and will use this information to facilitate the above meetings.

Task 1.3 – FCC Regulatory Efforts

The Consultant shall assist in identifying suitable frequencies for the radio system, finalize the frequency plan, and assemble all applications, showings, etc., for any new or modified facilities. Specifically, the Consultant shall:

- Perform site surveys (as required for FCC applications)
- Identify all available frequencies (using frequency coordinators and/or other resources)
- Establish the final frequency plan
- Analyze transmitter noise, receiver desensitization and intermodulation for each site
- Prepare FCC applications for submission to the appropriate frequency coordinator
- Evaluate antenna support structures and heights for FAA and FCC requirements
- File for FAA studies and FCC antenna structure registration as needed
- Track FCC applications
- Track construction deadlines and request extended implementation as needed

It may be difficult to provide an estimated cost for this service since it is not known how many frequencies and transmitter site locations will be required by the final system

design. The Consultant's estimates may be based on the MERA's current number of frequencies and current number of sites plus four new sites. The County will be responsible for the accuracy of the administrative information on the FCC applications, establishment of an FRN account with the FCC, and for all coordination and filing fees required in the submission of FCC applications.

Task 1.4 – Specification Writing & Request for Proposal

During this phase, the procurement documents shall be developed by the Consultant. These documents define the system to be procured (technical specification) and the procurement process and conditions (request for proposal instructions and conditions). These documents shall clearly define the system requirements and the content of proposals, so that the proposals received are cost competitive, technically acceptable, and support a thorough and balanced evaluation process. The Consultant shall develop a detailed Request for Proposal that provides for system design, technical and performance requirements, and a cutover plan.

Task 1.4.1 – Life Cycle Recommendations

As a first task, the Consultant shall provide written Life-Cycle Recommendations of what MERA should consider regarding the life-cycle of the replacement system. The deliverable shall address at a minimum the following:

1. Strategies for achieving at least a fifteen (15) to twenty (20) year life for the new system, including using incremental upgrades.
2. Identifying the costs, by type and by year that shall arise in building, operating, maintaining, and replacing and upgrading the elements of the system over a minimum twenty (20) year life and strategies for cost savings.
3. Strategies for avoiding investment cost spikes during the fifteen (15) to twenty (20) year life cycle.
4. The Proposer to address if there are ways to lessen the dependency on a single vendor, and what the benefits and risks of having multiple vendors would be.
5. Recommendations to include discussion of systems that can be used by radios manufactured by more than one firm.
6. A methodology for soliciting price proposals that shall enable evaluation and comparison of the life-cycle cost of each radio system proposal.

Task 1.4.2 – Prepare Vendor Request for Proposal

The Feasibility Study referenced above contained a Request for Proposals for a Radio Communication System from June, 2010. This is a comprehensive document that includes an overview of the existing MERA system and the specifications for a new 700 MHz P25 6.25 KHz spectrum efficiency system. Utilizing UASI 2008 funding, the Bay Area UASI Interoperability Communications Group received funding of \$1,126,396, to be facilitated by the City and County of San Francisco, to develop Requests for Proposals for six Bay Area counties, of which Marin County was one. Through a competitive proposal process the firm of Federal Engineering was selected. Starting in November 2009 Federal Engineering worked with Marin County to develop the Request for Proposal.

We request the Consultant refresh the existing Request for Proposal including, but not limited to the following:

- Updating to reflect technology changes in the last four years
- Revising to reflect items identified in the Feasibility Study, such as volunteer fire department paging; a system upgrade agreement option (or other strategies for achieving at least a fifteen (15) to twenty (20) year life for the new system); additional coverage sites; relocation of the prime site from the Civic Center to the Emergency Operations Facility.
- Reviewing Request for Proposals and Contracts from County Public Works and other agencies who have recently implemented 700 MHz emergency radio systems. Items to evaluate include: security to insure consultant performance; contract time and liquidated damages; warranty or guarantee; and retention of a portion of each invoice
- Review of lessons learned from Generation 1 implementation

Task 1.4.3 – Update Project Schedule

- Update project schedule. The Feasibility Study included Appendix D, a System Design Report, dated April 29, 2010. The Report contained a section on Implementation Plans, including a 700 MHz P25 Implementation Schedule (attached). The schedule dates need to be updated. In addition, the schedule tasks need to be updated to reflect more detail in the System Design section. It is expected that the design will be an iterative process between the vendor and MERA that includes improved coverage and new MERA sites. After the design phase task shown in the schedule, additional tasks need to be included in the schedule regarding environmental compliance, real estate acquisition, and evaluation of options and their costs to move the project forward in a phased manner with the backbone first and new sites as they become available.
- Review schedule milestones and proposal pricing summary form for opportunities to reduce MERA financing costs.
- Review of the Quality Assurance/Quality Control Program requirements

Deliverables

Deliverables for Task 1.4 include, but are not limited to 1) Life-Cycle Recommendations 2) RFP documents and technical specifications 3) Requirements matrix 4) Evaluation criteria 5) Project schedule

Task 1.5 – System Procurement Process and Contract Negotiations

During this phase, the Consultant will support the County and MERA in the evaluation of responses from the proposers. The Consultant's primary goal is to facilitate MERA's planning and execution of the system purchase. The Consultant shall have extensive experience in reviewing vendor proposals, identifying critical issues, concerns, and discrepancies; inquiring about alternative solutions based upon the vendor's equipment platform; and judging the validity of the proposed costs.

The following describes the tasks anticipated to be performed by the Consultant during the procurement process:

- Attend Pre-Proposal Meeting and Site Visits
- Responses to Proposer Questions
- RFP Additions / Revisions as Necessary
- Review Vendor Proposals
- Prepare Responses to Proposer Questions
- Facilitate decisions by MERA on options in the vendor's proposal.
- Participate in Contract Negotiations
- Review, comment and edit contract documentation including finalizing the Statement of Work, system design, and cost itemization schedule

Deliverables

Deliverables for Task 1.5 include contract documents including, Statement of Work, System Description, Acceptance Test Plans, Backup and Failover Plans, Warranty and Support plan, and pricing documents

Phase 2 – SYSTEM IMPLEMENTATION

The objective of this Phase is to have the Consultant provide technical and administrative services to augment MERA's planning and execution of the project. During this phase the Consultant should provide general system implementation and project management support. The consultant will be responsible for establishing baseline project management processes and act as a liaison for the County and MERA project team and the selected radio vendor. This includes activities such as:

- Participate in weekly meetings and provide monthly status reports
- Lead project meetings, provide meeting agendas and minutes, both off and onsite and track action items for all parties
- Maintain overall project schedule
- Oversee regulatory management processes and filings including, environmental compliance, real estate acquisition, permitting (tasks not currently proposed in this contract).
- Risk Management Tracking Process
- Requirements Tracking Matrix
- Provide letters, reports and white papers for the County as needed for the project

It is anticipated that the project will be further divided into implementation phases including System Design, Civil and Site Preparation, System Ordering, System Manufacturing and factory testing, System Installation, Optimization, System Testing and Acceptance Testing, Radio Programming and Fleetmap Development, System and User Training, Cutover, System Acceptance and Final Documentation. It is anticipated that the Consultant will provide overall support during these phases including, but not limited to:

- Facilitate an iterative process between the vendor and MERA that includes improved coverage, new MERA sites, and costs
- Support MERA and provide comments/recommendations during the Design Review Phases

- Provide construction management and oversight, including civil work management at all radio sites
- Provide construction inspection services, quality control testing, geotechnical testing, weld inspections
- Review vendor manufacturing orders and inventory of all equipment
- Review edit, enhance and improve vendor-supplied test plans
- Oversee Factory and Field Testing (including Coverage Testing) of System
- Oversee and verify infrastructure and radio installation
- Assist with fleetmap development and interoperability planning
- Maintain punch-list and issues log
- Create detailed procedural cutover plans
- Review and develop system backup and failure plans
- Review training materials, and work with the vendor to establish training schedule and locations for all users
- Review final system documentation
- Processing and responding to contractor claims
- Project closeout

Deliverables

Deliverables for Phase 2 include 1) monthly status reports 2) Project Management Plan and schedule 3) Regulatory filings and documentation 4) Detailed Design documentation 5) Acceptance Test Plans 6) Cutover Plan 7) Radio Fleetmap and templates 8) Punch list documentation 9) Backup Plans and Procedures

IV. Proposal Submission Requirements

Proposals must be received by [REDACTED] Postmarks will not be considered in judging the timeliness of submissions.
Proposals may be mailed to:

Marin County Department of Public Works
P.O. Box 4186
San Rafael, CA 94913-4186
Attn: Craig Tackabery

or delivered in person to:

Marin County Department of Public Works
3501 Civic Center Drive, Room 304
San Rafael, CA 94913-4186
Attn: Craig Tackabery

Format

Proposers shall submit **ten (10)** copies of the proposal. In addition, proposers shall submit an electronic copy of the proposal on a storage disk, saved as a searchable .pdf file. Proposals that are submitted by fax will not be accepted.

Content

Firms interested in responding to this RFP must submit the following information, in the order specified below:

Introduction and Executive Summary (up to 3 pages)

Submit a letter of introduction and executive summary of the proposal. The letter must be signed by a person authorized by your firm to obligate your firm to perform the commitments contained in the proposal. Submission of the letter will constitute a representation by your firm that your firm is willing and able to perform the commitments contained in the proposal.

Project Approach (up to 20 pages)

Describe the services and activities that your firm proposes to provide to MERA. Include the following information:

- Overall scope of work tasks; and
- Schedule and ability to complete the project within the MERA's time frame; and
- For each deliverable described in the tasks above, list the names of the people you propose to work on that Deliverable if you are awarded this Contract. Include both your staff and proposed subconsultants. Confirm that the Consultant will assign the same key person(s) to this project throughout the duration of the Agreement.
- Provide a detailed breakdown of project hours by individual team member and deliverable.
- Provide a detailed plan describing how your firm would complete the Scope of Work. The plan should include the proposed number and purpose of meetings with the County and MERA and specific information that the County, on behalf of MERA, is expected to provide. Provide details on the project management/scheduling software proposed to track the documentation and progress of the project.
- Describe how additional services not included in the contract are proposed to be handled.

Firm Qualifications (up to 10 pages)

Proposers shall provide detailed information of how they meet the following minimum qualifications:

- The principal Consultant shall have a minimum of ten (10) years' experience working with 700/800 MHz multi-site, P-25, land mobile radio communications systems of comparable size and complexity to the proposed system, experience working with multiple manufacturers of Project 25 infrastructure and radios, previous experience with competitive procurements for system replacements, experience in digital microwave design and installation and communication center equipment, experience with in-building and underground RF system design and implementation including coverage testing procedures of these systems.
- General knowledge of construction methods including portable and fixed communication shelters and communication towers.
- Office in the Marin County area. If the Bidder(s) does not, the Bidder will have to provide detailed information on how they will provide personnel on a daily basis that

will be available to work with the County and MERA project team, attend meetings, and visit sites on short notice.

- The consultant shall not have any affiliations with a specific vendor, and shall demonstrate that its recommendations are objective and vendor neutral. The firm shall fully disclose if it is engaged in or associated with the business of selling, servicing, or renting radio communications equipment. Respondents shall clearly certify the independence of the firm as part of the proposal response.
- The consultant may be paid from grant-funded sources. The consultant shall not be restricted or barred from receiving funding from the Department of Homeland Security and possibly other federal or state grant sources.
- A brief description of your firm, as well as how any joint venture or association would be structured; and
- A description of not more than four projects similar in size and scope prepared by your firm including client, reference and telephone numbers, staff members who worked on each project, budget, schedule and project summary. Descriptions should be limited to one page for each project. If joint consultants or sub-consultants are proposed provide the above information for each. Provide the following information for each project:
 - Owner
 - Location
 - Owner's Project Manager
 - Project Manager's Contact name, phone number and email address
 - General project description which shall include, but limited to the following: your firm's role, amount paid to your firm and any other consultants, radio system vendor that was selected, system's cost
- Provide a minimum of two (2) samples of technical and functional requirements that your proposed team lead developed within the past five years for a previous customer that demonstrates your expertise with 700/800 MHz P25 public safety land mobile radio systems of similar size and complexity.

Team Qualifications (up to 8 pages)

Proposers shall provide a detailed description of the experience and qualifications of the project team members. Provide a resume for each such key person, which includes:

- His/her employment history for the past ten (10) years
- Any training by radio system vendors that the person attended over the past three (3) years
- A description of each project the person worked on in the last five (5) years and details of his/her role in each project. Key persons assigned to this project shall have substantial experience with 700/800 MHz public safety land mobile radio systems, including P25 6.25 KHz spectrum efficiency systems.
- Provide a written assurance that the key individuals listed and identified will be performing the work and will not be substituted with other personnel or reassigned to another project without the County's prior approval.
- The Consultant shall demonstrate that individual staff members assigned to this project has the experience in writing technical and functional specifications for land mobile radio and microwave backhaul systems of similar size and complexity.
- Staff assigned to this project shall have participated in factory and field tests for land mobile radio systems and microwave backhaul systems.

- Please note that portions of MERA are located in secure facilities that conform to CJIS and DOJ security requirements. All personnel associated with this project may be subjected to, and required to pass, a criminal background check.

References (up to 10 pages)

Provide references for the following for the proposed team:

- Lead consulting firm
- Lead project manager
- All sub-consultants

For each reference, include the name, address and telephone number of **4** recent clients (preferably other public agencies).

Fee Proposal

The County, on behalf of MERA, intends to award this contract to the firm that it considers will provide the best overall program services. The County reserves the right to accept other than the lowest priced offer and to reject any proposals that are not responsive to this request.

The fee proposal should include:

- The firm fixed-price for each Phase and specified deliverables, which shall include every charge or cost of any kind related to providing that phase, including but not limited to the costs of labor and services, materials, equipment, supplies, tools, plant and other facilities, travel and other expenses, duties, license or other fees, royalties, assessments, insurance costs, taxes (except sales/use taxes), management, supervision, administration, overhead and profit.
- Provide a detailed breakdown of project hours by individual team member and deliverable.
- Hourly rates for all team members. Hourly rates and itemized costs may be used to negotiate changes in the Scope of Work if necessary.

Financial information

- Provide the name, address, and telephone number of legal entity with which Contract is to be written.
- Provide the name, address and telephone numbers of principal officers (President, Vice-President, Treasurer, Chairperson of the Board of Directors, and other executive officers.)
- Describe the legal status of the Proposer.
- List the names, titles, and telephone numbers of persons authorized to conduct contract negotiations with the County.
- Provide explicit acceptance of County's Professional Service Agreement terms including all insurance requirements. The Professional Liability Insurance deductible amount shall be provided.

V. Evaluation and Selection Criteria

The proposals will be evaluated by a selection committee comprised of parties with expertise in public safety radio communications. MERA intends to evaluate the proposals generally in accordance with the criteria itemized below.

Project Approach (40 points)

Understanding of the project and the tasks to be performed, etc.

Reasonableness of work schedule and fee proposal.

Willingness to accept the County's contract terms

Assigned Project Staff (30 points)

Demonstrated ability to perform the services described; and

Recent experience of staff assigned to the project and a description of the tasks to be performed by each staff person; and

Professional qualifications and education; and

Workload, staff availability and accessibility.

Experience of Firm and Sub-consultants (30 points)

Expertise of the firm and sub-consultants in the fields necessary to complete the tasks; and

Quality of recently completed projects, including adherence to schedules, deadlines and budgets; and

Experience with similar projects; and

Quality of work as verified by references;

Oral Interview (25 points)

Following the evaluation of the written proposals, the MERA **will select a short list of the top scoring** proposers for an oral interview. The interview will consist of standard questions asked of each of the proposers. Proposers will be scored based on the answers to the questions and their general understanding of the project plan and needs.

The scores from the Oral Interview will be added to the scores of the written proposal, making a total of 125 point possible for the scoring.

VI. Pre-Proposal Conference and Contract Award

Pre-Proposal Conference

Proposers are encouraged to attend a pre-proposal conference with County and MERA staff on [REDACTED] at [REDACTED] to be held at **Marin County Civic Center, 3501 Civic Center Drive, Room [REDACTED], San Rafael, CA 94903**. All questions will be addressed at this conference and any available new information will be provided at that time. If you

have further questions regarding the RFP, please contact the individual designated in Section VII.

Contract Award

MERA will identify a highest ranked Consultant with whom County staff, on behalf of MERA, will commence contract negotiations. If a satisfactory contract cannot be negotiated in a reasonable time the County, in its sole discretion, may terminate negotiations with the highest ranked proposer and begin contract negotiations with the next highest ranked proposer.

The selected Consultant will be precluded from consideration in any equipment or system procurement that may result from the work done under this agreement.

Errors and Omissions in RFP

Proposers are responsible for reviewing all portions of this RFP. Proposers are to promptly notify the County, in writing, if the proposer discovers any ambiguity, discrepancy, omission, or other error in the RFP. Any such notification should be directed to the County promptly after discovery, but in no event later than five working days prior to the date for receipt of proposals. Modifications and clarifications will be made by addenda as provided below.

VII. Inquiries Regarding RFP

Inquiries regarding the RFP and all notifications of intent to request written modification or clarification of the RFP must be directed to:

_____ at _____

VIII. General Conditions

1. The County may modify the RFP, prior to the proposal due date, by issuing Change Notices, which will be posted on the website. The proposer shall be responsible for ensuring that its proposal reflects any and all Change Notices issued by the County prior to the proposal due date regardless of when the proposal is submitted. Therefore, the County recommends that the proposer subscribe to the online notification, and consult the website frequently, including shortly before the proposal due date, to determine if the proposer has downloaded all Change Notices.
2. All consultant proposals constitute an offer to contract, which will remain open for a period of at least ninety (90) days from the date of receipt by the County.
3. All proposals, materials and documentation submitted shall be retained by and become the property of the County and MERA. The proposer is responsible for all costs responding to this RFP. Proposals are subject to the requirements of the California Public Records Act (California Government Code Section 6250 et seq.). The proposer must identify in writing all copyrighted material, trade secrets, or other proprietary information the proposer claims are exempt under the Public Records Act in a separate envelope marked "confidential/proprietary." Proposers claiming exemption must include the following statement in their proposal:

The proposer agrees to indemnify and hold harmless the County of Marin, Marin Emergency Radio Authority, their officers, employees, and agents from any claims, liability, or damages against the County of Marin or Marin Emergency Radio Authority for County's or Marin Emergency Radio Authority's refusal to disclose such material, trade secrets, or other propriety information to any party based upon proposer's assertion of confidentiality/proprietary information.

4. If the proposer fails or refuses to produce the work, or any separable part thereof, as to insure that the items specified will not be completed and/or delivered within the time specified in the contract, the County may, by written 30-day notice to the consultant, terminate its right to proceed with the work or such part of the work as to which there has been a delay. The proposer shall be liable to the County and/or MERA for any damages to the County and/or MERA resulting from the proposer's failure or refusal to complete/deliver the items within the specified time.
5. The issuance of this RFP constitutes only an invitation to present responses. The County reserves the right, at its sole discretion, to determine whether or not any aspect of the response satisfactorily meets the criteria established in the RFP. The County reserves the right to seek additional information and/or clarification from the respondent, the right to confer with any respondent submitting a response and the right to reject any or all responses with or without cause. In the event that the RFP is withdrawn by the County for any reason, the County and MERA shall have no liability to any respondent for any costs or expense incurred with the preparation of this RFP or related work. The County reserves the right, at its sole discretion, to waive any irregularities or informality. The County and MERA may conduct interviews with any respondent it deems necessary.
6. In order to minimize the potential for a conflict of interest or unfair competitive advantage, respondents must be aware that if they enter into a contract with the County of Marin, on behalf of MERA, to provide services sought by this RFP, the County reserves the right, in its sole discretion, to disqualify them from later serving as a consultant, advisor or sub-consultant to others for the project for which the consultant, advisor or sub-consultant provided services to the County of Marin, on behalf of MERA.
7. The County of Marin reserves the right to reject any and all responses for failure to meet the requirements contained herein, to waive any technicalities and to select the responses which, in the County's sole judgment, best meets the requirements of the project.
8. The County of Marin Standard Contract is attached to this RFP. By submitting a proposal without exceptions, the proposer accepts all terms and conditions contained in that agreement.

IX. Attachment

County of Marin Standard Professional Service Agreement