


DEPARTMENT OF PUBLIC WORKS

Quality, Excellence, Innovation

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DATE: January 14, 2015
TO: MERA Executive Board

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FROM:  Craig Tackabery, Operations Officer
SUBJECT: AGENDA ITEM C-1: REVIEW OF PROPOSED RFP AND
AUTHORIZATION OF CONSULTANT SERVICES
CONTRACT – NEXT GEN SYSTEM

Recommended Action: Review the RFP and Authorize Release

Accounting

Airport

Building Maintenance

Capital Projects

Certified Unified Program
Agency (CUPA)

Communications
Maintenance

County Garage

Disability Access

Engineering & Survey

Flood Control &
Water Resources

Land Development

Purchasing

Real Estate

Reprographic Services

Road Maintenance

Stormwater Program

Transportation &
Traffic Operations

Waste Management

Background: On December 11, 2013, the MERA Governing Board reviewed the Marin Emergency Radio Authority Next Generation Radio System Implementation Feasibility Study, accepted the report, and determined that a 700 MHz P25 Phase 2 system per the estimated budget be the basis for the Next Generation system proposed in the ballot measure.

We recommend that the project be implemented with two major procurements, a Consulting Services contract and a System Vendor contract.

Consulting Services contract: obtain consulting services from a qualified firm to provide project management, procurement management, implementation oversight, quality assurance, coordination, performance testing oversight, system cutover and acceptance oversight, and to provide regular status reports to the MERA Next Generation System Project Oversight Committee.

System Vendor contract: vendor shall be responsible for providing the following project components: engineering and system design; furnishing and installing system equipment and ancillary facilities; project management; software installation and programming; mobile, portable and base station programming and installation; training; acceptance testing, including coverage testing; cutover plan and execution; warranty and maintenance.

On December 10, 2014, the MERA Governing Board approved that MERA will contract with the County of Marin to serve as lead agency through all phases of the project, including consulting services procurement, design, environmental compliance, system vendor procurement, and system vendor contract administration phases of the project. The County has considerable experience in

implementing large public works projects, and has technical, engineering, legal, accounting, and administrative support available to support the project. A contract between the County and the contractor gives the County direct control over the contractor, and is consistent with other MERA-County service contracts.

For the balance of this fiscal year, we expect to complete the Consulting Services contractor selection, and to begin the System Vendor procurement process. We do not expect to award a System Vendor contract this fiscal year. At their December 10, 2014 meeting, the MERA Governing Board approved the following:

Consulting Services Contract

- The Executive Board is authorized to approve the Consulting Services Request for Proposal. Prior to Executive Board approval, route the draft Consulting Services Request for Proposal to each member agency and MERA staff for review.
- The Next Generation System Project Oversight Committee designate Committee and staff members who will serve on the Consulting Services contractor selection committee.
- The County of Marin award the Consulting Services contract for a first phase of work, through the System Vendor procurement, based on a contractor recommendation from the Next Generation System Project Oversight Committee and the Executive Board.

System Vendor Contract

- The Next Generation System Project Oversight Committee reviews the Consulting Services contractor's performance and makes a recommendation whether to continue with the same firm during project implementation. The County of Marin award the Consulting Services contract for the second phase of work, based on a contractor recommendation from the Executive Board.
- The Executive Board is authorized to approve the System Vendor Request for Proposal, based on a recommendation from the Next Generation System Project Oversight Committee. Prior to Executive Board approval, route the draft System Vendor Request for Proposal to each member agency and MERA staff for review.
- The Next Generation System Project Oversight Committee designate Committee, staff members, and outside agency staff who will serve on the System Vendor contractor selection committee.

- The County of Marin awards the System Vendor contract, to the contractor recommended by the Next Generation System Project Oversight Committee, Executive Board, and Governing Board.

The Feasibility Study 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 Phase 2. 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.

On December 10, 2014, the Governing Board approved the recommendation that the Consulting Services contractor be tasked with refreshing the existing Requests for Proposal, rather than starting from scratch with a new Request for Proposal. This will leverage the considerable investment in time and funds already expended in the existing Request for Proposal.

The Governing Board approved the recommendation that the existing Request for Proposal refresh include, 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; and additional coverage sites
- 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 contractor 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
- 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, additional tasks need to be included in the schedule regarding environmental compliance, real estate acquisition, and evaluation of options to move the project forward in a phased manner with the backbone first and new sites as they become available.

As described in the Feasibility Study, in August 2011 Marin County Department of Public Works staff received approval from the California Region 6 700MHz Committee for allocation of the Marin County allotted 700MHz frequencies. With the proposed funding for frequency coordination, DPW will proceed with Federal Communications Commission filing and coordination process.

Attached is draft RFP for review. It has also been provided to all MERA Governing Board members for input. Staff will summarize any input received at the meeting.

Attachments:

Excerpt from the Feasibility Study, Appendix D, a System Design Report, dated April 29, 2010, regarding Implementation Plans, including a 700 MHz P25 Implementation Schedule

DRAFT, County of Marin Request for Proposals for Wireless Communications Consulting Program Manager for Marin Emergency Radio Authority Next Generation Communications System

6.0 Implementation Plans

This section provides detailed migration plans for each of the two viable selected system designs. The migration plan includes the procurement method and an implementation schedule. We clearly outline a migration path for MERA agencies and the system upgrades that must be included. The implementation plan takes into consideration operational concerns and the need to ensure that uninterrupted voice radio service is provided during the transition.

AECOM has overseen the procurement and implementation of numerous communications projects. Some clients desire a hands-off approach where the project is under control of the Land Mobile Radio (LMR) vendor to deliver a turnkey radio system. Other clients prefer to expend the effort to manage the process, perhaps manage several vendors, and in the process, receive the radio system they wanted at significantly reduced cost. We believe that Marin County fits in the latter category, and with AECOM's help, can construct the recommended radio system in an affordable manner. The experience and expertise of a qualified communication consultant, like AECOM, can lead to significant cost savings and can dramatically improve the functionality and effectiveness of the system installed by the vendor.

Either of the two system designs presented here will meet the long term needs of the County. Ultimately, the choice will be determined based on operational feasibility, practical implementation limitations and cost. Our intent is that the implementation plans discussed here will assist the County in making this important decision. In Section 7, we provide an opinion of probable costs for each system design.

6.1 Critical Implementation Aspects

We have provided a summary of several important "critical implementation" aspects that should be considered during the implementation and procurement process. A majority of the recommendations in this section are "best practices" that we have developed as part of our process. Each of the following points applied to either of the system designs should be considered as the County implements either solution. Throughout this section, you will see our recommendations and we will highlight some of the value added by having an experienced consultant involved in the implementation process.

Preliminary System Design

The 700 MHz P25 Phase 2 system or the UHF T-Band P25 Phase 2 system described in Section 5 of this report are both viable preliminary system designs. AECOM has developed each of these system designs to validate the feasibility of a countywide simulcast and to provide site selection, connectivity and capacity recommendations based on our LMR radio system development experience. During the RFP process, the County should expect each vendor to provide their own solution and each vendor may make recommendations that differ from the System Design presented in this report. We encourage the County to use our system design as a baseline and any changes recommended by the vendor should be validated using the Marin County Project Team.

RFP Specification Writing

AECOM has developed dozens of RFP specifications and we can, upon request, assist the County with this process. AECOM can develop the technical specifications portion of the procurement documentation for either radio system design. State-of-the-art integrated wide-area radio systems are complex, and by necessity unique to each situation. Our functional/operational approach to specifications allow system proposers the latitude to design around their own proprietary configurations, while retaining the essential attributes and operational characteristics developed specifically for Marin County consistent with the County's overall telecommunications plan. Our process includes physical facilities requirements, evaluation criteria, draft specifications, vendor review process and the final specifications. We would encourage the County to ensure that these critical components are part of the specification process, regardless of who the County uses to develop the RFP Specification.

Radio Site EIS / EIR, Access and Development

Appendix C contains a summary of the EIS / EIR considerations for Marin County. We understand the unique circumstances and history of the existing MERA system implementation / approval process and we have provided sufficient detail to help the County account for the EIS / EIR considerations of either radio system design.

Dispatch Center Development

None of the existing consoles and dispatch center equipment is compatible with a P25 Phase 2 radio system. We have included the cost and timeline to upgrade these facilities. A detailed dispatch center assessment was not part of the scope of work for this project; however AECOM is able to assist the County in planning for this type of upgrade. We have decades of experience in helping agencies upgrade their dispatch centers.

Procurement and Negotiations

The Procurement Phase entails the period beginning with the issuance of the system specifications, and concludes with the signing of the contract between Marin County / MERA and the system supplier. The procurement process will have been defined prior to issuing the procurement documentation, and should be carefully and strictly followed in order to mitigate the risk of vendor protest. AECOM's process includes responding to vendor questions, an evaluation process that mitigates the risk of protest by unsuccessful vendor(s), a detailed technical evaluation of proposals received, a price evaluation of each proposal received, and an evaluation report. Finally, we will work with Marin County in the negotiation process for the selected vendor. Each of these components is critical in order for the contract to meet the needs of the County.

System Acceptance Testing

We recommend that actual test procedures be developed mutually between the selected vendor and Marin County. AECOM's process includes a thorough review and approval process for the test procedures that are aligned with the test plan requirements established in the Final Specifications. System testing procedures should be included in the Detailed Design Review and formal testing should be part of Staging and will continue in the field with complementary site and system tests that exercise and demonstrate all critical functions and properties of the Implemented System. We recommend that the County (or their representative) monitor and provide general oversight for acceptance testing, which will address four systems test areas: Coverage, Fixed Infrastructure, Interference, and Telecommunications Subsystem. It is essential that the infrastructure system tests be critically observed and that the County requires that the selected vendor to spot check specific equipment tests to establish consistency with tests done previously in the factory or the shop.

System Acceptance

The Acceptance Phase entails the period beginning with the system staging tests, including inspection of the installation at each site, and concludes with the acceptance of the project after cutover. The goal is that System Acceptance Tests demonstrate the initial Systems Attributes developed at the beginning of the project. System Acceptance will include staging tests, facility and infrastructure inspections, acceptance tests, thirty-day operational tests, a review of training plan, review of as-built drawings, and the reporting process.

Training

Training should include at least three distinct areas: Field user Training, Dispatcher / Operator Training, Administration Training, and Maintenance Training. The Field User Training should focus on making sure every radio user is trained on the proper use of the radio. Although digital P25 trunked radios are not overly complex, they may be slightly "different" from the existing MERA system, and offer many new features to the users. Training for field radio users should utilize a train-the-trainer approach. Trainers from each agency would attend this training and then the agency trainers will train all their personnel on all shifts. These trainers will then train new personnel as they are added, as well as provide refresher training.

Dispatcher Training: It is also important that dispatchers receive training on the new radio system. Formal user training for dispatchers will make the users knowledgeable and comfortable with their communications tools. Since new consoles will be utilized on the new radio system, dispatchers will need to be trained on the new features and

functionality, as well as on the new radio system itself. Also, if the dispatch centers are connected to the microwave system, they will need to learn the operation of a backup radio.

Vendor-provided training allows questions to be fully answered and explained, and can provide for a more thorough initial training. When every dispatcher receives training from the vendor, a thorough foundation is established for the dispatch operations. Subsequent dispatcher training for new personnel or for refresher training is then accomplished through agency-provided train-the-trainer. It is recommended that every dispatcher receive operator training. Operator training is conducted on-site on the agency's consoles. There should be two to three people per available console used for training. At a minimum, there should be three to four training sessions to accommodate all shifts and people's work schedules.

Administration Training: Administration and management of a P25 radio system is complex. A successful implementation of the radio system will require careful planning of operations at all levels. Radio System Administration Training is very important for the successful implementation of the system. It provides the administrators with the knowledge necessary for planning the operations of the system, as well as the knowledge of how to use the tools required for implementation, such as the database computers and radio programming. Since system-wide planning is important, Administration Training should be early in the implementation schedule. This allows the administrators to appropriately plan for the system as it is being built. It is recommended that this course be held at the factory where all the features and functionality can be demonstrated on a fully-functional system, since their own system may not be implemented. While travel expenses will be incurred, this expense is offset by having a satisfactory training experience. Furthermore, we recommend that robust System Administrator software be included in the RFP Specification.

Maintenance Training: Since the components of the P25 system will be very similar to the existing MERA trunked radio system, the maintenance training should focus on filling in the gaps and differences with the new system. Clearly, the benefits of a preventative maintenance program will be essential to keep the new system running dependably. Radio system maintenance courses can be two weeks in length for overall systems maintenance, with base station and mobile / portable maintenance course being typically one week.

System Migration

During the Implementation process, it is important to understand that the existing MERA system must remain active and fully functional through the process. In an earlier report, we highlighted the challenge this would present on the existing facilities. Since the existing MERA system will have to remain in place and operational during the build-out of the 700 MHz system, all sites must be capable, and have the physical space, to support UHF T-Band equipment for the existing system and for 700 MHz equipment for the new system. In addition, the microwave backbone and dispatch centers must support both systems simultaneously, as well. It will be important that the RFP Specification address this need.

In addition, the upgrade to UHF T-Band P25 Simulcast will also require additional equipment and antennas be installed in some shelters and on some of the existing towers. It will be important that the physical constraints at each site are considered. If it is determined that the sites and / or towers do not have the physical space for equipment to support both systems during the cutover, then the County will have to work with the selected vendor in developing a solution that will address this critical need. In addition, some of the dispatch centers may not have the physical space to accommodate both systems during the cutover. Detailed site surveys and dispatch surveys were beyond the scope of this project, but should be conducted if the County decides to move forward with either radio system design discussed in this report.

6.2 700 MHz P25 Phase 2 Option

This section provides a comprehensive migration plan for a countywide 700 MHz P25 Phase 2 standard-based digital trunking system. The 700 MHz P25 Phase 2 system option is described in detail in Section 5.1 of this report. As we begin to discuss the implementation process, it is important to understand some of the procurement implementations offered by P25. The P25 standard is a long-awaited breakthrough because it introduces competition in the radio

marketplace. With P25 it is possible to use one vendor for your infrastructure and another vendor for your user radios. Multiple vendors introduce competition into the procurement process and can ultimately drive your cost down, even if you ultimately decide to purchase from a single vendor. The industry is in its infancy regarding feature-rich trunked radios capable of working on other-brand infrastructure. We recommend carefully crafted procurement specifications to maximize the benefits and minimize surprises or disappointments.

6.2.1 700 MHz Implementation Process

Prior to the start of the implementation process, several pre-planning steps must be completed. This radio project was one of those critical steps and identified two viable options that will meet the long term needs of the County. However, the County and MERA must now choose which option will be implemented. Following this choice, other important steps must be taken.

First, the County must validate the radio inventory and verify the number of radios in the existing system. Some agencies may have a desire to add more radios to the system, but have not made this need known. The number of radios on the system will directly impact the channel allocations of the radio system. Next, the County should assess each site and each dispatch center and determine if they are able to support the existing MERA system and also able to provide the physical space needed to implement the 700 MHz radio system. If physical space is not available, a determination should be made if the lack of space can be overcome by a cost effective solution. Finally, the Preliminary EIR and EIS considerations should be factored into the timeline and any concerns should be addressed immediately. We have not included these pre-planning steps in our schedule so that the schedule could be focused on the critical radio system implementation steps.

From a high level, we suggest thinking of the project in terms of four elements that must come together: 1) the LMR infrastructure, 2) facilities work for tower sites and dispatch locations, 3) the microwave backbone, and 4) subscriber equipment. The P25 standard allows us to break out the radio equipment/portion separately. The County could issue contracts for each of these elements independently using negotiated or competitive procurements for each. In practice, the procurement process would result in two RFP cycles. In the first cycle two RFP's are issued, one for the LMR infrastructure and the other for subscriber gear. The infrastructure RFP contains potential sites and coverage goals and yields proposals for coverage based upon an actual design. During the Detailed Design Review (DDR) with the contracted LMR infrastructure vendor, tower sites become finalized.

At this point, procurement of the microwave backbone and facilities/tower work can proceed. Of course the Environmental Impact considerations must be considered at this point, which is summarized in Appendix C. With the coverage design (and sites) now settled, AECOM's specifications for microwave and facilities may be finalized and issued. The microwave vendor is selected and final site feasibility is determined with completed path surveys. Once the microwave design review is complete, the microwave vendor may begin building equipment. With all site details confirmed, the selected facilities contractor(s) may start on the site, shelter and tower work. In this timeframe, the LMR vendor can be approved to begin building the infrastructure. While the facilities work is in progress, LMR infrastructure staging tests may be executed.

LMR staging is also the best time to finalize subscriber gear selection. We recommend a carefully written and executed test plan under which P25 equipment samples from all potential vendors are subjected to side-by-side comparisons for functionality and performance.

Once the shelters are ready, the microwave equipment has been staged, and LMR equipment has been built, the County can receive these shipments directly at the sites and authorize installation.

After the microwave system has been installed, optimized, and demonstrated, LMR testing can proceed. All functional testing which could not be completed at staging is finished at this time. Finally, the finished system is subjected to a carefully planned and executed coverage test (preferably done with foliage on the trees in

the summer) and the system is ready for a 30 day burn-in cycle. During this time, cutover plans can be finalized, the radio programming fleetmap finalized, and training/documentation, and vendor punchlists can be completed. The system is then ready for cutover and final acceptance.

6.2.2 700 MHz Implementation Schedule

AECOM has developed this implementation schedule based on several key factors:

1. The schedule assists in that there is not a disruption of radio service for existing MERA radio users.
2. The schedule points out important considerations that must be addressed if the schedule is to stay on track.
3. We have assumed that for the purpose of scheduling that funding is available.
4. We have assumed a start date of January 3, 2011. This start date allows time for MERA and the County Board to select a desired alternative and to identify a funding source. This start date can be adjusted and we have included an estimate of the months to complete each task / milestone.
5. Any schedule is subject to review and will ultimately be determined by the County working with the selected vendor. The schedule provided here is intended to assist the County in the planning process.

Figure 6-1 illustrates the project schedule for implementing a 700 MHz P25 Phase 2 system. The schedule is based on our experience with similar projects of this scope. Again, the implementation schedule is based upon a "notice to proceed" date of January 3, 2011 for the development of the specifications which can be adjusted based on the specific procurement process of the County. The schedule generally applies to the entire system, and should be tailored for any specific additions or reductions in requirements. The radio contractor will develop as part of his proposal a detailed construction and implementation schedule. The entire project will take approximately 45 months, from the start of Functional Specification development until Final System Acceptance. A start date of January 2011 would lead to an estimated completion date of September 2014.

We would expect the 700 MHz Licensing Process to take up to 11 months. The specification and proposal evaluation for the Radio System, Microwave System and Physical Facilities would overlap, but each would be a separate Request for Proposal (RFP) process. We recommend that the procurement process be carefully planned and follow the schedule shown in Figure 6-1. Keep in mind that there are several pre-planning steps that must be taken prior to beginning the implementation process. We have outlined these in Section 6.2.1.

6.3 UHF T-Band P25 Phase 2 Option

The second viable option for Marin County is to upgrade the existing MERA UHF T-Band system to a P25 Phase 2 simulcast system. This section provides a comprehensive migration plan for a countywide UHF T-Band P25 Phase 2 standard-based digital trunking system. The UHF T-Band P25 Phase 2 system option is described in detail in Section 5.2 of this report. As we begin to discuss the implementation process, it is important to understand that there are some unique distinctions between upgrading to a UHF P25 system and implementing the 700 MHz Option discussed in Section 6.2.

First, this option is an upgrade to the existing UHF T-Band MERA SmartZone 3.0 system. Any radios purchased must be backward compatible with the MERA system, and will by necessity mean that the County will continue to purchase Motorola subscriber units. Although the P25 standard does introduce competition in the radio marketplace, the backward compatibility with the existing MERA system limits the Counties user radio choices. It will be important to negotiate with the vendor so that competitive pricing is put in place for all purchases.

The infrastructure upgrades will also follow a similar pattern. Since the existing system will remain active as each site is upgraded, the County will have to ensure that system infrastructure (the fixed equipment at each radio site) is backward compatible with the MERA SmartZone 3.0 system. We see the possibility to reuse some of the existing

combiners, antenna systems, and other components, but we have not factored these into our costing our into our implementation plan since we did not conduct site surveys.

6.3.1 UHF Implementation Process

The migration from a SmartZone 3.0 system to a P25 Phase 2 system can be accomplished in phases. Below, each major phase is described along with some of the key considerations for each step. Many of the phases listed below are similar to those discussed with the 700 MHz Implementation discussed in Section 6.2. Keep in mind that the time allocated for each phase is an estimate for planning purposes and that they may need to be adjusted based on the RFP Specification process. We also have included an implementation schedule, shown in Figure 6.2 that corresponds to the descriptions outlined below.

Prior to the start of the implementation process, several pre-planning steps must be completed. Each of these preplanning steps is described below.

Preplanning Step 1: Choosing an Option

This radio project focused on developing viable options two viable options that will meet the long term needs of the County. The County and MERA must now choose which option will be implemented.

Preplanning Step 2: UHF T-Band Licensing

Starting with the County's current channels, AECOM searched for the "best" channels that could be used in a single simulcast configuration. By "best" channel, we mean the channels with the least number of potential co-channel and adjacent channel interference. Our analysis found 18 channels that can be licensed in a countywide UHF T-Band simulcast, which will support the MERA system users for the next 15 years, plus a 20% increase for additional emergency responders. While we completed the initial engineering effort to license these channels in a simulcast configuration, the licensing process must be completed. We recommend that the County begin the licensing process of the channels allocated in Table 3-2 soon so that the frequency licenses can be secured for a UHF simulcast design. Keep in mind that we list 18 channels that may be licensed as a simulcast, but only 11 of these are needed for a P25 Phase 2 solution. The remaining 7 channels can be used to support interoperability, future growth and fire station alerting needs.

Preplanning Step 3: Validate Radio Inventory (count and model)

Next, the County must validate the radio inventory and verify the number of radios in the existing system. Some agencies may have a desire to add more radios to the system, but have not made this need known. The number of radios on the system will directly impact the channel allocations of the radio system. Every subscriber unit must be replaced with subscriber units that are P25 Phase 2 compliant (ready for P25 Phase 2 use when purchased, avoiding a software upgrade fee). Any units replaced in the current MERA system, should be replaced with P25 Phase 2 subscriber units. AECOM contacted Motorola and they are scheduled to begin delivering UHF T-Band P25 Phase 2 compliant subscriber units in the late summer of 2010.

Preplanning Step 4: Conduct Site / Dispatch Surveys

Next, the County should assess each site and each dispatch center and determine if they are able to support the existing MERA system and also able to provide the physical space needed to implement the upgrade to a UHF P25 Phase 2 Simulcast radio system. If physical space is not available, a determination should be made if the lack of space can be overcome by a cost effective solution.

Preplanning Step 5: Preliminary EIR / EIS considerations

The Preliminary EIR and EIS considerations should be factored into the timeline and any concerns should be addressed immediately. Appendix C of this report includes some of the important EIR / EIS considerations.

After the preplanning steps are completed, the County can move forward with the radio system implementation. We have broken the implementation project into four phases that must come together: 1) the Radio infrastructure, 2) the microwave backbone, 3) facilities work for tower sites and dispatch locations, and

4) system implementation and acceptance. Each of these phases is described below and the timeline for each is shown in Figure 6-2.

Phase 1: Radio System

Each of the first three phases has 2 essential components, the RFP / Specification Process and the System procurement process. The tendency might be to avoid a formal RFP Specification, since this is simply an upgrade to an existing system; however, we recommend that the technical specifications portion of the procurement documentation be developed for the UHF T-Band radio system design. The specification process should include a detailed specification for the Radio System, the Microwave and the Physical Facilities and will be used in each of these phases. The process should include site facilities requirements, evaluation criteria, draft specifications, vendor review process and the final specifications. We would encourage the County to make sure that these critical components are part of the specification process, regardless of who the County uses to develop the RFP Specification.

The Radio system phase will end with the Procurement Process and entails the period beginning with the issuance of the system specifications, and concludes with the signing of the contract between Marin County / MERA and the system supplier. The procurement process will have been defined prior to issuing the procurement documentation, and should be carefully and strictly followed in order to mitigate the risk of vendor protest.

Phase 2: Microwave

This phase will also have 2 essential components, the RFP / Specification Process and the System procurement process. The Specification, site selection and other details should be updated based on the system design of the selected vendor. The phase will conclude with the Microwave Procurement process.

Phase 3: Physical Facilities RFP / Specification

Our UHF P25 Phase 2 design uses the same sites as the existing MERA system. Significant upgrades may not be needed; however, the Physical Facilities RFP / Specification should be updated to reflect any changes introduced by the Final Radio System Design, and the Final Microwave System Design. The phase will conclude with the Physical Facilities Procurement process.

Phase 4: System Implementation and Acceptance

The System Implementation will include actual test procedures that validate the system design and that are developed mutually between the selected vendor and Marin County. System testing procedures should be included in the Detailed Design Review and formal testing should be part of Staging and will continue in the field with complementary site and system tests that exercise and demonstrate all critical functions and properties of the Implemented System. We recommend that the County (or their representative) monitor and provide general oversight for acceptance testing, which will address four systems test areas: Coverage, Fixed Infrastructure, Interference, and Telecommunications Subsystem. Each of these test areas are used to validate the System Implementation.

This phase will end with the final system tests, including inspection of the installation at each site, and the acceptance of the project after cutover. The goal is for System Acceptance Tests to demonstrate the initial Systems Attributes developed at the beginning of the project. System Acceptance will include staging tests, facility and infrastructure inspections, acceptance tests, thirty-day operational tests, a review of training plan, review as-built drawings, and the reporting process.

Figure 6-1
700MHz P 25 Implementation Schedule

ID	Task Name	Resource Names	Duration	Start	Finish	2011		2012		2013		2014	
						H2	H1	H1	H2	H1	H2	H1	H2
0	AECOM Project Work Plan		971.01 days	Mon 1/31/11	Tue 9/23/14								
1	Notice to Proceed	Marin	1 day	Mon 1/31/11	Mon 1/31/11								
2	Specification Initialization Letter	AECOM	1 day	Tue 1/4/11	Tue 1/4/11								
3	Licensing		270 days	Wed 1/5/11	Tue 1/17/12								
4	License Application Preparation	AECOM	30 days	Wed 1/5/11	Tue 2/15/11								
5	License Approval	FCC	240 days	Wed 2/16/11	Tue 1/17/12								
6	Radio		286 days	Wed 1/5/11	Wed 2/9/12								
7	Phase 2 Specifications		109 days	Wed 1/5/11	Mon 6/6/11								
8	Draft Radio Specification		103 days	Wed 1/5/11	Fri 5/27/11								
9	Rough-Out Meeting	Meeting	1 day	Wed 1/5/11	Wed 1/5/11								
10	Equipment Specifications	AECOM,Marin	29 days	Wed 1/5/11	Mon 2/14/11								
11	Propagation Finalization	AECOM	10 days	Thu 1/6/11	Wed 1/19/11								
12	Sample Terms & Conditions	AECOM	3 days	Thu 1/13/11	Mon 1/17/11								
13	Terms & Conditions	Marin	46 days	Tue 1/18/11	Tue 3/22/11								
14	Final System Design	AECOM	10 days	Thu 1/20/11	Wed 2/2/11								
15	Evaluation Criteria	AECOM	5 days	Wed 3/23/11	Tue 3/29/11								
16	Non-Fixed Equipment Finalization	Marin	20 days	Wed 2/2/11	Tue 3/1/11								
17	Vendor Pre-Qualifications	AECOM	8 days	Thu 2/24/11	Mon 3/7/11								
18	System Service Specifications	AECOM	39 days	Wed 2/2/11	Mon 3/28/11								
19	Cost Sheet Preparation	AECOM	20 days	Tue 3/1/11	Mon 3/28/11								
20	Radio Draft Assembly	AECOM	2 days	Wed 3/30/11	Thu 3/31/11								
21	Vendor Invitation Letter	Marin	11 days	Tue 3/8/11	Tue 3/22/11								
22	Radio PM Review	AECOM	3 days	Fri 4/1/11	Tue 4/5/11								
23	Radio Technical Edit	AECOM	5 days	Wed 4/6/11	Tue 4/12/11								
24	Radio - Finalize Draft Specifications	AECOM	20 days	Wed 4/13/11	Tue 5/10/11								
25	Radio - Publish Draft Specifications	AECOM	3 days	Wed 5/11/11	Fri 5/13/11								
26	Radio - Proposer Review	Proposer	10 days	Mon 5/16/11	Fri 5/27/11								
27	Radio - Client Review / Approval	Marin	10 days	Mon 5/16/11	Fri 5/27/11								
28	Final Specifications		6 days	Mon 5/30/11	Mon 6/6/11								
29	Radio - Finalize Document	AECOM	3 days	Mon 5/30/11	Wed 6/1/11								
30	Radio - Publish Final Specifications	AECOM	2 days	Thu 6/2/11	Fri 6/3/11								
31	Release Radio RFP	Marin	1 day	Mon 6/6/11	Mon 6/6/11								
32	End Phase 2A Radio		0 days	Mon 6/6/11	Mon 6/6/11								
33	Phase 3 Procurement		177 days	Tue 6/7/11	Wed 2/8/12								
34	Radio - Procurement Initialization Letter	AECOM	2 days	Tue 6/7/11	Wed 6/8/11								

Figure 6-1
700MHz P 25 Implementation Schedule

AECOM

ID	Task Name	Resource Names	Duration	Start	Finish	2011		2012		2013		2014	
						H1	H2	H1	H2	H1	H2	H1	H2
35	Proposal Preparation	Proposer	34 days	Tue 6/7/11	Fri 7/22/11								
36	Pre-Proposal Conference	AECOM	4 days	Tue 6/21/11	Fri 6/24/11								
37	Addenda	AECOM	9 days	Mon 6/27/11	Thu 7/7/11								
38	Technical Evaluation		36 days	Mon 7/25/11	Mon 9/12/11								
39	Technical Proposal Opening	Marin	1 day	Mon 7/25/11	Mon 7/25/11								
40	First Pass Evaluation	AECOM/Marin	15 days	Tue 7/26/11	Mon 8/15/11								
41	Request Clarifications	AECOM	5 days	Tue 8/16/11	Mon 8/22/11								
42	Clarification Response	Proposer	5 days	Tue 8/23/11	Mon 8/29/11								
43	Final Technical Evaluation	AECOM/Marin	5 days	Tue 8/30/11	Mon 9/5/11								
44	Evaluation Team Meeting	Meeting	5 days	Tue 9/6/11	Mon 9/12/11								
45	Proposer Presentation	Proposer	5 days	Tue 9/6/11	Mon 9/12/11								
46	Cost Evaluation		6 days	Tue 9/13/11	Tue 9/20/11								
47	Cost Proposal Opening	Marin	1 day	Tue 9/13/11	Tue 9/13/11								
48	Cost Evaluation	AECOM/Marin	5 days	Wed 9/14/11	Tue 9/20/11								
49	Recommendations	AECOM	10 days	Wed 9/21/11	Tue 10/4/11								
50	Executive Presentation	Meeting	1 day	Wed 10/5/11	Wed 10/5/11								
51	Negotiations	Marin	45 days	Thu 10/6/11	Wed 12/7/11								
52	Approve Contract	Marin	6 days	Thu 12/8/11	Wed 2/8/12								
53	Contract Sign	Marin	6 days	Thu 12/8/11	Tue 2/7/12								
54	End Phase 3A Radio		1 day	Wed 2/8/12	Wed 2/8/12								
55	Microwave		327.01 days	Tue 9/7/11	Thu 9/16/12								
56	Phase 2 - Specifications		250.01 days	Tue 6/7/11	Tue 5/22/12								
57	Draft Specifications		81 days	Tue 6/7/11	Tue 9/27/11								
58	Microwave Specification	AECOM	53 days	Tue 6/7/11	Thu 8/18/11								
59	MW Draft Assembly	AECOM	2 days	Fri 8/19/11	Mon 8/22/11								
60	MW - PM Review	AECOM	3 days	Tue 8/23/11	Thu 8/25/11								
61	MW Technical Edit	AECOM	5 days	Fri 8/26/11	Thu 9/1/11								
62	MW Finalize Draft Specifications	AECOM	5 days	Fri 9/2/11	Thu 9/8/11								
63	MW Publish Draft Specs	AECOM	3 days	Fri 9/9/11	Tue 9/13/11								
64	MW - Client Review/Approval	Marin	10 days	Wed 9/14/11	Tue 9/27/11								
65	Final Specifications		164.01 days	Wed 10/5/11	Tue 5/22/12								
66	Finalize Microwave RFP	AECOM	55 days	Wed 10/5/11	Tue 12/20/11								
67	Publish Final MW RFP	AECOM	9 days	Wed 12/21/11	Mon 3/5/12								
68	Release RFP Microwave	Marin	4 days	Tue 3/6/12	Thu 5/17/12								
69	End Phase 2 B MW		3 days	Thu 5/17/12	Tue 5/22/12								

Figure 6-1
700MHz P 25 Implementation Schedule

ID	Task Name	Resource Names	Duration	Start	Finish	2011		2012		2013		2014	
						H1	H2	H1	H2	H1	H2	H1	H2
70	Phase 3 - Procurement		80 days	Thu 5/17/12	Thu 9/6/12								
71	MW Procurement Initial Letter	AECOM	11 days	Thu 5/17/12	Fri 6/1/12								
72	Proposal Prep	Microwave Vendor	29 days	Thu 5/17/12	Wed 6/27/12								
73	MW Pre-Proposal Conference	AECOM/Marin	1 day	Fri 6/1/12	Mon 6/4/12								
74	MW Addenda	AECOM	7 days	Mon 6/4/12	Wed 6/13/12								
75	Technical Evaluation		21 days	Wed 6/27/12	Thu 7/26/12								
76	MW Proposal Opening	Marin	1 day	Wed 6/27/12	Thu 6/28/12								
77	Technical Evaluation	AECOM/Marin	15 days	Thu 6/28/12	Thu 7/19/12								
78	Evaluation Team Meeting	Meeting	5 days	Thu 7/19/12	Thu 7/26/12								
79	Cost Evaluation		5 days	Thu 7/26/12	Thu 8/2/12								
80	Cost and Proposal Opening	Marin	1 day	Thu 7/28/12	Fri 7/27/12								
81	Cost Evaluation	AECOM/Marin	5 days	Thu 7/28/12	Thu 8/2/12								
82	Recommendations	AECOM	13 days	Thu 8/2/12	Tue 8/21/12								
83	Negotiations	AECOM/Marin	10 days	Tue 8/21/12	Tue 9/4/12								
84	Microwave Contract Sign	Marin	2 days	Tue 9/4/12	Thu 9/6/12								
85	End Phase 3B MW		0 days	Thu 9/6/12	Thu 9/6/12								
86	Physical Facilities		17 days	Tue 5/22/12	Thu 6/14/12								
87	Phase 2 - Specifications		117 days	Tue 5/22/12	Thu 11/1/12								
88	Phy Fac Draft Specification		90 days	Tue 5/22/12	Tue 7/3/12								
89	Physical Facilities Specifications	AECOM	7 days	Tue 5/22/12	Thu 5/31/12								
90	Phy Fac Draft Assembly	AECOM	2 days	Thu 5/31/12	Mon 6/4/12								
91	Phy Fac PM Review	AECOM	2 days	Mon 6/4/12	Wed 6/6/12								
92	Phy Fac Technical Edit	AECOM	3 days	Wed 6/6/12	Mon 6/11/12								
93	Phy Fac Finalize Draft Specifications	AECOM	3 days	Mon 6/11/12	Thu 6/14/12								
94	Phy Fac Publish Draft Specs	AECOM	3 days	Thu 6/14/12	Tue 6/19/12								
95	Phy Fac - Client Review/Approval	Marin	10 days	Tue 6/19/12	Tue 7/3/12								
96	Phy Fac Final Specification		12 days	Tue 7/3/12	Thu 7/19/12								
97	Finalize Facility RFP	AECOM	10 days	Tue 7/3/12	Tue 7/17/12								
98	Publish Final Facility Specs	AECOM	1 day	Tue 7/17/12	Wed 7/18/12								
99	Release Facility RFP	Marin	1 day	Wed 7/18/12	Thu 7/19/12								
100	End Phase 2D Phy Fac		0 days	Wed 7/18/12	Wed 7/18/12								
101	Phase 3 - Procurement		36 days	Thu 7/19/12	Fri 9/7/12								
102	Procurement Initial Letter	AECOM	5 days	Thu 7/19/12	Thu 7/26/12								
103	Proposal Prep	Facility Vendor	30 days	Thu 7/26/12	Thu 9/6/12								
104	Pre-Proposal Conference	Meeting	10 days	Thu 7/19/12	Thu 8/2/12								

Figure 6-1
700MHz P 25 Implementation Schedule

AECOM

ID	Task Name	Resource Names	Duration	Start	Finish	2011		2012		2013		2014	
						H1	H2	H1	H2	H1	H2	H1	H2
105	Addenda	AECOM	10 days	Thu 8/2/12	Thu 8/16/12								
106	Proposed Opening	Marin	1 day	Thu 9/6/12	Fri 9/7/12								
107	Technical Evaluation		20 days	Fri 9/7/12	Fri 10/5/12								
108	Tech Evaluation	AECOM/Marin	15 days	Fri 9/7/12	Fri 9/28/12								
109	Evaluation Team Meeting	Meeting	5 days	Fri 9/28/12	Fri 10/5/12								
110	Cost Evaluation	AECOM/Marin	1 day	Fri 10/5/12	Mon 10/8/12								
111	Cost Proposal Opening & Evaluation	AECOM/Marin	1 day	Mon 10/8/12	Tue 10/9/12								
112	Recommendations	AECOM	5 days	Tue 10/9/12	Tue 10/16/12								
113	Negotiations	AECOM/Marin	10 days	Tue 10/16/12	Tue 10/30/12								
114	Physical Facilities Contract Sign	Marin	2 days	Tue 10/30/12	Thu 11/1/12								
115	End Phase 3D Phy Fac		0 days	Thu 11/1/12	Thu 11/1/12								
116	Phase 4 - Implementation & Acceptance		493 days	Thu 11/1/12	Tue 9/23/14								
117	DESIGN REVIEW		61 days	Thu 11/1/12	Fri 1/25/13								
118	Design Materials	Contractors	60 days	Thu 11/1/12	Thu 1/24/13								
119	Implementation Plan	Contractors	10 days	Thu 11/1/12	Thu 11/15/12								
120	Finalize Detailed Design	Marin/AECOM/Contractors	40 days	Thu 11/15/12	Thu 1/10/13								
121	DDR Meeting	Marin/AECOM/Contractors	1 day	Thu 1/10/13	Fri 1/11/13								
122	DDR Approval	AECOM/Marin	10 days	Fri 1/11/13	Fri 1/25/13								
123	TEST PLAN		230 days	Fri 1/25/13	Fri 12/13/13								
124	Staging Test Plan Submittal	Contractors	40 days	Fri 1/25/13	Fri 3/22/13								
125	Staging Test Plans Approval	AECOM/Marin	20 days	Fri 3/22/13	Fri 4/19/13								
126	Acceptance Test Plan Submittal	Contractors	40 days	Fri 8/23/13	Fri 10/18/13								
127	Acceptance Test Plan Approval	AECOM/Marin	40 days	Fri 10/18/13	Fri 12/13/13								
128	RADIO		295 days	Fri 1/25/13	Fri 3/14/14								
129	Manufacture Radio System	Contractors	60 days	Fri 1/25/13	Fri 4/19/13								
130	Stage Radio System	Marin/AECOM/Contractors	20 days	Fri 7/26/13	Fri 8/23/13								
131	Ship Non-Fixed Equipment	Contractors	65 days	Fri 8/23/13	Fri 11/22/13								
132	Ship Infrastructure	Contractors	10 days	Fri 11/22/13	Fri 12/6/13								
133	Non-Fixed Equipment Installation	Contractors	75 days	Fri 11/22/13	Fri 3/7/14								
134	Infrastructure Installation	Contractors	30 days	Fri 12/6/13	Fri 1/17/14								
135	Final Inspection	AECOM	20 days	Fri 1/17/14	Fri 2/14/14								
136	Optimization	Contractors	30 days	Fri 1/17/14	Fri 2/28/14								
137	Telecom Test	Contractors	5 days	Fri 2/28/14	Fri 3/7/14								
138	Punch List Update	AECOM	5 days	Fri 2/14/14	Fri 2/21/14								
139	Pre-Test Punch List Resolution	Contractors	15 days	Fri 2/21/14	Fri 3/14/14								

Figure 6-1
700MHz P 25 Implementation Schedule

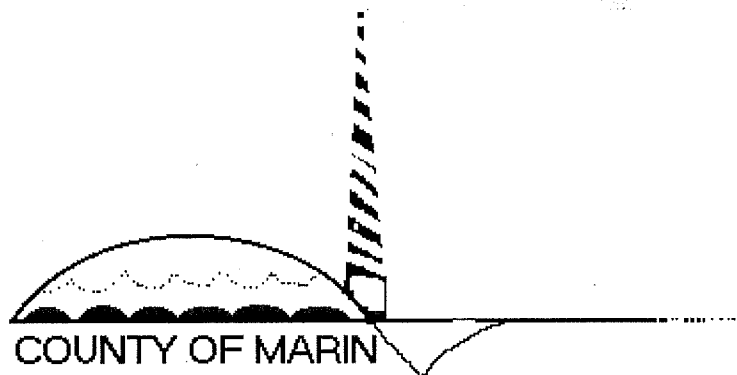
ID	Task Name	Resource Names	Duration	Start	Finish	2011		2012		2013		2014	
						H1	H2	H1	H2	H1	H2	H1	H2
140	MICROWAVE												
141	Microwave Path Survey	Contractors	120 days	Fri 1/25/13	Fri 7/12/13								
142	Manufacture Microwave	Contractors	40 days	Fri 1/25/13	Fri 3/22/13								
143	Microwave Staging Test Plan Submittal	Contractors	60 days	Fri 3/22/13	Fri 6/14/13								
144	Microwave Staging Test Plan Approval	Contractors	20 days	Fri 3/22/13	Fri 4/19/13								
145	Microwave Staging	AECOM/Marin	10 days	Fri 4/19/13	Fri 5/3/13								
146	Microwave Staging	Marin/AECOM/Contractors	20 days	Fri 6/14/13	Fri 7/12/13								
147	PHYSICAL FACILITIES												
148	Site Acquisition	Marin	225 days	Fri 1/25/13	Fri 12/6/13								
149	Site Development	Contractors	130 days	Fri 1/25/13	Fri 7/26/13								
150	Tower Procurement	Contractors	40 days	Fri 7/26/13	Fri 9/20/13								
151	Building Implementation	Contractors	28 days	Fri 7/26/13	Wed 9/4/13								
152	Tower Implementation	Contractors	45 days	Fri 9/20/13	Fri 11/22/13								
153	Facility Inspection	Contractors	45 days	Fri 9/20/13	Fri 11/22/13								
154	TRAINING	AECOM	10 days	Fri 11/22/13	Fri 12/6/13								
155	System Administrative Support Training	Contractors	150 days	Fri 8/23/13	Fri 3/21/14								
156	Maintenance Training	Contractors	10 days	Fri 8/23/13	Fri 9/6/13								
157	FINAL TEST												
158	Interference Test	Contractors/AECOM	45 days	Fri 1/17/14	Fri 3/21/14								
159	Infrastructure Test	Contractors	70 days	Fri 3/14/14	Fri 6/20/14								
160	Operations Training	Contractors	5 days	Fri 3/14/14	Fri 3/21/14								
161	Punch List Resolution	Contractors	10 days	Fri 3/21/14	Fri 4/4/14								
162	Coverage Test	Contractors/AECOM	40 days	Fri 4/4/14	Fri 5/30/14								
163	User Training	Contractors	15 days	Fri 4/4/14	Fri 4/25/14								
164	Test Report Submittal	Contractors	15 days	Fri 4/4/14	Fri 4/25/14								
165	Test Report Approval	AECOM	20 days	Fri 4/25/14	Fri 5/23/14								
166	System Maintenance Manual Submittal	Contractors	10 days	Fri 5/23/14	Fri 6/6/14								
167	System Maintenance Manual Review	AECOM	10 days	Fri 5/23/14	Fri 6/6/14								
168	As Built Document Submittal	Contractors	30 days	Fri 4/25/14	Fri 6/6/14								
169	As Built Document Review	AECOM	10 days	Fri 6/6/14	Fri 6/20/14								
170	Burn In Test	Contractors	20 days	Fri 4/25/14	Fri 5/23/14								
171	CUTOVER												
172	Cutover Recommendation	AECOM	87 days	Fri 5/23/14	Tue 9/23/14								
173	Cutover	Contractors	3 days	Fri 5/23/14	Wed 5/28/14								
174	Final System Acceptance	AECOM	10 days	Wed 5/28/14	Wed 6/11/14								
175	System Commissioning	Marin	2 days	Fri 6/20/14	Tue 6/24/14								
176	System Commissioning	Marin	65 days	Tue 6/24/14	Tue 9/23/14								

DRAFT
COUNTY OF MARIN

Request for Proposals

For

**Wireless Communications Consulting
Program Manager
For Marin Emergency Radio Authority
Next Generation Communications System**



Submittals Due

On

At

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

Introduction

Background

Scope of Work

Proposal Submission Requirements

Evaluation and Selection Criteria

Pre-proposal Conference and Contract Award.....

Inquiries Regarding RFP.....

General Conditions.....

Attachment: County of Marin Standard Professional Service Agreement

I. Introduction

On behalf of the Marin Emergency Radio Authority, Marin County Public Works will implement a 700 MHz P25 6.25 KHz spectrum efficiency 2 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 an upgrade to the current system. The Program Manager will report to the MERA Operations Officer in Marin County Public Works.

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. The County intends to execute Phase 1 initially, and will have the ability to execute options for future phases within the contract. 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 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.

PHASE 1 – SYSTEM PROCUREMENT

Task 1.1 - Conduct Project Kickoff Meeting and Project Planning

The Contractor shall conduct a Project kickoff meeting, designed for both the Agency's project manager and the Contractor's project manager to establish mutual acquaintance, clarify roles, and reach a mutual understanding of the future vision and plans for the 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 Contractor 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 Consultant conducts weekly teleconferences with the County's radio project team, as well as bi-weekly face-to-face meetings with the project team 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.

Task 1.3 – FCC Regulatory Efforts

The Contractor 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 Contractor shall:

- Perform site surveys (as required for FCC applications)
- Identify all available frequencies and channels (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 Contractor's estimates may be based on the Agency's current number of channels and 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 system design, technical and performance requirements, and cutover plan for the RFP specification.

As a first task, the Consultant shall provide written Life-Cycle Recommendations of what the County 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) year life for the new system.
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 fifteen (15) year life and strategies for cost savings.
3. Strategies for avoiding investment cost spikes during the fifteen (15) year life cycle.
4. The Proposer to address if there are ways to lessen the dependency on a single vendor, and what the risks and benefits of having multiple vendors would be.
5. A methodology for soliciting price proposals that shall enable evaluation and comparison of the life-cycle cost of each radio system 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 Phase 2. 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) 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 contractor 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

- 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, additional tasks need to be included in the schedule regarding environmental compliance, real estate acquisition, and evaluation of options to move the project forward in a phased manner with the backbone first and new sites as they become available.

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

Task 1.5 – System Procurement Process and Contract Negotiations

During this phase, the Consultant shall be available to support the County and MERA in the evaluation of responses from the proposers. The Consultant's primary goal is to provide services to augment the County'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
- 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 the County'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 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 FCC licensing, environmental compliance, real estate acquisition, permitting by others (tasks not currently proposed in this contract).
- Provide construction management and oversight
- 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:

- Support the County and provide comments/recommendations during the Design Review Phases
- Provide construction and civil work management and all radio sites
- 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
- 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 5:00 p.m., on Wednesday, February 25, 2015.

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 .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 the City. Include the following information:

- Overall scope of work tasks; and

- Schedule and ability to complete the project within the County'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 subcontractors. 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 specific information that the County is expected to provide.
- 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.

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 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 be eligible to receive funding from the Department of Homeland Security and possibly other federal, state, or local 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 Phase 1 and Phase 2 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 pass a criminal background check.

References (up to 10 pages)

Provide references for the following members of 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 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, 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. The County 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 **County 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 on **February 4 at 2:00 PM** to be held at **Marin County Civic Center, 3501 Civic Center Drive, Room _____, San Rafael, San Francisco, 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 _____.

Contract Award

The County will identify a highest ranked Consultant with whom County staff 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 Department, in writing, if the proposer discovers any ambiguity, discrepancy, omission, or other error in the RFP. Any such notification should be directed to the Department 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:

Radio Replacement Project Team

Email address

VIII. General Conditions

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.

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.

All proposals, materials and documentation submitted shall be retained by and become the property of the County. The proposer is responsible for all costs responding to this RFP.

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 competition 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 for any damages to the County resulting from the proposer's failure or refusal to complete/deliver the items within the specified time.

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 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 may conduct interviews with any respondent it deems necessary.

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 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.

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.

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

**COUNTY OF MARIN
PROFESSIONAL SERVICES CONTRACT
2012 - Edition 1**

THIS CONTRACT is made and entered into this _____ day of _____ 20____, by and between the COUNTY OF MARIN, hereinafter referred to as "County" and _____, hereinafter referred to as "Contractor."

RECITALS:

WHEREAS, County desires to retain a person or firm to provide the following service: _____ ; and

WHEREAS, Contractor warrants that it is qualified and competent to render the aforesaid services;

NOW, THEREFORE, for and in consideration of the Contract made, and the payments to be made by County, the parties agree to the following:

1. SCOPE OF SERVICES:

Contractor agrees to provide all of the services described in **Exhibit A** attached hereto and by this reference made a part hereof.

2. FURNISHED SERVICES:

The County agrees to:

- A. Guarantee access to and make provisions for the Contractor to enter upon public and private lands as required to perform their work.
- B. Make available all pertinent data and records for review.
- C. Provide general bid and Contract forms and special provisions format when needed.

3. FEES AND PAYMENT SCHEDULE:

The fees and payment schedule for furnishing services under this Contract shall be based on the rate schedule which is attached hereto as **Exhibit B** and by this reference incorporated herein. Said fees shall remain in effect for the entire term of the Contract. Contractor shall provide County with his/her/its Federal Tax I.D. number prior to submitting the first invoice.

4. MAXIMUM COST TO COUNTY:

In no event will the cost to County for the services to be provided herein exceed the maximum sum of \$ _____ including direct non-salary expenses. As set forth in section 14 of this Contract, should the funding source for this Contract be reduced, Contractor agrees that this maximum cost to County may be amended by written notice from County to reflect that reduction.

5. TIME OF CONTRACT:

This Contract shall commence on the date this agreement is made and entered into, and shall terminate on Certificate(s) of Insurance must be current on day Contract commences and if scheduled to lapse prior to termination date, must be automatically updated before final payment may be made to Contractor. The final invoice must be submitted within 30 days of completion of the stated scope of services.

6. INSURANCE:

Commercial General Liability:

The Contractor shall maintain a commercial general liability insurance policy in the amount of \$1,000,000 (\$2,000,000 aggregate). The County shall be named as an additional insured on the commercial general liability policy.

Commercial Automobile Liability:

Where the services to be provided under this Contract involve or require the use of any type of vehicle by Contractor, Contractor shall provide comprehensive business or commercial automobile liability coverage, including non-owned and hired automobile liability, in the amount of \$1,000,000.00.

Workers' Compensation:

The Contractor acknowledges the State of California requires every employer to be insured against liability for workers' compensation or to undertake self-insurance in accordance with the provisions of the Labor Code. If Contractor has employees, a copy of the certificate evidencing such insurance, a letter of self-insurance, or a copy of the Certificate of Consent to Self-Insure shall be provided to County prior to commencement of work.

Errors and Omissions, Professional Liability or Malpractice Insurance.

Contractor may be required to carry errors and omissions, professional liability or malpractice insurance.

All policies shall remain in force through the life of this Contract and shall be payable on a "per occurrence" basis unless County specifically consents to a "claims made" basis. The insurer shall supply County adequate proof of insurance and/or a certificate of insurance evidencing coverages and limits prior to commencement of work. Should any of the required insurance policies in this Contract be cancelled or non-renewed, it is the Contractor's duty to notify the County immediately upon receipt of the notice of cancellation or non-renewal.

If Contractor does not carry a required insurance coverage and/or does not meet the required limits, the coverage limits and deductibles shall be set forth on a waiver, **Exhibit C**, attached hereto.

Failure to provide and maintain the insurance required by this Contract will constitute a material breach of this Contract. In addition to any other available remedies, County may suspend payment to the Contractor for any services provided during any time that insurance was not in effect and until such time as the Contractor provides adequate evidence that Contractor has obtained the required coverage.

7. ANTI DISCRIMINATION AND ANTI HARASSMENT:

Contractor and/or any subcontractor shall not unlawfully discriminate against or harass any individual including, but not limited to, any employee or volunteer of the County of Marin based on race, color, religion, nationality, sex, sexual orientation, age or condition of disability. Contractor and/or any subcontractor understands and agrees that Contractor and/or any subcontractor is bound by and will comply with the anti discrimination and anti harassment mandates of all Federal, State and local statutes, regulations and ordinances including, but not limited to, County of Marin Personnel Management Regulation (PMR) 21.

8. SUBCONTRACTING:

The Contractor shall not subcontract nor assign any portion of the work required by this Contract without prior written approval of the County except for any subcontract work identified herein. If Contractor hires a subcontractor under this Contract, Contractor shall require subcontractor to provide and maintain insurance coverage(s) identical to what is required of Contractor under this Contract and shall require subcontractor to name Contractor and County of Marin as an additional insured under this Contract for general liability. It shall be Contractor's responsibility to collect and maintain current evidence of insurance provided by its subcontractors and shall forward to the County evidence of same.

9. ASSIGNMENT:

The rights, responsibilities and duties under this Contract are personal to the Contractor and may not be transferred or assigned without the express prior written consent of the County.

10. LICENSING AND PERMITS:

The Contractor shall maintain the appropriate licenses throughout the life of this Contract. Contractor shall also obtain any and all permits which might be required by the work to be performed herein.

11. BOOKS OF RECORD AND AUDIT PROVISION:

Contractor shall maintain on a current basis complete books and records relating to this Contract. Such records shall include, but not be limited to, documents supporting all bids, all income and all expenditures. The books and records shall be original entry books with a general ledger itemizing all debits and credits for the work on this Contract. In addition, Contractor shall maintain detailed payroll records including all subsistence, travel and field expenses, and canceled checks, receipts and invoices for all items. These documents and records shall be retained for at least five years from the completion of this Contract. Contractor will permit County to audit all books, accounts or records relating to this Contract or

all books, accounts or records of any business entities controlled by Contractor who participated in this Contract in any way. Any audit may be conducted on Contractor's premises or, at County's option, Contractor shall provide all books and records within a maximum of fifteen (15) days upon receipt of written notice from County. Contractor shall refund any monies erroneously charged.

12. WORK PRODUCT/PRE-EXISTING WORK PRODUCT OF CONTRACTOR:

Any and all work product resulting from this Contract is commissioned by the County of Marin as a work for hire. The County of Marin shall be considered, for all purposes, the author of the work product and shall have all rights of authorship to the work, including, but not limited to, the exclusive right to use, publish, reproduce, copy and make derivative use of, the work product or otherwise grant others limited rights to use the work product.

To the extent Contractor incorporates into the work product any pre-existing work product owned by Contractor, Contractor hereby acknowledges and agrees that ownership of such work product shall be transferred to the County of Marin.

13. TERMINATION:

- A. If the Contractor fails to provide in any manner the services required under this Contract or otherwise fails to comply with the terms of this Contract or violates any ordinance, regulation or other law which applies to its performance herein, the County may terminate this Contract by giving five (5) calendar days written notice to the party involved.
- B. The Contractor shall be excused for failure to perform services herein if such services are prevented by acts of God, strikes, labor disputes or other forces over which the Contractor has no control.
- C. Either party hereto may terminate this Contract for any reason by giving thirty (30) calendar days written notice to the other parties. Notice of termination shall be by written notice to the other parties and be sent by registered mail.
- D. In the event of termination not the fault of the Contractor, the Contractor shall be paid for services performed to the date of termination in accordance with the terms of this Contract so long as proof of required insurance is provided for the periods covered in the Contract or Amendment(s).

14. APPROPRIATIONS:

The County's performance and obligation to pay under this Contract is contingent upon an annual appropriation by the Marin County Board of Supervisors, the State of California or other third party. Should the funds not be appropriated County may terminate this Contract with respect to those payments for which such funds are not appropriated. County will give Contractor thirty (30) days' written notice of such termination. All obligations of County to make payments after the termination date will cease.

Where the funding source for this Contract is contingent upon an annual appropriation or grant from the Marin County Board of Supervisors, the State of California or other third party, County's performance and obligation to pay under this Contract is limited by the availability of those funds. Should the funding source for this Contract be eliminated or reduced, upon written notice to Contractor, County may reduce the Maximum Cost to County identified in section 4 to reflect that elimination or reduction.

15. RELATIONSHIP BETWEEN THE PARTIES:

It is expressly understood that in the performance of the services herein, the Contractor, and the agents and employees thereof, shall act in an independent capacity and as an independent Contractor and not as officers, employees or agents of the County. Contractor shall be solely responsible to pay all required taxes, including but not limited to, all withholding social security, and workers' compensation.

16. AMENDMENT:

This Contract may be amended or modified only by written Contract of all parties.

17. ASSIGNMENT OF PERSONNEL:

The Contractor shall not substitute any personnel for those specifically named in its proposal unless personnel with substantially equal or better qualifications and experience are provided, acceptable to County, as is evidenced in writing.

18. JURISDICTION AND VENUE:

This Contract shall be construed in accordance with the laws of the State of California and the parties hereto agree that venue shall be in Marin County, California.

19. INDEMNIFICATION:

Contractor agrees to indemnify, defend, and hold County, its employees, officers, and agents, harmless from any and all liabilities including, but not limited to, litigation costs and attorney's fees arising from any and all claims and losses to anyone who may be injured or damaged by reason of Contractor's negligence, recklessness or willful misconduct in the performance of this Contract.

20. COMPLIANCE WITH APPLICABLE LAWS:

The Contractor shall comply with any and all Federal, State and local laws and resolutions: including, but not limited to the County of Marin Nuclear Free Zone, Living Wage Ordinance, and Board of Supervisors Resolution #2005-97 prohibiting the off-shoring of professional services involving employee/retiree medical and financial data affecting services covered by this Contract. Copies of any of the above-referenced local laws and resolutions may be secured from the Contract Manager referenced in section 21. In addition, the following NOTICES may apply:

- 1. Pursuant to California Franchise Tax Board regulations, County will automatically withhold 7% from all payments made to vendors who are non-residents of California.**
- 2. Contractor agrees to meet all applicable program access and physical accessibility requirements under State and Federal laws as may apply to services, programs or activities for the benefit of the public.**
- 3. For Contracts involving any State or Federal grant funds, Exhibit D must be attached. Exhibit D shall consist of the printout results obtained by search of the System for Award Management at www.sam.gov.**

Exhibit D - Debarment Certification

By signing and submitting this Contract, the Contractor is agreeing to abide by the debarment requirements as set out below.

- The certification in this clause is a material representation of fact relied upon by County.
- The Contractor shall provide immediate written notice to County if at any time the Contractor learns that its certification was erroneous or has become erroneous by reason of changed circumstances.
- Contractor certifies that none of its principals, affiliates, agents, representatives or contractors are excluded, disqualified or ineligible for the award of contracts by any Federal agency and Contractor further certifies to the best of its knowledge and belief, that it and its principals:
 - Are not presently debarred, suspended, proposed for debarment, declared ineligible, or voluntarily excluded by any Federal Department or Agency;
 - Have not been convicted within the preceding three-years of any of the offenses listed in 2 CFR 180.800(a) or had a civil judgment rendered against it for one of those offenses within that time period;
 - Are not presently indicted for or otherwise criminally or civilly charged by a governmental entity (Federal, State, or Local) with commission of any of the offenses listed in 2 CFR 180.800(a);
 - Have not had one or more public transactions (Federal, State, or Local) terminated within the preceding three-years for cause or default.
- The Contractor agrees by signing this Contract that it will not knowingly enter into any subcontract or covered transaction with a person who is proposed for debarment, debarred, suspended, declared ineligible, or voluntarily excluded from participation in this covered transaction.

- Any subcontractor will provide a debarment certification that includes the debarment clause as noted in preceding bullets above, without modification.

21. NOTICES:

This Contract shall be managed and administered on County's behalf by the Department Contract Manager named below. All invoices shall be submitted and approved by this Department and all notices shall be given to County at the following location:

Contract Manager: _____
 Dept./Location: Department of Public Works
 P. O. Box 4186
 San Rafael, CA 94913-4186
 Telephone No.: _____

Notices shall be given to Contractor at the following address:

Contractor: _____
 Address: _____
 Telephone No.: _____

22. ACKNOWLEDGEMENT OF EXHIBITS

Check applicable Exhibits

CONTRACTOR'S INITIALS

<u>EXHIBIT A.</u>	<input type="checkbox"/> Scope of Services	
<u>EXHIBIT B.</u>	<input type="checkbox"/> Fees and Payment	
<u>EXHIBIT C.</u>	<input type="checkbox"/> Insurance Reduction/Waiver	
<u>EXHIBIT D.</u>	<input type="checkbox"/> Contractor's Debarment Certification	
<u>EXHIBIT E.</u>	<input type="checkbox"/> Subcontractor's Debarment Certification	

IN WITNESS WHEREOF, the parties have executed this Contract on the date first above written.

CONTRACTOR:

By: _____
 Name: _____
 Title: _____

**APPROVED BY
 COUNTY OF MARIN:**

By: _____

.....
COUNTY COUNSEL REVIEW AND APPROVAL (required if template content has been modified)

County Counsel: _____ Date: _____

EXHIBIT "A"
SCOPE OF SERVICES (required)

EXHIBIT "B"
FEES AND PAYMENT SCHEDULE (required)

EXHIBIT "C"

INSURANCE REDUCTION/WAIVER (if applicable)

CONTRACTOR:

CONTRACT TITLE:

This statement shall accompany all requests for a reduction/waiver of insurance requirements. Please check the box if a waiver is requested or fill in the reduced coverage(s) where indicated below:

	<i>Check Where Applicable</i>	<i>Requested Limit Amount</i>	<i>CAO Use Only</i>
General Liability Insurance	<input type="checkbox"/>	\$	
Automobile Liability Insurance	<input type="checkbox"/>	\$	
Workers' Compensation Insurance	<input type="checkbox"/>		
Professional Liability Deductible	<input type="checkbox"/>	\$	

Please set forth the reasons for the requested reductions or waiver.

Contract Manager Signature: _____

Date: _____

Extension: _____

Approved by Risk Manager: _____

Date: _____

EXHIBIT D

**DEBARMENT CERTIFICATION FOR CONTRACTORS
(Attach SAM Printout)**

EXHIBIT E

**DEBARMENT CERTIFICATION FOR SUBCONTRACTORS
(Attach SAM Printout)**